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THE INFLUENCE OF WORK CULTURE VALUE ON OFFICIAL'S PERFORMANCE AT PT BANK BUKOPIN Tbk OF MAIN BRANCH OFFICE OF MAKASSAR

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Abstract

This research aims to find out the influence of the working culture values of Bank Bukopin involving professionalism, integrity, customer orientation, continuous improvement at PT. Bank Bukopin Tbk. of Main Branch Office of Makassar, and find out the more dominant value affecting officials' performance at PT. Bank Bukopin Tbk. of Main Branch Office of Makassar. The population in this research consists of 103 officials. The sample consisted of 84 officials selected using Isaac and Michel formula with a deviation level of 5%. The data consists of primary and secondary data obtained through a questionnaire and documentation technique. They were then analyzed using validity and reliability analyzes to test the hypothesis. They were processed using the SPSS program version 14.00 The results of multiple regression analysis show that the culture values of Bank Bukopin involve professionalism, integrity, focus for customer orientation, continual improvement have influence on officials' performance. The results of the analysis indicate that the dominant value affecting official performance is continuous improvement. This is shown by regression analysis in which t-count is 2.652 and the amount of contribution of working culture value to officials' performance is 58.2%, while the rest 41.8% is influenced by other variables which are not under research.

Keywords: *work culture, employee performance, professionalism, customer orientation*

A. INTRODUCTION

In the midst of intense competition and competition between all financial actors, especially banks, the role of human resources plays a very important role in improving the performance of banking companies. To optimize performance, Bank Bukopin has revitalized the work culture proclaimed by the Main Director of Bank Bukopin on 10 July 2008 to coincide with the 38th anniversary of Bank Bukopin. an elaboration of the standards of behavior that must be possessed by the Board of Commissioners and the Board of Directors as well as all Bukopin bank employees.

An increasingly complex challenge for banking human resources is how to change the old work culture into a new work culture for all of them voluntarily and with their participation. People don't change by themselves only because they were ordered, but because there was an employee's desire to leave the old culture. And people willing to abandon old ways are few in number even when circumstances warrant it (Osborne and Plastrik, 2000). The reality so far shows that many leaders and employees are not only difficult to change, but also often ignore moral and cultural values.

This cultural change will only be possible if all components are willing to change themselves in the form of a new work culture, and there is top management support to facilitate the spread of values directed at creating professional, moral and responsible employees who have the right perception of work. Cultural change must also comply with certain ethical codes, both in carrying out changes and in dealing with those who oppose change (Sathe, 1985 in Ndraha, 2003). By O'Leary, in Osborne and Plastrik (2000), "The strength of work culture can be seen from how employees perceive work culture to influence

employee behavior. The stronger the work culture, the commitment and ability of employees will increase. The more employees who accept the values, strong (Robbins, 1996).

Culture in the organizational process forms the basis of organizational design which includes objectives, structure, technology, and management patterns. Organizational design is the basis for organizational climate, which Higgins 1982 (in Poerwanto 2008) defines as a number of employee perceptions of the desires of the organization in its social environment, including management which includes communication techniques among employees at all levels, motivational techniques, spatial planning, and the level of participation of subordinates in policy making.

Human resources with high integrity and quality in terms of knowledge, skills, as well as attitudes and behavior are the main objectives of Bukopin in revitalizing work culture. One of the important values of this program is to provide added value in the eyes of stakeholders. Core Competency, Service Culture, Achievement Culture, rewards and punishments, leadership development are the systems and procedures within Bukopin that are expected to be linked with the values of work culture.

Organizational culture can improve performance, because it can create a high level of motivation within employees. According to Kotter and Heskett (in Tika 2008), culture can help anticipate and adapt to environmental changes, which are associated with superior performance, over a period of time. length Sometimes it can be asserted that espoused values and behaviors can make people feel good about working for an organization, a sense of commitment or loyalty can make people try harder. And in his book Corporate Culture and performance Kotter and Heskett (Tika, 2008) in the first conclusion it is stated that corporate culture/work culture can have a significant impact on long-term performance.

In the book Corporate Culture & Organization Culture by Susanto, et.al 2008 Cultural values owned by a company will affect all aspects of the company, starting from what must be produced to how employees should be treated. research entitled: "The Influence of Bukopin's Work Culture Values on Employee Performance at PT. Bank Bukopin Tbk Makassar Main Branch Office.

B. METHODS

Research design

This study was designed based on the objectives to be achieved through a descriptive and associative approach, namely explaining the effect of various variables through hypothesis testing. Given the chosen research design, the research method used is a survey. This research was conducted at the Head Office of the Mitra Dhuafa Cooperative, Jakarta, with the consideration that this cooperative has implemented a grameen bank system in controlling non-performing loans.

