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Application of Organizational Culture Education, Employee Engagement, and Organizational Citizenship Behavior to the Performance of Bank Mandiri Employees

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Keywords

Organizational Culture,
Employee Engagement,
OCB, Performance

Abstract

Human resources development in an organization has a strategic influence and role in determining progress and optimizing performance improvements which will have an impact on the survival of the organization. This research aims to test and analyze the application of organizational culture education, employee engagement, and organizational citizenship behavior to the performance of Bank Mandiri KCP Jakarta Muara Karang Dalam employees. The type of research used is explanatory research to explain the influence of one variable on another. The sampling technique used saturated sampling with a sample size of 32 employees. Data analysis includes descriptive analysis, instrument tests, classical assumption tests, and multiple linear regression analysis. The research results show that organizational culture education, employee engagement, and organizational citizenship behavior have a significant effect on the performance of Bank Mandiri employees, both simultaneously and partially. The contribution of the influence of the three independent variables to the performance of Bank Mandiri KCP Jakarta Muara Karang Dalam employees is 67.8%.

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Introduction

Human resources development in an organization is very influential and has a strategic role in determining progress and optimizing performance improvements for

the survival of the organization. Employees are an asset and have a very important role for the organization. The progress or decline of an organization is largely determined by employee performance. Human resources in an organization must have the ability to improve performance with the best quality (Kawiana, 2020). Banking is one of the companies that requires good quality employee performance.

As a banking company in Indonesia, PT Bank Mandiri is one of the largest banks in Indonesia in terms of total assets, loans and deposits. PT Bank Mandiri in DKI Jakarta is a State-Owned Enterprise (BUMN) which operates in the banking sector and has many branches, one of which is Bank Mandiri KCP Jakarta Muara Karang Dalam. Bank Mandiri has the aim of helping and encouraging economic development in all fields and as a source of local income to improve the standard of living of the people of DKI Jakarta, especially the Muara Karang Dalam area, North Jakarta. Based on this goal, Bank Mandiri KCP Muara Karang Dalam is expected to be able to help the DKI Jakarta government to realize community welfare through improving the economy in the North Jakarta area.

Bank Mandiri will continue to strengthen its role as a development agent and partner for the government to have a positive impact on society in Indonesia through a series of initiatives to create an inclusive Indonesia (Junaidi, 2023). Bank Mandiri's positive performance can be seen specifically in terms of profitability which continues to increase with a Tier-1 bank only Return on Equity (ROE) value of 24.6% (Aprilia, 2023). The achievement of excellent financial performance at Bank Mandiri is an illustration of the results of employee performance in the company. Factors that can influence employee performance are organizational culture education, employee engagement, and organizational citizenship behavior.

Employee performance is the result of evaluation of the work carried out by individuals compared to predetermined criteria (Robbins, 2018). Indicators used to measure performance (Sastrohadiwiryono, 2002) include quantity of work, quality of work, dependability, initiative, adaptability, and cooperation. Employee performance must be developed consistently so that it will have an impact on the development of good quality and organizational goals can be achieved (Afandi, 2018). Improving the quality of employee performance is a challenge for HRD managers in achieving organizational goals, sustainability and progress (Arini, et.al., 2015). Organizations need employees who have competence, skills, work hard, and uphold the achievement of maximum results in accordance with organizational goals.

Organizational culture education is the application of applicable systems or values, norms, all activities that have been prepared, and members' written and unwritten obedience (Lovina, et.al., 2017). Indicators of organizational culture education include innovation and risk taking, attention, results orientation, people orientation, team orientation, aggressiveness and stability (Robbins & Judge, 2015). Organizational culture education is an important part of improving employee performance. The application of organizational culture education is an opportunity to improve the expected resources to adapt to ongoing or future challenges (Amir,

2017). The influence of leaders in shaping organizational culture is determined by the shapers of the organization where these actions are the core of the emergence of the initial organizational culture (Sopyan, 2018).

