ORGANIZATIONAL CULTURAL MODEL TO IMPROVE THE PERFORMANCE OF EMPLOYEES: SURVEY ON RURAL BANK IN CIMAHI CITY

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ABSTRACT

This research aims to find out, review, and analyze employees' cultural models and performance at the Rural Bank. In carrying out its mission, a rural bank, especially in the Cimahi city area, is fully supported by OJK in carrying out its duties as a fund-raiser and fund-raiser. Tight banking competition that leads to financial technology in conducting its transactions, so that it is no less competitive, especially the number of customers who move to other banks, because of facilities and systems that do not support, so far that became a segment of rural bank customers in West Java, especially Cimahi city oriented to rural circles. In developing the vision and mission of rural banks themselves, the rural bank should be able to penetrate among customers to a higher level by not neglecting the mission of rural banks to help the community or the populist economy that commercial banks have not touched. The method in research uses a quantitative method with descriptive and verificative analysis, descriptive research aims to know the condition of the cultural organization and performance of rural bank employees, and verificative research to test how much influence the culture of the organization partially and simultaneously on the employee performance on rural bank Cimahi.

Keywords: Organizational culture model, Employee performance, Rural bank

Introduction

Research Background

The Financial Services Authority (OJK) is committed to continuing to encourage banking performance in West Java to remain good and stable and to improve the community's economy through expanding access to finance. It indicates increasing trust from the public towards the rural bank industry both in the form of deposits and savings. As for the business activities of Rural Banks: 1) Collecting funds from the public in the form of deposits in the form of time deposits, savings and/or other equivalent forms. 2) Providing credit, 3) Providing financing and placement of funds based on Islamic principles, in accordance with the provisions stipulated by Bank Indonesia. 4) Placing funds in the form of Bank Indonesia Certificates (SBI), time deposits, certificates of deposit, and/or savings with other banks.

Many rural banks are prosperous and well developed, but few have collapsed because of problems. A handful of them fell and could not be saved, so Bank Indonesia reluctantly revoked their business licenses. From the results of in-depth observations of individual rural bank data, then selected rural banks with better performance than other rural banks and whose business has increased significantly. The criteria used in the assessment are:

Table 1. Rural Bank Criteria

No	rural bank Performance	Criteria
1	Bank soundness predicate	S
2	Management Factors	CS Minimum
3	NPL (*gross*)	≤ 5%
4	CAR	≥12%
5	LDR	81% < LDR < 94,75%
6	BOPO	≤88,5%
7	Credit Growth	≥10%
8	Third Party Fund (TPF) growth	≥5%

Source: Perbarindo

Rural banks can collect public funds in savings and time deposits. In addition, rural banks can also provide credit and provide financing for customers on a profit-sharing basis. Then if the rural bank experiences excess liquidity (over liquidity), it is also possible for the rural bank to place its funds in the form of Bank Indonesia Certificates (SBI), time deposits, certificates of deposit and/or savings with other banks.

The rural bank can be classified into three. 1) rural bank Village Credit Agency (BKD). BKD is a financial institution operating in rural areas. However, in 1992, BKD was given the status of a rural bank but with unique characteristics through the Banking Law. Village Banks and Village Treasury (Lumbung Desa) are examples of rural bank Village Credit Bodies. 2) rural bank is not a Village Credit Agency. 3) LDKP (rural funding and credit institutions). This LDKP can take the form of a Regional Company (PD), cooperative, Limited Liability Company (PT), and other forms stipulated by government regulations.

Rural Bank has so far only served small communities and businesses around the countryside, meaning that rural bank is still less competitive with other banks that are far more advanced in more accurate services and systems.

In supporting the improvement of rural bank performance itself, it is necessary to have qualified human resources supported by supporting facilities and infrastructure, rural banks have been

unable to compete in their technology sector, especially with other commercial banks, the Covid-19 outbreak which has not subsided, this also affects the nation's economic development.