Population and Sample

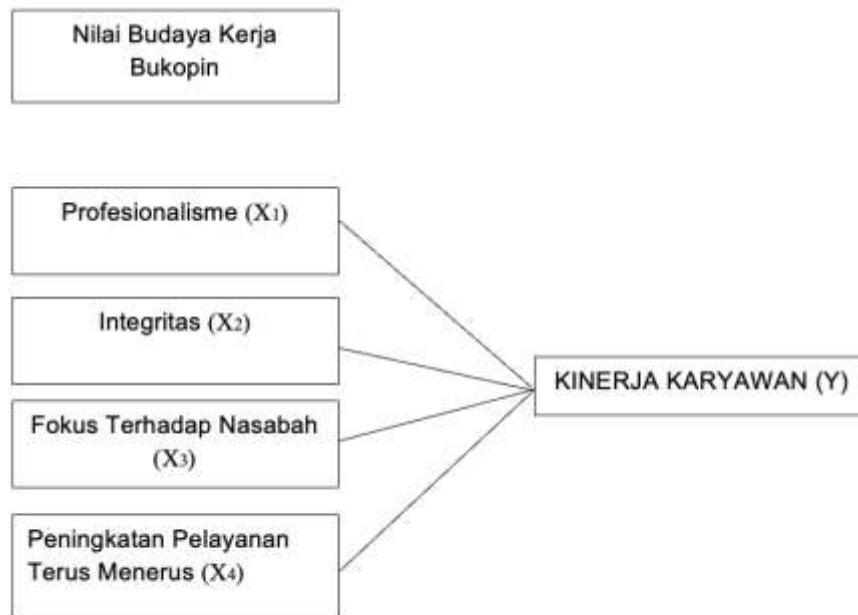
The population in this study were all permanent and contract staff at PT. Bank Bukopin Tbk Makassar Main Branch Office, totaling 103 people.

It is known that the total population is 103 employees, the sample size is not carried out as much as 100% because there are employees who do not come to work due to training, annual leave, maternity leave or illness, so for a total population of 103 the error rate is 5% the number of samples according to the Table of Determining the Number of Samples from the Population Certain With Error Levels 1, 5, and 10% (Sugiono 2004) as many as 77 employees. So that the number of samples is 84 people.

Data analysis techniques

The analytical method used in this study is quantitative analysis with path analysis in multiple regression (Path analysis for *Multiple Regression Analysis*). The test is carried out partially and simultaneously with the independent variables on the dependent variables.

Description of Research Variables



Gambar 1. Kerangka Konseptual

a. Independent variable: Work culture values consisting of:

1. Professionalism (X₁), namely having reliable competence and commitment to providing the best results, this is measured through the work results of employees periodically for a maximum of a year carried out by each supervisor, measured by the capacity to complete work both quantitatively and qualitatively.
2. Integrity (X₂), namely Commitment to always be consistent between thoughts, words and actions based on conscience and belief in the principles of essential truth. This is measured through the level of honesty and discipline of employees periodically for a maximum of a year which is carried out by each supervisor and assisted by the HR Department.
3. Focus on the Customer (X₃), namely always prioritizing the interests of the Customer based on mutual respect and a synergistic partnership relationship.
4. Continuous Service Improvement (X₄), namely Always looking for opportunities and solutions to improve service and performance that exceeds Customer expectations.

b. Dependent variable :Employee performance (Y)

Is a way to find out employee performance through what is necessary and must be measured from work behavior that reflects the elements of evaluating the implementation of work, namely aspects of physical and social work environment conditions, and aspects of employee personality.

The conceptual framework of the research can be seen in the following chart:

C. ANALYSIS RESULTS

Regression Analysis of Work Culture and Employee Performance

Regression analysis of work culture and employee performance is intended to see how much influence Bukopin's Four Work Culture Values have on employee performance.

Table 1. Regression Analysis of Work Culture and Employee Performance

Variable	Regression Coefficient		tcount	Sig.	Information
	B	std. Error			
Professionalism (X1)	0.233	0.296	2,234	0.028	Significant
Integrity(X2)	0.209	0.157	2,074	0.041	Significant
Focus on Customers (X3)	0.212	0.297	2,072	0.042	Significant
Continuous Service Improvement (X4)	0.268	0.298	2,652	0.010	Significant
Constanta	0	4,323			

Source: Data Processed by SPSS version 14

R = 0.763

R² = 0.582 (58.2%)

Fhits = 27.526

Probs = 0.000

P 1 = 0.233

P 2 = 0.209

P 3 = 0.212

P 4 = 0.268

In relation to the description above, the interpretation or economic meaning can be presented as follows:

1. The multiple correlation coefficient (R) = 0.763 which means that the four values of Bukopinl's work culture which consist of professionalism, integrity, customer orientation and continuous improvement have an influence on employee performance. While continuous improvement is a variable that is more dominant in influencing employee performance.
2. The coefficient of determination (R²) = 0.582 or 58.2%, which indicates that employee performance is determined by the variable Four Values of Work Culture while the remaining 41.8% are other factors not examined.
3. F test. To determine the overall effect of organizational culture independent variables on employee performance by 95% ($\alpha = 0.05$) indicates that the four variables referred to in employee performance together have a very strong (significant) influence.