Employee engagement is a high emotional and intellectual relationship where an employee has an organization, job, manager, or co-workers who influence him to keep trying in his work (Albrech, 2011). Indicators for measuring employee engagement are work environment, leadership, team and co-worker relationships, training and career development, compensation, organizational policies, and work welfare (Handoyo & Setiawan, 2017). Employee engagement can be assessed from the work results and work ethic of employees so that they are able to work beyond their duties and responsibilities in accordance with the provisions and are able to provide positive conditions for the company (Dinillah & Sabil, 2022). Employees who have maximum engagement will have high retention, thereby minimizing employee turnover and reducing the desire to resign from the organization. High employee engagement will increase productivity, profitability, growth and customer satisfaction (Anita, 2014) and (Domili, 2022).

Organizational Citizenship Behavior (OCB) is an important part in improving employee performance. However, it becomes less effective if the obligations imposed on employees are quite heavy. OCB is deliberate behavior where a worker carries out efforts outside their responsibilities regarding the interests of the organization (Ilmih, 2018). Indicators measuring OCB include sportsmanship, civic virtue, altruism, courtesy, generalized compliance (Organ, et.al., 2014). OCB is a form of contribution to work tasks that is more than an individual and is rewarded by achieving task performance (Sedarmayanti, et al., 2019). OCB is carried out by individuals with freedom or pleasure in determining something without expecting anything in return from the organization, so that this will benefit the organization, (Bustomi, et.al., 2020). The behavior that is being demanded in organizations today is in-role and extra-role or forms of behavior that exceed work duties and responsibilities. Therefore, optimal cooperation between employees is needed because organizations will assess employees as social creatures compared to individualistic creatures (Leksono, 2018).

Based on the description of the problems and objectives of improving the performance of Bank Mandiri KCP Jakarta Muara Karang Dalam employees, the appropriate effort to resolve these problems is through the application of organizational culture education, employee engagement, and organizational citizenship behavior. The hypothesis used to measure the application of organizational culture education, employee engagement, and organizational citizenship behavior to performance is as follows.

H1. Organizational culture education, employee engagement, and organizational citizenship behavior on employee performance.

H2. Organizational culture education on employee performance.

H3. Employee engagement education on employee performance.

H4. Organizational citizenship-ship behavior education on employee performance.

From the development of this hypothesis, the conceptual framework in this research is explained as follows.

