

The Influence of Organizational Culture and Communication on Employee Performance

Studies on Bank Tabungan Negara (Persero), Tbk Banjarmasin and Banjarbaru areas, South Kalimantan

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Abstract: This study aims to determine and analyze the influence of organizational culture (X1) and communication (X2) as partially independent variables on employee performance (Y) as the dependent variable at Bank BTN Conventional and Syariah Banjarmasin & Banjarbaru areas. This research method uses a survey method approach by providing questionnaires to respondents. The population in this study were 184 people, while the sample in this study was conducted by using the Probability Sampling technique, namely by using Disproportionate Stratified Random Sampling with a total of 125 respondents. This type of research is a quantitative and explanatory research with multiple linear regression analysis techniques. The results of the study conclude that partially Organizational Culture has a significant effect on the Employee Performance of Bank BTN in Banjarmasin & Banjarbaru areas, South Kalimantan. The resulting influence shows a positive relationship to performance, that is, Organizational Culture is a habit that has been implemented in the Bank so that employee behavior / attitudes can coincide with one another. Other than that, Communication also has a significant effect on the Employee Performance of Bank BTN in the Banjarmasin & Banjarbaru areas, South Kalimantan. The resulting influence shows a positive relationship with performance. That is, Communication has an impact on performance. The communication that is established is very good and is as expected in coordination.

Keywords: *Organizational Culture, Communication, Employee Performance*

1. Introduction

One of the company's performance is influenced by human resources. This is inseparable from the main role in increasing business or business activities. Human resources can increase the effectiveness and efficiency of the performance of a company for business competition in each of its fields. Reviews and improvements in terms of management, organizational structure, corporate culture, guidelines, systems, procedures, and empowerment of resources need to be carried out by every company in facing business competition. This encourages the business world, especially in the banking sector to produce and distribute various products and services according to customer needs and the times.

Improvement and enhancement of quality in the banking sector is also supported by the organizational culture as the foundation for running the company.

The application of an organizational culture is currently being intensively carried out by every bank by having a culture that is in accordance with the vision and mission of their respective companies. One of the leading State-Owned Enterprises (BUMN) Banks today, namely PT. Bank Tabungan Negara (Persero), Tbk or better known as "Bank BTN" has tried to correct all deficiencies, both in terms of human resources, technology, internal policies and corporate culture. In order to deal with these situations and conditions, Bank BTN continues to strive to improve company performance. One of them is by improving and enforcing organizational culture in everyday work environments. By implementing the right organizational culture,

At Bank BTN, there is a Change Leader who is a role model / role model in implementing the corporate culture, which acts as a Change Leader in branch offices is the Branch Manager. Change Leader forms a team called Change Agent Team. Change Agents at branch offices are divided into two, namely Structural Change Agents and Non-Structural Change Agents. Structural Change Agent consists of Deputy Branch Manager and Unit Head. Meanwhile, Non-Structural Change Agents consist of employees who have good role models for other employees. Change Leader and Change Agent are expected to be able to bring good change for the company. In addition, the Non-Structural Change Agent is required to report on corporate culture activities that run every month.

Bank BTN has a corporate culture that was previously "BTN Prima" to "BTN SIIPS". From the culture of "BTN SIIPS", there are 5 basic values that are embedded, including Synergy, Integrity, Innovation, Professionalism, and the Spirit to Achieve Excellence. The following is a list of recapitulation of performance appraisals for employees of Bank BTN Banjarmasin Syariah Branch Office, Banjarmasin Conventional Branch Office, and Banjarbaru Conventional Branch Office in 2018:

Table 1.1.
Recapitulation of Performance Assessment Data for Conventional and Sharia Bank
BTN Employees in Banjarmasin and Banjarbaru Areas in 2018

Weighted Working Value Ranges		Branch Work Unit (Number of Employees)		
Weighted Value	Predicate	Banjarmasin Sharia Branch	Banjarmasin Conventional Branch	Banjarbaru Conventional Branch
421 – 500	Special	2	11	6
381 - 450	Very good	5	20	9
301 - 380	Good	26	74	23
201 - 300	Enough	2	4	1
100-200	Less	-	1	-

Source: Bank BTN Banjarmasin & Banjarbaru Region (2020), data is processed.

Table 1.1 shows that the employee performance in the category of "special" assessment is represented by 19 employees, 34 employees are "very good", while the "good" assessment is 123 employees, "enough" is 7 employees, and "less" is 1 employee. . From the table, we can see that not many employees have provided satisfactory performance results, this still needs to be optimized for their performance by increasing work productivity.

Another factor that affects employee performance apart from organizational culture is communication. Communication is made by employees in interacting to do work. This is of course very important to coordinate and provide information between fellow employees and superiors.