The competition of the banking industry in Indonesia in facing the Asian free market, especially Rural Banks (rural banks) has prompted the Indonesian Rural Bank Association (PERBARINDO) to instruct its members to strive to improve the competence of human resources (HR). Improving the quality of human resources is the focus of efforts to improve the performance of rural bank banks to become sound banks in accordance with the certification standards for rural bank managers. This competency standard is intended to refer to the Indonesian National Work Competency Standards (SKKNI) for human resources in the rural bank industry in accordance with the Decree of the Minister of Manpower and Transmigration Number: 263/MEN/XI/2004.

Rural bank as a financial institution that has a mission to improve the welfare of the lower middle segment of society is required to improve the quality of human resources in order to answer these challenges, one of which is the Cimahi Regional rural bank continues to make efforts to improve the performance of its rural bank, in addition to improving quality. Human resources, through their competence, also make organizational culture more important to become a strong organizational culture.

The organizational culture run by rural banks is still weak; this is due to several factors. It is very important if the organizational culture through improved performance. The technology system of rural banks has not shown a significant improvement. Organizational culture can increase if culture is strong and has an impact on employee performance, this is in line with the research of Komariyah (2017), Wardani, et. al. (2016) organizational culture has an influence on employee performance, Faisal, et al. (2020), Organizational Culture Has an Influence on Employee Performance.

The ability of employees to match the demands of work assignments is one of the important factors to support organizational effectiveness and efficiency in achieving goals. An organizational culture will impact performance starting from organizational input, which includes innovation and risk development, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability which is then perceived as an organizational culture that will become a high or low strength, which has an impact on the level of performance and employee satisfaction (Robbins, 2008). Organizational culture is formed in five dimensions: self-awareness, aggressiveness, personality, performance, and team orientation. (Emron. Yohny and Imas, 2016).

According to Riyadi in Megawati's (2012) research, performance appraisal is the process of an organization evaluating or assessing employees. If the work performance appraisal is carried out properly, orderly and correctly, it will help increase achievement motivation and increase the loyalty of members of the organization. Therefore, the performance appraisal needs to be done formally with the criteria set by the organization objectively.

Formulation of the Problem
Paying attention to the background and discussion of the problem, the authors formulate the following problems:
1. How is the organizational culture and employee performance at rural banks Cimahi.

2. How big is the influence of organizational culture on employee performance at rural banks Cimahi

Research Method
This research is descriptive and verification. Descriptive research aims to obtain a description of the characteristics of organizational culture variables and employee performance. The nature of verification research is research that wants to test the truth of a hypothesis carried out through data collection in the field, which in this study will examine the influence of organizational culture on employee performance at rural banks in Cimahi. The dimensions that make up the variables of organizational culture and employee performance are as shown in Figure 1, as follows:
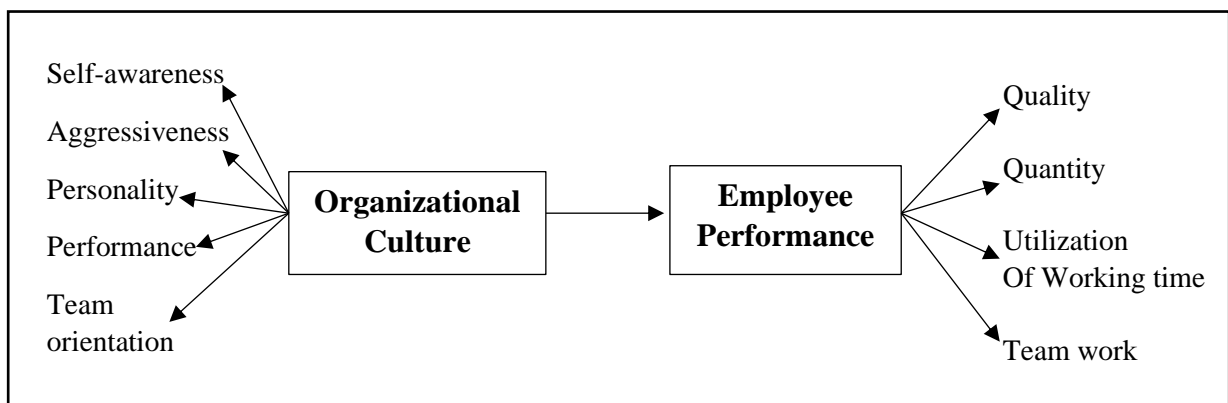