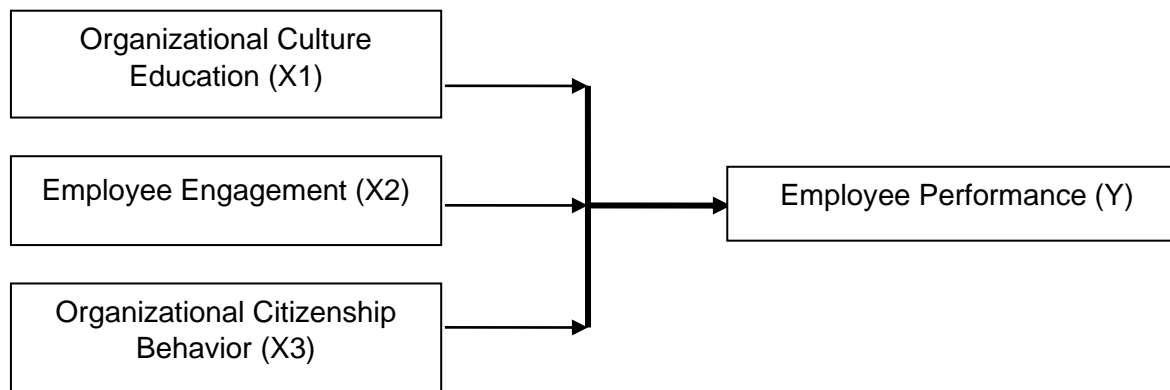


Figure 1. Research Conceptual Framework

Method

Explanatory research is used as a research method because it is able to explain the position of the variables studied and their influence between one variable and other variables. The population in this study was 32 employees of Bank Mandiri KCP Jakarta Muara Karang Dalam. The sampling technique uses a saturated sampling technique. The research data source is primary data and the data collection technique uses a questionnaire with a 5-scale Likert scale measurement. The data analysis methods used include: (1) instrument tests including validity tests with Pearson correlation greater than 0.3 and reliability tests with Cronbach's alpha values greater than 0.7 (Arikunto, 2016); (2) classic assumption test consisting of a normality test using Kolmogorov-Smirnov, a multicollinearity test seen from the tolerance and VIF (Variance Inflation Factor) values, and a heteroscedasticity test using the Glejser test (Priyatno, 2016); (3) multiple regression analysis to determine the relationship between the independent variable and the dependent variable; (4) hypothesis testing as a test of the suitability of the probability value model with an alpha of 0.05; and the coefficient of determination to determine the magnitude of the contribution of the independent variable to the dependent variable. Research design explains the type of research being conducted.

Results and Discussion

General Description of Respondents

Based From the data of 32 research respondents, 15 employees (47%) were male and 17 employees (53%) were female. Based on age grouping, respondents aged 15-23 years were 2 employees (6.25%), aged 24-32 years as many as 16

employees (50%), aged 33-41 years as many as 10 employees (31.25%), and aged 42-50 years as many as 4 employees (12.5%). Educational characteristics show that 6 employees (18.75%) have a high school education and 26 employees (81.25%) have a bachelor's degree. Based on department, there are 3 officers (9.375%), micro unit 14 employees (43.75%), banking center business 1 employee (3.125%), customer service as many as 5 employees (15.625%), tellers as many as 4 employees (12.5%), and staff as many as 5 (15.625%).

Descriptive Analysis

The results of the descriptive analysis show that employee performance is classified as very good with an average score of 4.1. This shows that Bank Mandiri employees have the ability to complete tasks according to predetermined targets. The implementation of organizational culture education has been carried out very well with an average score of 4.1. The ability of superiors to provide detailed direction and communication regarding work tasks assigned to employees has become a positive culture and is able to foster employee initiative to always work with optimal results. Employee engagement of Bank Mandiri employees is relatively high with an average score of 4.0. Working environment conditions and human resource development through training and career development are able to maximize the abilities possessed by employees. Organizational citizenship behavior is classified as very high with an average value of 4.2. Very high employee OCB is demonstrated through the ability to work efficiently and under pressure.

Instrument Test Results

The results of the validity and reliability tests in this research are presented in the following table.

Table 1. Validity & Reliability Test Results

<i>Variable</i>	<i>Statement Items</i>	<i>Pearson Correlation</i>	<i>Cronb. Alpha</i>
Y	Y.1	0.634	0.755
	Y.2	0.785	
	Y.3	0.819	
	Y.4	0.808	
	Y.5	0.785	
	Y.6	0.678	
X1	X1.1	0.888	0.826
	X1.2	0.771	
	X1.3	0.852	
	X1.4	0.733	
	X1.5	0.887	
	X1.6	0.742	
X2	X2.1	0.556	0.835
	X2.2	0.370	
	X2.3	0.537	
	X2.4	0.797	
	X2.5	0.862	
	X2.6	0.890	
	X2.7	0.835	
X3	X3.1	0.690	0.875

	X3.2	0.741	
	X3.3	0.810	
	X3.4	0.824	
	X3.5	0.830	

The validity test results show that the Pearson correlation value for all statement items on employee performance variables, organizational culture education, employee engagement, and organizational citizenship behavior is more than 0.3, meaning that all statement items for independent and dependent variables in this study are declared valid. Conbanch's alpha value for employee performance is 0.755; organizational culture education of 0.826; employee engagement of 0.835; and organizational citizenship behavior of 0.875. All variables have a Conbanch's alpha value greater than 0.7, meaning that the four research variables are declared reliable.