From quantitative research conducted by Saad & Abbas (2018: 207) shows that there is a positive relationship between organizational culture and employee performance. Likewise with research conducted by Paschal & Nizam (2016: 19) which shows that organizational culture has a big impact on employee performance. Research conducted by Novziransyah (2017: 14) show that Overall, of the ten indicators of organizational culture, it turns out that there are two indicators, namely the reward system and communication patterns that have a significant effect on employee performance. Then the research conducted by Wardani, Mukzam & Mayowan (2016: 58) show that Simultaneously or partially it is known that the principles of familiarity and integrity principles of organizational culture variables have a significant effect on employee performance.

Research conducted by Rukmana, Sopiah and Nora (2018: 211) shows that organizational communication has a direct positive impact on employee performance at PT Putri Panda Unit II Tulungagung. Furthermore, research conducted by Nabi, Foyso & Adnan (2017: 1) strongly shows that effective business communication has an undeniable and clear influence on overall employee performance and satisfaction. Research conducted by Wandu, Adha & Asriyah (2019: 18) shows that communication has a significant effect on the performance of BPBD Banten Province employees.

In contrast to the above research, research by So et al (2018: 1133) shows that organizational culture does not have a significant effect on employee performance. Research conducted by Maabuat (2016: 219) shows that Organizational culture has no effect on employee performance at the North Sulawesi Dispenda, UPTD Tondano. While research by Neto, Silva, & Ferreira (2018: 214) shows that internal communication has no effect on performance. Research conducted by Hapsir (2019: 92) shows that communication has no effect on employee performance at the Department of Energy and Mineral Resources of Central Sulawesi Province. From some of the research results, it can be seen that there are still gaps in the results of research between one study and another, so this is the research gap in this study.

2. Literature review

Performance

Performance appraisal according to Dessler (2003: 322) is defined as an evaluation of past or current employee performance against employee performance standards. Employees can understand the company's performance standards, and supervisors also provide employees with the necessary feedback, self-development, and incentives to help them continue and improve their good performance. To get good results, of course, good performance management is needed. Performance management begins with planning and ends with review or evaluation (Bacal, 1999: 83). Therefore, performance management is the process of integrating goal setting, assessing and developing performance into a system, and aims to ensure employee performance supports the company's strategic goals (Dessler, 2003: 322).

According to Robbins (2006: 260) performance indicators can be measured through several things, including:

- a. Quality, namely performance is measured from the employees' understanding of the quality of work results and the perfection of the abilities and skills of employees;
- b. Quantity, namely the amount produced in a cycle;
- c. Timeliness, namely the completion of work that can be completed by maximizing the available time and can be completed at the beginning of time.
- d. Effectiveness, namely resources such as money, energy and technology are used to their fullest with the aim of increasing the results of resource use.
- e. Independence, namely the level of employees who will be able to carry out their work functions.

Based on the understanding of employee performance and how to assess and measure employee performance variables, the indicators in this study are: (1) quality, (2) quantity, (3) timeliness, (4) effectiveness, and (5) independence (Robbins, 2006: 260).

Organizational Culture

Each company certainly has its own culture that is implemented and carried out by all employees. According to Robbins & Judge (2015: 355), organizational culture can be defined as a system carried out by members of an organization that differentiates between one organization and another. According to Edgar Schein in Luthans (2006: 124), organizational culture is a pattern of basic assumptions made, developed, or discovered by a group when they adapt to internal and external problems, which have gone quite well and are valuable, and therefore the organizational culture is learned and applied by new members as a way to properly aware, think, and feel a connection with a problem.

There are seven main characteristics of organizational culture according to Robbins & Judge (2015: 355), including (a) innovation and risk-taking, namely the level of employees being encouraged to be innovative and willing to take risks; (b) attention to detail, which is the level at which employees are expected to demonstrate thoroughness, study and attention to every detail; (c) oriented to results, namely a level where management prioritizes optimal results rather than processes to achieve these results; (d) people-oriented, that is, every decision making is carried out at a certain level; (e) team orientation, which is the level at which work activities are done as a team rather than individually, (f) aggressiveness, namely the level at which people will become more aggressive and competitive, and (g) stability, which is the level at which organizational activities require employees to maintain a current state that is different from growth.

Organizational culture is a series of shared values and norms that control the interaction of organizational members with one another. Just as organizational structure can be used to achieve competitive advantage and promote stakeholder interest, organizational culture can be used to increase organizational effectiveness. This is because organizational culture controls the way organizational members make decisions, interpret and manage the organizational environment, besides what they do with information, and how they behave. Culture thus affects the competitive position of the organization (Jones, 2004: 17).

The indicators contained in the organizational culture variables used in this study apply several organizational culture characteristics from Robbins & Judge (2015: 355) which are related to the values and cultural behavior of Bank BTN, including (1) innovation and risk taking; (2) attention to detail; (3) results orientation; and (4) team orientation.