Figure 1.
Research Model Developed by Edison, Anwar, Komariyah (2016)
and Gibson (Sriwidodo, 2010)

Research Population
The population is a collection of sampling units that include basic units (Sekaran, 2000). In this study, the population is all employees of rural banks Cimahi, with as many as 100 respondents.

Data Analysis Design
a. Validity Test

Table 2. Validity Test of Organizational Culture (X)

No	Statements	r count Score	r table Score	Category
1	X-1	0,690	0,300	Valid
2	X-2	0,585	0,300	Valid
3	X-3	0,617	0,300	Valid
4	X-4	0,789	0,300	Valid
5	X-5	0,728	0,300	Valid
6	X-6	0,725	0,300	Valid
7	X-7	0,763	0,300	Valid
8	X-8	0,570	0,300	Valid
9	X-9	0,683	0,300	Valid
10	X-10	0,776	0,300	Valid
11	X-11	0,736	0,300	Valid
12	X-12	0,761	0,300	Valid
13	X-13	0,835	0,300	Valid

14	X-14	0,822	0,300	Valid
15	X-15	0,806	0,300	Valid
16	X-16	0,617	0,300	Valid

Source: Primary Data Processed (2020)

It indicates that all answer options from respondents are declared valid, meaning that all statements given to respondents are sufficiently accurate to measure organizational culture.

Table 3. Validity Test of Employee Performance (Y)

No	Statements	r count Score	r table Score	Category
1	Y-1	0,553	0,300	Valid
2	Y-2	0,431	0,300	Valid
3	Y-3	0,740	0,300	Valid
4	Y-4	0,815	0,300	Valid
5	Y-5	0,791	0,300	Valid
6	Y-6	0,709	0,300	Valid
7	Y-7	0,751	0,300	Valid
8	Y-8	0,708	0,300	Valid
9	Y-9	0,751	0,300	Valid
10	Y-10	0,677	0,300	Valid
11	Y-11	0,619	0,300	Valid
12	Y-12	0,659	0,300	Valid
13	Y-13	0,595	0,300	Valid
14	Y-14	0,762	0,300	Valid
15	Y-15	0,692	0,300	Valid
16	Y-16	0,655	0,300	Valid
17	Y-17	0,804	0,300	Valid

Source: Primary Data Processed (2020)

It indicates that all answer options from respondents are declared valid, meaning that all statements given to respondents are sufficiently accurate to measure customer loyalty.

b. Reliability Test
Based on the results of reliability testing of the four research variables, the following results were obtained:

Table 4. The Result of Reliability Test

No.	Variable	Cronbach'sAlpha	R critical	Category
1	Organizational Culture	0,950	0,700	Reliable
2	Employee Performance	0.994	0,700	Reliable

Source: Data Processed by SPSS 23

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c. Normality Test of Measuring Instruments

Table 5. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Organizational Culture	Employee Performance
N		100	100
Normal Parameters[a,b]	Mean	64,2323	62,1515
	Std. Deviation	8,33217	9,12427
Most Extreme Differences	Absolute	,068	,097
	Positive	,068	,069
	Negative	-,065	-,097
Test Statistic		,068	,097
Asymp. Sig. (2-tailed)		,200[c,d]	,052[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source: Data Processed by SPSS 23

The data in the table above shows that all variable data consisting of organizational culture and employee performance variables follow the normal data distribution using the Kolmogorov-Smirnov test showing a p-value> 0.05, meaning that the sample comes from a normally distributed population or there is no significant difference between the sample data from a normally distributed population.