Classic Assumption Test

The results of the normality test using the Kolmogrov-Smirnov test show the Asymp value. Sig. (2-tailed) of 0.842 is greater than 0.05, meaning that the variables in this study are normally distributed. The multicollinearity test shows that the tolerance and VIF values for variable X1 are 0.416 and 2.402; X2 of 0.480 and 2.084; and X3 of 0.534 and 1.874. Based on the tolerance and VIF values, there are no symptoms of multicollinearity between the independent variables in this study. The heteroscedasticity test using the Glejser test shows a significance value of X1 of 0.618; X2 is 0.508; and X3 of 0.937. All variables have a significance value greater than 0.05, meaning that heteroscedasticity does not occur.

Multiple Linear Regression Analysis

The results of multiple liner regression analysis of the variables organizational culture education, employee engagement, and organizational citizenship behavior on the performance of Bank Mandiri KCP Jakarta Muara Karang Dalam employees are shown in detail in table 2 as follows.

Table 2. Results of Multiple Linear Regression Analysis

<i>Variable</i>	<i>Bs</i>	<i>Std. Error</i>	<i>SC. Beta</i>	<i>t-value</i>	<i>Signif.</i>	<i>Explanation</i>
X1 → Y	0.441	0.104	0.460	4.252	0.000	Significant
X1 → Y	0.196	0.083	0.237	2.353	0.022	Significant
X1 → Y	0.116	0.048	0.231	2.414	0.019	Significant
Constanta	: 1.166				F-value : 46.398	
R	: 0.824				Sig. F-value : 0.000	
R ²	: 0.678					

Based on table 2, a multiple linear regression formula is produced as follows.

$$Y = 1.166 + 0.441X_1 + 0.196X_2 + 0.116X_3 + e$$

Analysis of the results of the multiple linear regression equation is explained as follows.

- 1) The constant value shows that if the variables of organizational culture education, employee engagement, and organizational citizenship behavior are constant, then employee performance is 116.6%.
- 2) The regression coefficient X1 shows that if organizational culture education increases by 1% while the other variables are constant, then employee performance will increase by 44.1%.
- 3) The regression coefficient X2 shows that if the employee engagement variable increases by 1% while the other variables are constant, then employee performance will increase by 19.6%.
- 4) The regression coefficient X3 shows that if organizational citizenship behavior increases by 1% while the other variables are constant, then employee performance will increase by 11.6%.

Hypothesis Test Results

- 1) The results of the F test show that the calculated F value is 46.398 and the F-calculated significance is 0.000. This shows that the significance value is smaller than the probability value of 5% ($p = 0.05$), meaning that the variables of organizational culture education, employee engagement, and organizational citizenship behavior have a significant effect on employee performance variables.
- 2) The t test results show a significance value of 0.000. This shows that the significance value is smaller than the probability value of 5% ($p = 0.05$), meaning that partially the variables of organizational culture education has a significant positive effect on employee performance variables.
- 3) The t test results show a significance value 0.022. This shows that the significance value is smaller than the probability value of 5% ($p = 0.05$), meaning that partially the variables of employee engagement has a significant positive effect on employee performance variables.
- 4) The t test results show a significance value of 0.019. This shows that the significance value is smaller than the probability value of 5% ($p = 0.05$), meaning that partially the variables of organizational citizenship behavior has a significant positive effect on employee performance variables.

Coefficient of Determination (R^2)

The results of the summary model analysis show an R value of 0.824, meaning that the correlation between organizational culture education, employee engagement, and organizational citizenship behavior has a strong influence on employee performance variables. This definition is based on the large R^2 number or coefficient of determination of 0.824 (derived from 0.824×0.824). This means that 67.8% of employee performance is explained by organizational culture education, employee engagement, and organizational citizenship behavior, while the remaining 32.2% is explained by other variables outside the research model.