The Influence of Organizational Culture on Employee Performance

Organizational culture has a relationship with the performance described in the organizational culture diagnosis model, namely, the better the factors contained in the organizational culture, the better the organizational performance will be (Djokosantoso, 2003: 42). According to Kotter and Heskett (1992: 11), there are four relationships between organizational culture and performance. These relationships include:

- a) Organizational culture has an influence on economic performance in the long run.
- b) Organizational culture is an important factor for measuring the success or failure of the company in the next ten years.
- c) Corporate culture can also hinder long-term financial performance, a culture that is easy to develop in companies that have intelligent human resources and also have common sense.
- d) Organizational culture is difficult to change, company culture can be designed to be more comfortable to improve employee performance for the advancement of a company.

Wibowo (2013: 363) explains that an organization can innovate organizational culture. The results of these innovations can further improve employee performance which will support the progress of the company. This innovation is able to significantly improve its performance compared to organizations that do not innovate within the organization.

Communication

Communication according to Kreitner & Kinicki (2014: 134) is defined as "the exchange of information between the sender of information and the recipient, as well as interference (perception) of meaning between the individuals involved". Managers who understand the communication process can analyze their own communication patterns according to the company's needs. Meanwhile, according to Robbins & Judge (2015: 223), communication is defined as the transfer and understanding of meaning. Humans individually and in groups always share information among each other. Communication must also be understood and understood by others.

According to Robbins & Judge (2015: 225), communication can flow vertically or laterally. There are two dimensions of communication, namely as follows:

1. Vertical Communication

In vertical communication, there are two indicators contained in it, namely:

- a) Downward communication, which flows at a level from the group or organization to the lower levels of the group or organization. Often downward communication is used by superiors to instruct work, explain policies and procedures, assign tasks to subordinates, address issues that require attention and offer feedback.

The problem with downward communication is that it is only one way. Where managers provide information to employees. Research shows that employees never provide input even when conditions are favorable, in this case if employees provide input, it will appear to be against the best interests of the managers. One study proved that nearly two thirds of employees mentioned that their boss rarely or never asked for advice and suggestions from them (Robbins & Judge, 2015: 226).

- b) Upward communication, is a form of communication at a higher level within a group or organization. Upward communication is used to respond to superiors, inform

superiors about the progress of a target, and convey current obstacles. Upward communication keeps superiors aware of how employees feel about their jobs, co-workers and the organization in general. Top officials also rely on upward communication about ideas related to improving company performance (Robbins & Judge, 2015: 226).

Effective upward communication can be done by trying to communicate in headlines not only narrative, but must support the headlines with actionable things, then prepare a plan to ensure that we use the attention of our superiors. (Robbins & Judge, 2015: 226).

2. Lateral Communication

Lateral communication occurs when there is communication between members of the same work group, members of the work group who have the same level, managers who have the same level, or several employees who have horizontal equality. (Robbins & Judge, 2015: 226).

The Influence of Communication on Employee Performance

According to Lehman, Himstreet and Baty (1996: 31), every day superiors spend their work time with employees, supervisors and their partners either to talk about business and listen to important information or just joking. From these habits, it will make the person a good listener and will get positive things that can be taken to be applied in the world of work, namely:

- a) Good listeners are more liked by people, because these listeners can make other people feel valued when communicating.
- b) Employee performance / performance increases when messages conveyed and received can be understood.
- c) Good feedback from subordinates will result in good work performance too.
- d) Superiors and employees avoid misunderstanding (miscommunication) and disputes in the delivery of messages.
- e) Good listeners can sort and choose positive or negative information.
- f) Good listeners often have ideas or innovations that encourage other parties to provide their hidden innovations, so that the creativity of each individual is created.
- g) Good listeners will also get good work performance in increasing their job satisfaction.
- h) Job satisfaction increases through the little things they usually do that grow through good communication, for example, they are more familiar with and sensitive to the situation or environment, when to be good listeners, and when it is time for them to participate.

The creation of a harmonious relationship from a company if the leadership can create good communication with employees. Company goals will be achieved easily if the communication that occurs between superiors and subordinates goes well and smoothly, in which employees feel very cared for by their superiors. Employees feel comfortable at work which will create a positive influence on their performance which then affects the progress or achievement of the company (Handoko, 2001: 87).

3. Research Hypothesis

Based on the subject matter put forward as the basis for analysis, the hypotheses in this study are:

H1 = Organizational culture has a significant effect on employee performance.

H2 = Communication has a significant effect on employee performance

4. Research Methods

This type of research includes quantitative and explanatory research, namely research that aims to explain the causal relationship between the variables studied, involves hypothesis testing (Singarimbun & Effendi, 2011: 3), and uses a survey method approach by giving questionnaires to respondents using techniques analysis using multiple linear regression analysis techniques.