To test whether there is an influence of each work culture value on employee performance, a t test (partial test) is carried out with a 95% confidence level, using the following formulation:

a. Hypothesis test for X1

Test the hypothesis for the variable Professionalism (X1) against employee performance, can be done with the following steps:

- 1) H₀ : B₁ = 0 (no effect between X1 on Y)
H_a : B₁ > 0 (there is influence between X1 on Y)
- 2) Level of confidence = 95% with probability of error $\alpha = 0.05$
- 3) Critical area t table = 1.658
t hits X1 = 2.234

Because thit (2.234) > ttable (1.658), it can be said that there is a real influence between professionalism and employee performance and besides that, with a probability value of 0.028 < 0.05, it shows that X1 has an effect on employee performance.

b. Hypothesis test for X2

Hypothesis testing for the Integrity variable (X2) with employee performance can be done with the following steps:

- 1) $H_0 : B_2 = 0$ (no effect between X2 on Y)
- $H_a : B_2 > 0$ (there is influence between X2 on y)
- 2) Level of confidence = 95% with probability of error $\alpha = 0.05$
- 3) Critical area t table = 1.658

t hits X2 = 2.074

Because t hit (2.074) > t table (1.658), it can be said that there is an influence between the integrity variable and employee performance. and besides that, with a probability value of $0.041 < 0.05$, it indicates that X2 has an effect on employee performance.

c. Hypothesis test for X3

Test the hypothesis for the variable Focus on Customers (X3) on employee performance, can be done with the following steps:

- 1) $H_0 : B_3 = 0$ (no effect between X3 on Y)
- $H_a : B_3 > 0$ (there is influence between X3 on y)
- 2) Level of confidence = 95% with probability of error $\alpha = 0.05$
- 3) Critical area t table = 1.658

t hits X3 = 2.072

Because t hit (2.072) > t table (1.658), it can be said that there is an influence between the Customer Focus variable and employee performance and in addition, with a probability value of $0.042 < 0.05$, indicating that X3 has an effect on employee performance.

d. Hypothesis test for X4

Test the hypothesis for the Continuous Service Improvement variable (X4) on employee performance can be done with the following steps:

- 1) $H_0 : B_4 = 0$ (no effect between X4 on Y)
- $H_a : B_4 > 0$ (there is influence between X4 on y)
- 2) Level of confidence = 95% with probability of error $\alpha = 0.05$
- 3) Critical area t table = 1.658

t hits X4 = 2.852

Because t hit (2.852) > t table (1.658), then, it can be said that there is an influence between Continuous Service Improvement and non-stop improvement with employee performance. In addition, with a probability value of $0.010 < 0.05$, indicating that X4 has a significant effect on significant to employee performance.

Then in the results of multiple regression research which shows that the value of $F_{count} = 27.526$. While F_{table} is 2.48, therefore F_{count} is greater than F_{table} ($27.526 > 2.48$) thus meaning that statistically the variables of the Four Work Culture Values (Professionalism, Integrity, Focus on Customers and Continuous Service Improvement) together effect on employee performance.

Because $F_{hit} > F_{table}$, it can be said that there is a significant influence between X1, X2, X3, X4, on Y, this shows that changes in the ups and downs of work culture have a significant effect on employee performance.

Based on the calculation results, it is known that R square = 0.582 means that all independent variables in the four values of work culture together have an influence (contribution) on employee performance, namely 58.2%, while the remaining 41.8% is the influence of other factors that do not researched.

D. CONCLUSION

Based on the results of the analysis and discussion that have been described in the previous chapter, the authors draw several conclusions on the results of the analysis, namely as follows:

1. From the results of the regression analysis, it shows that the four values of work culture (professionalism, integrity, customer focus and continuous service improvement) jointly and partially have a positive and significant effect on employee performance at PT. Bank Bukopin Tbk. Makassar main branch office.
2. The results of the regression analysis show that the most dominant value affecting employee performance is continuous service improvement, this shows that previous research on behalf of WidyoYudo P (2004) which states influence Professionalism is the work culture value that has the most dominant effect on employee performance, which is not proven in this study, or in other words, the hypothesis in this study about . at Bank Bukopin was rejected. This shows that service companies, especially banking, have the most significant aspects of service and customer satisfaction to continue to develop and improve. The magnitude of the contribution of the influence of work culture values on employee performance at PT. Bank Bukopin Tbk Makassar Main Branch Office is 58.2%. While the remaining 41.8% is influenced by other variables not examined.

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