The Influence of Organizational Culture Education, Employee Engagement, and Organizational Citizenship Behavior on Performance

Organizational culture education is a habit that has been going on and is implemented in organizations as a driving force to improve the quality of organizational members (Edison, et.al., 2016). The form of individual involvement and enthusiasm with the performance provided is an illustration of employee engagement. Meanwhile, the attitude of individuals who carry out tasks that are not part of their work obligations or duties is a manifestation of organizational citizenship behavior (Robbins & Judge, 2015). Organizational culture education in the form of collaboration between co-workers in achieving work results that comply with regulations can influence employee performance (Fatma, et.al., 2022). Employee engagement will influence performance when employees are able to comply with policies that have been set voluntarily (Domili, et.al., 2022). Apart from that, organizational citizenship behavior will influence employee performance optimally if employees have the ability to complete other employees' work tasks, are able to work efficiently, work under pressure, and are able to maximize work results according to time targets (Bustomi, 2020). This research shows that the application of organizational culture education, employee engagement, and organizational citizenship behavior has a significant effect on the performance of Bank Mandiri KCP Jakarta Muara Karang Dalam employees. The results of this research are in line with the research of Ramadhany, et.al. (2022). Employee performance will increase if employees are involved in various activities carried out by the organization, they can work totally and competitively so that they can work productively.

The Influence of Organizational Culture Education on Performance

Organizational culture education is a description of an organization that has established a system or values that apply, established norms, determined all activities that have been prepared, and members' written and unwritten obedience (Lovina, et.al., 2017). Organizational culture education is an opportunity to improve human resources so that they can adapt to existing or future regulations. This research shows that organizational culture education has a significant positive effect on the performance of Bank Mandiri KCP Jakarta Muara Karang Dalam employees. The results of this research are in line with the research of Nisar, et.al. (2021) and Fatma, et.al. (2022). Organizational culture education carried out in collaboration between employees and a supportive work system will form a conducive organizational culture and can improve employee performance. This shows that the continuous application of organizational culture education is one of the factors that shape the quality of employee performance in an organization.

The Influence of Employee Engagement on Performance

Employee engagement is a high emotional and intellectual relationship where an employee feels like he or she has an organization, job, manager, or co-worker who influences him or her to keep trying in his or her work (Albrech, 2011). An

employee's emotional and intellectual relationship can influence his performance results. Employees who have high engagement tend to have better performance because they have positive feelings and do not make their work a burden (Nurdinah & Kurniawan, 2019). The results of this research show that employee engagement has a significant positive effect on the performance of Bank Mandiri KCP Jakarta Muara Karang Dalam employees and is in line with the research of (Domili, et.al., 2022). Employee engagement can be assessed from employee work results and employee work ethic so that they are able to work beyond their duties and responsibilities in accordance with the provisions and are able to provide positive conditions for the company. Companies with engaged employees have high employee retention which will improve performance.

Pengaruh OCB (Organizational Citizenship Behavior) Terhadap Kinerja

Organizational citizenship behavior is carried out by individuals who are happy to determine something without expecting rewards from the organization or others, so that this will benefit the organization (Bustomi, et.al., 2020). Bank Mandiri employees can work according to the specified time, can work in accordance with applicable regulations, are open to accepting work assignments from other colleagues to maximize work results, and are able to manage time well. This shows the existence of organizational citizenship behavior of Bank Mandiri KCP Jakarta Muara Karang Dalam employees. Based on this OCB attitude, it has an impact on increasing employee performance assessments by the company.

Conclusion

Based on the research results and discussion, the research conclusions are explained as follows.

1. Organizational culture education, employee engagement, and organizational citizenship behavior have a significant positive effect on the performance of Bank Mandiri KCP Jakarta Muara Karang Dalam employees
2. Organizational culture education has a significant positive influence on the performance of Bank Mandiri KCP Jakarta Muara Karang Dalam employees
3. Employee engagement has a significant positive effect on the performance of Bank Mandiri KCP Jakarta Muara Karang Dalam employees.
4. Organizational citizenship behavior has a significant positive effect on the performance of Bank Mandiri KCP Jakarta Muara Karang Dalam employees.

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