The research was conducted at PT. Bank Tabungan Negara (Persero), Tbk Conventional and Sharia with branch offices located in Banjarmasin and Banjarbaru areas. The employees who will be studied are at the Banjarmasin Conventional Branch office, the Banjarbaru Conventional Branch and the Banjarmasin Sharia Branch. The data in this study were collected by means of a questionnaire that was distributed to respondents for data collection. Sources of data in this study are primary data which is directly obtained from respondents in the form of questionnaires, and secondary data in the form of research supporting data. Secondary data were obtained from the Human Capital Unit.

The variables in this study are the variables of Organizational Culture (X1), Communication (X2), and Performance (Y). Each variable will be briefly explained in the following description:

Table 4.3
Operational Variables and Research Indicators

Variable	Dimensions	Indicator	Source	Scale
Culture Organization (X1)	-	Innovation and Risk Taking (X1.1)	Robbins and Judge (2015)	Likert scale (interval)
	-	Attention to Details (X1.2)		
	-	Result Orientation (X1.3)		
	-	Team Orientation (X1.4)		
Communication (X2)	Vertical Communication (X2.1)	Upward Communication (X2.1.1)	Robbins and Judge (2015)	Likert scale (interval)
		Downward Communication (X2.1.2)		
	Lateral Communication (X2.2)	-		
Employee performance (Y)	-	Quality (Y1.1)	Robbins (2006)	Likert scale (interval)
	-	Quantity (Y1.2)		
	-	Timing (Y1.3)		
	-	Effectiveness (Y1.4)		
	-	Independence (Y1.5)		

Source: Developed by researchers (2020)

In this study, the measurement of variables used a Likert scale. The indicators included in the research variables were arranged into several statements in the form of a research questionnaire. Respondents' answers are given a weighted value of 1 to 5 which means Strongly Disagree, to Strongly Agree, according to a Likert scale (Supranto, 1987: 13).

Table 4.4
Alternative Answers and Value of Respondents with a Likert Scale

Alternative Answers	Weighted Value
Strongly Disagree (STS)	1
Disagree (TS)	2
Simply Agree (CS)	3
Agree (S)	4
Strongly Agree (SS)	5

Source: Supranto (1987).

The population of this research is employees at Bank BTN Conventional Branch Offices in the region Banjarmasin and Banjarbaru as well as the Banjarmasin Sharia Branch Office with a total of 184 people. The population of this study was 184 people, and the error rate was 0.05 (5%), so that the number of samples in this study were:

$$S = \frac{\lambda^2 . N . P . Q}{d^2 (N - 1) + \lambda^2 . P . Q}$$

$$S = \frac{3,841 \times 184 \times 0,5 \times 0,5}{0,05^2 (184 - 1) + 3,841 \times 0,5 \times 0,5}$$

$$S = 124.624 \text{ round up to } 125$$

Respondents in this study were 125 people / respondent.

To determine the sample size at each branch office, a proportional allocation is carried out so that the sample taken is more proportional by means of the number of samples per branch = (number of employees per branch / number of population) x number of samples. The following is the calculation for the number of samples from each branch:

Table 4.2
Calculation of the number of samples

No.	Work unit	Calculation	Sample
1.	Banjarmasin Conventional Branch	$(110/184) \times 125 = 74.73$	75
2.	Banjarbaru Conventional Branch	$(39/184) \times 125 = 26.49$	26
3.	Banjarmasin Sharia Branch	$(35/184) \times 125 = 23.78$	24
Amount			125

Source: Processed by the author

The data analysis technique used in this research is multiple linear regression analysis method. The application used is the Statistical Package for Social Science (SPSS) application software version 23, and by conducting several tests, namely the Validity Test, Reliability Test, Classical Assumption Test (Normality Test, Multicollinearity Test, Heteroscedasticity Test, Linearity Test, and Multiple Linear Regression Analysis.

5. Research Result

Respondent Characteristics

Characteristics of respondents are a description of the existence of respondents who are involved in the study, namely based on gender, age, length of work, branch offices, recent education, employee status and income. The number of respondents studied and the questionnaires distributed were 125 employees, with 125 (one hundred and twenty five) questionnaires returned, or in other words 100% of the questionnaires had been returned.

Characteristics of Respondents Based on Gender

Research respondents based on Gender can be seen in Table 5.1 below:

Table 5.1

Characteristics of Respondents Based on Gender

Gender	Number of people)	Percentage (%)
Male	87	69.6
Women	38	30.4
Total	125	100

Source: Primary data processed, Appendix II, page 122

Based on Table 5.1, it shows that the number of respondents is dominated by men with a percentage of 69.6% or as many as 87 people from all respondents. The number of male respondents is more because female employees are more placed in positions *frontliner* as *teller*, *customer service*, and *financing service*. Meanwhile, male employees cover almost all positions.