Research Results and Discussion
Descriptive Analysis Results
Based on the descriptive research results regarding organizational culture and employee performance as follows:

Table 6. Recapitulation of Respondents' Responses About Organizational Culture

No	Dimension	Number of Statement	Average	Criteria
1	Self-awareness	3	4,21	Excellent
2	Aggressiveness	3	4,03	Good
3	Personality	3	4,02	Good
4	Performance	3	3,94	Good
5	Team Orientation	4	3,91	Good
		16	**4,02**	Good

Source: Data Processed 2020

Table 7. Recapitulation of Respondents' Responses About Employee Performance

NO	Dimension	Number of Statement	Average	Criteria
1	Quality	5	3,55	Good
2	Quantity	5	3,65	Good
3	Utilization	4	3,75	Good

	Of Working time				
4	Teamwork	3	3,73	Good	
		17	3,67	Good	

Source: Data Processed 2020

The results of the descriptive analysis of the study using a questionnaire to 100 respondents, showed the average value and standard deviation as well as the criteria for the respondent's answer, where the respondent's answer criteria were on poor to excellent criteria.

Table 8. Average Score, Standard Deviation and Answer Criteria

Variables	Average Score	Standard Deviation	Score Range	Answer Criteria
Organizational Culture	4,02	0,73022	3,29—4,75	Good— Excellent
Employee Performance	3,67	0,73307	2,93—4,40	Fair— Excellent

Source: Data Processed 2020

Verification Analysis

The calculation results of the coefficient of determination (r squared) which is expressed as a percentage illustrates the contribution of all independent variables, namely organizational culture (X) in determining the variation in employee performance (Y), which is 0.583 or 58.3%. While other factors that were not researched and also influenced employee performance were indicated by the value of $\rho y \epsilon =$ or by 0.417 or 41.7%

Table 9. The Influence of Organizational Culture on Employee Performance.

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
0,763[a]	0,583	0,578	5,92413	0,583	135,473	1	97	0,000

Source: Data Processed by SPSS 23

The Influence of Organizational Culture on Employee Performance
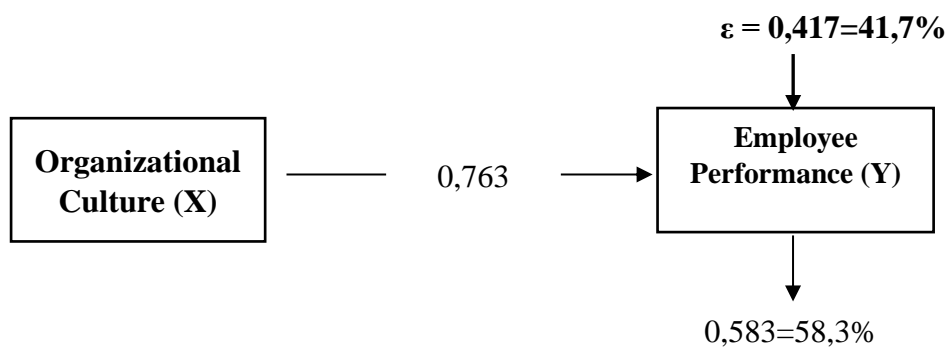
Figure 2
The Influence of Organizational Culture on Employee Performance

Conclusions And Suggestions

The results of the field data show that the organizational culture that is formed with five dimensions with good criteria is excellent, meaning that the organizational culture is strong, but there are still aspects of weakness, namely rural banks employees still use the old system at work and do not follow established procedures.

The results of the data in the field show that the employee's performance is formed with four dimensions with criteria that are quite good to well, meaning that the value of employee performance has been carried out well, but there are still aspects of weakness, namely the quality of the work obtained is not optimal, and the technology system as support inadequate work. The statistical test results show that the influence of organizational culture on employee performance is significant. Organizational culture directly influences employee performance.

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