Characteristics of Respondents Based on Age

Research respondents based on age can be seen in Table 5.2 below:

Table 5.2

Characteristics of Respondents by Age

Age	Number of people)	Percentage (%)
20-30 years	93	74.4
31-40 years	32	25.6
Total	125	100

Source: Primary data processed, Appendix II, page 122

Based on Table 5.2, it can be concluded that the number of respondents is dominated by the age of 20-30 years with a percentage of 74.4% or as many as 93 people from the total respondents. This shows that companies in recruiting employees are looking for employees who fall into the productive age category. This step was taken so that employees could work optimally at Bank BTN in the Banjarmasin & Banjarbaru area.

Characteristics of Respondents Based on Length of Work

Research respondents based on length of work can be seen in Table 5.3 below:

Table 5.3
Characteristics of Respondents Based on Length of Work

Length of work	Number of people)	Percentage (%)
1-5 years	76	60.8
6-7 years	43	34.4
11-15 years	6	4,8
Total	125	100

Source: Primary data processed, Appendix II, page 123

Based on Table 5.3, it can be concluded that the number of respondents is predominantly working 1-5 years with a percentage of 60.8% or as many as 76 people from the total number of respondents. This shows that the majority of employees at Bank BTN in the Banjarmasin & Banjarbaru area are still new to work and are fresh graduates at the time of recruitment, so that from experience and work skills can be greatly improved both in terms of knowledge and in making attitudes and decisions. This is different from employees whose work periods are 11-15 years or over 20 years, on average have mastered the job well and are professionals.

Characteristics of Respondents Based on Branch Office

Research respondents based on branch offices can be seen in Table 5.4 below:

Table 5.4
Characteristics of Respondents by Branch Office

Branch office	Number of people)	Percentage (%)
Sharia Banjarmasin	24	19.2
Conventional Banjarmasin	75	60.0
Banjarbaru conventional	26	20.8
Total	125	100

Source: Primary data processed, Appendix II, page 123

Based on Table 5.4 it can be concluded that the number of respondents is dominated by the Banjarmasin conventional branch office with a percentage of 60% or as many as 75 people from the total number of respondents. This shows that Bank BTN Conventional Banjarmasin is a large branch office so it requires more employees so that the organizational structure of the bank is fulfilled. A good organizational structure if all positions in the Bank can be fulfilled so that the coordination flow of all lines at the Bank runs well.

Characteristics of Respondents Based on Latest Education

Research respondents based on Latest Education can be seen in Table 5.5 below:

Table 5.5
Characteristics of Respondents Based on Latest Education

Last education	Number of people)	Percentage (%)
SMA / SMK	2	1.6
DIII	10	8.0

S1	113	90.4
Total	125	100

Source: Primary data processed, Appendix II, page 123

Based on Table 5.5, it can be concluded that the number of respondents is dominated by S1 education with a percentage of 90.4% or as many as 113 people from the total respondents. This shows that employees are fresh graduates (recent graduates) at the time of recruitment and most of them come from various disciplines and have insight and readiness to carry out their assignments. The results of this study are in accordance with the opinion of Hariandja (2002: 69) which states that education affects one's performance because education provides broader insights for someone to take the initiative and innovate so that it affects their performance. Education is an important factor in everyday life. A person's education level will affect perceptions of ethics. A person with high education is also considered to have high ethical and moral reasoning. According to Sopiah (2008: 166), found that the higher the level of education of employees, the positive correlation with employee performance.

Characteristics of Respondents Based on Employee Status

Research respondents based on Employee Status can be seen in Table 5.6 below:

Table 5.6
Characteristics of Respondents Based on Employee Status

Employee status	Number of people)	Percentage (%)
Prospective employees	2	1.6
Permanent employees	123	98.4
Total	125	100

Source: Primary data processed, Appendix II, page 124

Based on Table 5.6, it can be concluded that the number of respondents is dominated by permanent employees with a percentage of 98.4% or as many as 123 people from the total respondents. This shows that the employees of Bank BTN in the Banjarmasin & Banjarbaru area do not fully use outsourcing employees. Permanent employees are required to work in accordance with the Bank's goals. Permanent employees tend to have more rights than prospective employees or outsourcing.

Characteristics of Respondents Based on Income

Research respondents based on the respondent's income can be seen in Table 5.7 below:

Table 5.7
Characteristics of Respondents Based on Income

Income	Number of people)	Percentage (%)
Less than Rp. 5,000,000	6	4,8
Rp. 5,000,000 to Rp. 10,000,000	110	88.0
Rp. 10,000,000 to Rp. 15,000,000	8	6.4
More than Rp. 15,000,000	1	0.8

Total	125	100
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Source: Primary data processed, Appendix II, page 124

Based on Table 5.7 it can be concluded that the number of respondents is dominated by income Rp. 5,000,000 to Rp. 10,000,000 with a percentage of 88% or as many as 110 people from the total respondents. This shows that Bank BTN in the Banjarmasin & Banjarbaru area has become a permanent employee so that the main income comes from employee salaries, this is also supported by the position and position of the employees themselves. Mulyadi (2013: 373) says that salary is a payment for services performed by employees on a regular basis per month.

Multiple Linear Regression Analysis

Based on the results of the output of SPSS version 23, the following tables and analyzes can be made which are shown in Table 5.8 below.

Table 5.8
Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,178	4,197		1,234	, 220
Organizational culture	, 768	, 106	, 585	7,226	, 000
Communication	, 500	, 129	, 314	3,874	, 000

a. Dependent Variable: Employee_performance

Source: Primary data processed, Appendix II, page 147

Based on Table 5.8, a mathematical multiple linear regression equation can be made as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + +e$$

$$Y = 5,178 + 0,768X_1 + 0,500X_2 + e$$

This equation describes a prediction of change in magnitude Employee performance Bank BTN in the Banjarmasin & Banjarbaru area, which explains that if there is no Organizational Culture variable (X1) and Communication variable (X2), then Employee performance Bank BTN in the Banjarmasin & Banjarbaru area remained and increased by 5,178. Furthermore, for each change in the Organizational Culture variable (X1) 0.01 or 1% will cause a change in Employee performance Bank BTN in the Banjarmasin & Banjarbaru area amounting to 0.768 or 76.8%. Likewise with Communication, where every change in Communication (X2) of 0.01 or 1% will cause a change Employee performance Bank BTN in the Banjarmasin & Banjarbaru area in the amount of 0.500 or 50%. However, besides the Organizational Culture variable (X1) and the Communication variable (X2), there are other factors or variables that also influence Employee performance Bank BTN in the Banjarmasin & Banjarbaru area marked by the symbol e (epsilon).

Table 5.9
Value of the coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 ^a	.742	.738	4,751

a. Predictors: (Constant), Communication, Organizational Culture

b. Dependent Variable: Employee Performance

Source: Primary data processed, Appendix II, page 146

The results of multiple regression analysis with the help of the program *SPSS* version 23, in Table 5.9 also obtained the value of multiple correlation coefficient $R = 0.862$. This figure shows that the correlation / relationship between the independent variable and the dependent variable is very strong, because the R value is close to perfect because it has a 100% effect. While the measurement of the percentage of the influence of Organizational Culture and Communication on Employee performance Bank BTN in the Banjarmasin & Banjarbaru area is indicated by the magnitude of the coefficient of determination (R^2). Analysis of the coefficient of determination in multiple linear regression is used to determine the contribution of influence between the independent variable on the dependent variable.

Based on Table 5.9, the R^2 number or the coefficient of determination in this research model is 0.742 or 74.2%. This means that the percentage of the contribution of the influence of the independent variables (organizational culture and communication variables) can affect Employee performance Bank BTN in the Banjarmasin & Banjarbaru area 74.2% or in another sense that the independent variable (Organizational Culture and Communication) is able to influence performance by 74.2%, the remaining 25.8% is explained by other variables outside the unknown model.

Factors that influence the accuracy of this model can be evaluated properly and because the number of independent variables is more than one, it is better to use Adjusted R^2 , with a value of 0.738 (Santoso, 2000: 210). This means 73.8% variation from Employee performance Bank BTN in the Banjarmasin & Banjarbaru area can be explained by variations in Organizational Culture and Communication, while the remaining 26.2% (100% - 73.8%) is explained by other variables outside the model equation which were not examined in this study. This shows that there are other factors beyond the variables used in this study that can influence Employee performance Bank BTN in the Banjarmasin & Banjarbaru area.

Besides R^2 or the coefficient of determination and Adjusted R^2 has a Standard Error of Estimate (SEE) value of 4.751 which means that the small SEE value will make the regression model more precise in predicting the dependent variable (Santoso, 2000: 210).

The results of this study are in line with the opinion expressed by Novziransyah (2017: 14) showing that overall of the ten indicators of organizational culture, it turns out that the reward system indicators and communication patterns significantly affect employee performance. Other research by different done by So et al (2018: 1133) which states that organizational communication significantly affects employee performance, organizational culture does not have a significant effect on employee performance.

6. Discussion of Research Results

The Influence of Organizational Culture on Employee Performance

The average (mean) value of the organizational culture variable (X1) on the employee performance variable (Y) is 68.76. Based on the results of data analysis from respondents' answers, it can be seen clearly a picture of the organizational culture at Bank BTN Banjarmasin and Banjarbaru regions. Of the four indicators of organizational culture, the indicator with the highest mean value is the team orientation indicator, which is 4.36. This shows that, in practice the organizational culture at Bank BTN prioritizes teamwork / teamwork. Bank BTN employees help each other and synergize with each other so that work can be completed in a timely, effective and efficient manner and get the results desired by the company. While the lowest mean value is found in the result orientation indicator, namely 4.24. This shows that, In practice, the organizational culture at Bank BTN is still not maximal in giving awards to employees who show work performance and facilities in supporting work completion. So that employees only carry out their obligation to complete their work. Bank BTN should pay more attention to employees in terms of giving awards to high-achieving and dedicated employees, such as providing an increase in rank, namely one rank or two ranks for each employee who is outstanding in making innovations for the progress of the company. So that employees only carry out their obligation to complete their work. Bank BTN should pay more attention to employees in terms of giving awards to high-achieving and dedicated employees, such as providing an increase in rank, namely one rank or two ranks for each employee who is outstanding in making innovations for the progress of the company. So that employees only carry out their obligation to complete their work. Bank BTN should pay more attention to employees in terms of giving awards to high-achieving and dedicated employees, such as providing an increase in rank, namely one rank or two ranks for each employee who is outstanding in making innovations for the progress of the company.

The results of the multiple regression analysis test in table 5.25 can be seen that any change in organizational culture of 0.01 or 1% will cause changes in the performance of employees of Bank BTN Banjarmasin and Banjarbaru areas of 0.768 or 76.8%. Meanwhile, from the results of the partial test (T-test) in table 5.27 the acquisition of a significance value on the organizational culture variable of 0.000 is smaller than 0.05, which can be concluded that H1 is accepted. The comparison of the two shows that the influence of the Organizational Culture (X1) variable on Employee Performance (Y) is a positive and significant effect. This means that hypothesis 1 for the Organizational Culture variable has a significant effect on the Employee Performance (Y) of Bank BTN Banjarmasin & Banjarbaru area can be accepted. This is supported by research by Saad & Abbas (2018), Paschal and Nizam (2016). Novziransyah (2017), Wardani, Mukzam, & Mayowan (2016: 58) and Maabuat (2016: 219) states that there is a significant and positive influence between organizational culture and employee performance.

The t value of the organizational culture variable, which is 7,226, is greater than the communication variable, which is 3,874, this shows that the organizational culture variable is a variable more influence Employee Performance (Y) Bank BTN in the Banjarmasin & Banjarbaru area. This also shows that Employee Performance (Y) Bank BTN in the Banjarmasin & Banjarbaru area more influenced by factors that are indicators of Organizational Culture compared to factors related to communication such as employees who always have innovation in work, are willing to take risks, detail on doing work, are results oriented, and prioritize teamwork.

The Influence of Communication on Employee Performance

The average (mean) value of the organizational culture variable (X1) on the employee performance variable (Y) is 50.15. Based on the results of data analysis from respondents' answers, it can be seen clearly a picture of communication at Bank BTN Banjarmasin and Banjarbaru Areas. Of the two communication indicators, the indicator with the highest mean value is the lateral communication indicator, which is 4.21. This shows that, in practice, communication at Bank BTN is more inclined towards communication between colleagues, so that fellow colleagues can work together to complete the assigned task or job. While the lowest mean value is found on the vertical communication indicator, namely 4.16. This indicates that, vertical communication at Bank BTN is still not running optimally. So that communication vertically both upward and downward needs to be improved again to streamline business processes carried out by Bank BTN. For this reason, management needs to hold weekly meetings to evaluate the performance that has been running and determine what steps to take next.

Based on the results of the multiple regression analysis test in table 5.25, it can be seen that any change in organizational culture of 0.01 or 1% will cause a change in the performance of employees of Bank BTN Banjarmasin and Banjarbaru areas of 0.768 or 76.8%. Meanwhile, from the results of the partial test (T-test) in table 5.27 The acquisition of a significance value on the communication variable of 0.000 is smaller than 0.05, which can be concluded that H2 is accepted. The comparison of the two shows that the influence of the Communication variable (X2) on Employee Performance (Y) is a positive and significant effect. This means that hypothesis 2 for the communication variable has a significant effect on Employee Performance (Y) Bank BTN in the Banjarmasin & Banjarbaru area acceptable. This is supported by research which is conducted by Rukmana, Sopiah and Nora (2018: 211), So et al (2018: 1133), Nabi, Foyso & Adnan (2017), Neto, Silva, & Ferreira (2018: 214), Wandu, Adha, and Asriyah (2019: 18) and Hapsir (2019: 92) who states that there is a significant and positive influence between organizational communication and employee performance.

7. Implications of Research Results

Theoretical Implications

The results of research and testing obtained such as the research model developed in the description above indicate that there is a significant influence of Organizational Culture and Communication on Employee performance Bank BTN in the Banjarmasin & Banjarbaru area either partially or simultaneously. This influence is indicated by the significance value of Organizational Culture and the significance value of Communication. These results can strengthen theoretical concepts and provide empirical support for previous research. The literature that describes Organizational Culture and Communication on Employee Performance has been strengthened by theoretical concepts and empirical support.

The Organizational Culture variable is a variable that provides a deeper influence Employee performance Bank BTN in the Banjarmasin & Banjarbaru area compared to the communication in the above research. Companies are said to have a strong organizational culture if the noble values of the organization are embraced by employees intensively. That is, the more employees who accept the noble values and the greater their commitment to their obligations and responsibilities, the stronger the organizational culture will be and its influence on the behavior and performance of all employees.. According to Schein in Luthans

(2006: 124) Organizational culture is a pattern of basic assumptions that are found, created or developed by certain groups to solve external problems and internal integration, organizational culture is the correct way to realize, think, and feel a relationship with a problems which are then taught to new members.

Employee performance Bank BTN in the Banjarmasin & Banjarbaru area also influenced by communication, which in the research above has a significant effect on employee performance. In perfect communication, a thought will be sent, so that the recipient of the information can understand with the same mental image intended by the sender of the information. To achieve organizational goals, a good communication is needed, where there is a relationship of understanding in the communication so that it can be understood and implemented between one party and another. This communication plays a very important role in an organization to achieve its goals. Communication is the exchange of information between the sender of information and the recipient, as well as interference (perception) of meaning between the individuals involved (Robbins & Judge, 2015: 225).

Based on the t value of the organizational culture and communication variables above, it can be concluded that Employee performance Bank BTN in the Banjarmasin & Banjarbaru area more influenced by the organizational culture variable than the communication variable.

Managerial Implications

After testing the hypothesis, and there are theoretical implications, the managerial implications are expected to provide input to management practice. Other benefits are also expected to be input for the management of Bank BTN in the Banjarmasin & Banjarbaru region in making policies related to human resource management practices.

Based on the results of the above research, the implications for the management of Bank BTN in the Banjarmasin & Banjarbaru area should be used as a guide or reference in the implementation of service tasks, namely:

1. The influence of the Organizational Culture variable is greater than the communication variable, so it is hoped that a good organizational culture will encourage employees to achieve work results in accordance with the Bank's goals. An organizational culture that is able to encourage employee performance such as working with colleagues in solving problems, reminding each other and providing support to colleagues and always working together to improve company performance with colleagues. The largest indicator of organizational culture variables and has a strong influence is the Team Orientation indicator with an average respondent's answer (mean) of 4.36. This shows that the response of employees is happy to work with colleagues to realize company goals. This is supported by research by Saad & Abbas (2018: 207), Novziransyah (2017: 14), Wardani, Mukzam, & Mayowan (2016: 58) and Maabuat (2016: 219) states that there is a significant and positive influence between organizational culture and employee performance. Meanwhile, conflicting research is in research conducted by So et al (2018: 1133) which states that organizational culture has no effect on employee performance.
2. Communication variables, although their influence is under organizational culture variables, need to be used in the process. Communication in the bank depends on the person delivering it, whether it is communication that is vertically or laterally established. Communication will have an indirect impact on work results such as unclear instructions that will cause misperceptions in doing it, the information provided is inaccurate and the absence of clear directions will also make work results

decrease. The biggest communication indicator and has a strong influence is the lateral communication indicator with an average respondent's answer (mean) of 4.21. This shows that employees always coordinate well in problem solving, support other employees, the information provided is clear and able to control if there are differences of opinion. This is supported by research conducted by Rukmana, Sopiah and Nora (2018: 211), So et al (2018: 1133), Nabi, Foysool & Adnan (2017: 1), Neto, Silva, & Ferreira (2018: 214) , Wandu, Adha, and Asriyah (2019: 18) and Hapsir (2019: 92) state that there is a significant and positive influence between organizational communication and employee performance.

3. Organizational and communication culture is also a tangible manifestation of achieving the goals and desires expected by the Bank, wherein the implementation of organizational culture and communication is adjusted to the conditions and readiness of employees in accepting the organizational culture and communication. In paying attention to organizational culture and communication, the bank strives for employees to be able to adapt to their environment. So it is necessary to increase the development and potential of employees with service education, personal and personality development education and training related to bank products. So that with these activities, employees will be able to provide the maximum impact on work results as expected by the bank.

8. Conclusion

Based on the results of discussion and analysis of data on Organizational Culture and Communication on Employee Performance (Studies at State Savings Bank (Persero), Tbk in Banjarmasin and Banjarbaru areas, South Kalimantan), it can be concluded that the following are:

1. Organizational Culture has a significant effect on the Performance of Bank BTN Employees in the Banjarmasin & Banjarbaru region, South Kalimantan. The influence of these two variables (organizational culture on performance) shows a positive relationship, which means that organizational culture has become a custom that has been applied to the Bank so that employee behavior / attitudes can coalesce with one another.
2. Communication has a significant effect on the Employee Performance of Bank BTN in Banjarmasin & Banjarbaru, South Kalimantan. The effect of these two variables (communication on performance) shows a positive relationship, which means that communication is very good and in accordance with what is expected by the company.

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