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The Influence of Organizational Culture and Training on Employee Performance at PT Bank Pembangunan Daerah Sumatera Selatan Dan Bangka Belitung Bank Sumsel Babel

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Abstract---*This study was conducted to determine the effect of organizational culture and training on employee performance at PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung (Bank Sumsel Babel). The population in this study were all employees at PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung (Bank Sumsel Babel) in 2023 as many as 586 employees at the operational headquarters of Jakabaring Palembang. Based on calculations using the Slovin formula, the sample who became respondents in this study became 123 employees of PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung at the Jakabaring Palembang operational headquarters in 2023 using the random sampling method. The results of multiple linear regression analysis show that organizational culture and training have a positive and significant effect on employee performance. In organizational culture, it is hoped that the role of leaders who can lead team members transparently and fairly makes relationships between fellow employees can be well-established. Training, it is hoped that training can be provided to employees where these employees need to develop skills and abilities that can support work.*

Keywords---*employee performance, organizational culture, relationships, training.*

Introduction

Human resources (HR) plays a key role in organizational success. Therefore, every employee is required to have knowledge, skills and abilities, and must also have experience, motivation, discipline and high morale, so that organizational performance is good and organizational goals can be achieved. Humans can develop and have reason and mind, feelings, needs and expectations so humans require separate attention because these factors affect achievement, dedication, loyalty and love of work and organizational success. Therefore, to improve employee performance that will bring success to the organization and can survive in an unstable business environment competition requires human resource management (Suaiba et al., 2021).

PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung, better known as Bank Sumsel Babel, is one of the regional development banks in Indonesia that plays an important role in supporting the economic growth

and regional development of South Sumatera and Bangka Belitung Islands. Bank Sumsel Babel is one of the regional financial institutions that has a significant impact on the regional economy and has a close relationship with the local community. Since its establishment, Bank Sumsel Babel has become a financial pillar for the business sector, local government, and communities in the South Sumatra and Bangka Belitung Islands region. The bank has been instrumental in supporting the financing of various development projects in the region, including infrastructure projects, agriculture, fisheries, and other sectors that support economic growth (Bank Sumsel Babel, 2022).

An important characteristic of Bank Sumsel Babel is its strong commitment to an organizational culture that supports local values and regional economic empowerment. In the post-COVID-19 banking context, the bank has played a strategic role in supporting regional economic recovery through the provision of business loans, infrastructure funding, support to the agricultural sector and MSMEs, as well as financial education to improve financial literacy and access to local communities (Gregory et al., 2009; Isensee et al., 2020).

According to the President Director of Bank Sumsel Babel, Achmad Syamsudin, through BSB Pacak, it is hoped that a culture of working together at all levels in BSB will be created in synergy to achieve common goals, which of course are good growth and performance and continue to increase. "At least from this work synergy, towards the end of 2022, it is proven that growth continues to increase. From the 2018 to 2021 phase, growth reached IDR 31.6 trillion or an increase of 10 percent from before". Bank Sumsel Babel continues to evaluate and calculate carefully to face the possibility of a future recession. BSB's strengths in facing competition are People, Processes and Systems to create the *power of synergy*. These three are the strengths of BSB but the main strength is people. Namely, employees and employees (HR) continue to be improved and sharpened (Robby, 2022).

Table 1
Recap of bank employee competency development realization Sumsel Babel Year 2020 -2022

No.	Training Participants	2020		2021		2022	
		Hours Training	Total Participants	Hours Training	Total Participants	Hours Training	Total Participants
1	VP (Vice President)	695	130	640	167	1.141	131
2	AVP (Assistant Vice President)	2.174	530	4.592	994	5.564	767
3	MGR (Manager)	5.026	977	8.800	2.139	11.843	1.333
4	SAMGR (Senior Assistant Manager)	7.629	1.448	21.171	4.919	21.618	2.744
5	AMGR (Assistant Manager)	25.479	1.290	10.778	2.082	13.919	1.125
6	ASST (Assistant)	10.706	2.110	27.986	8.125	31.729	4.053
	Total	51.709	6.485	73.936	18.486	85,815	10.153

Source: Bank Sumsel Babel, 2023

Based on the data in Table 1 above, it can be seen that gradually the ratio of training hours and the number of Bank Sumsel Babel employees participating in the training program continues to be massively increased. In addition, Bank Sumsel Babel also has plans for competency development programs in 2023 for 2,046 employees with a budget allocation of IDR 27.5 billion. This reflects the seriousness of Bank Sumsel Babel in improving employee quality.

Research Method

The population in this study were all employees at PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung (Bank Sumsel Babel) in 2023 as many as 586 employees at operational headquarters Jakabaring Palembang.

Based on calculations using the Slovin formula, the sample of respondents in this study became 123 employees of PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung at the Jakabaring Palembang operational headquarters in 2023. This is done to facilitate data processing and for better test results. Samples were taken based on random sampling techniques where researchers provide equal opportunities for each member of the population to be selected into samples that are carried out randomly within the population itself.

Result and Discussion

- a) The t value of the organizational culture variable (X1) is 5.729 and the significance value is 0.000, the value of t count > t table namely (5.729 > 1.979) or the value (Sig.) 0.000 < 0.05. This means that organizational culture has a significant effect on employee performance at PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung (Bank Sumsel Babel). This proves that the first hypothesis of organizational culture has a positive and significant effect can be accepted.
- b) The value of the t count training variable (X2) is 7.555 and a significance value of 0.000, the value of t count > t table namely (7.555 > 1.979) or the value (Sig.) 0.000 < 0.05. This means that training has a significant effect on employee performance at PT Regional Development Bank of South Sumatra and Bangka Belitung (Bank Sumsel Babel). This proves that the second hypothesis of training has a positive and significant effect can be accepted.

The effect of organizational culture on employee performance at PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung (Bank Sumsel Babel)

The results of the analysis obtained in this study indicate that organizational culture has a positive and significant effect on employee performance so the first hypothesis can be accepted. The results of this study are in line with the results of research from (Antika & Dwiridotjahjono, 2022); (Anggiani, 2021); (Wicaksono et al., 2021); (Suaiba et al., 2021); (Apriansyah & Syarifuddin, 2021); (Paais & Pattiruhu, 2020); (Anjeli, 2024); (Makkulau & Hajar, 2024); (Pasaribu, 2020); (Sudarman et al., 2019); (Dumanauw et al., 2018); (Jamaluddin et al., 2017); (Novziransyah, 2017); (Jannah, 2016), shows the results that organizational culture has a positive and significant effect on employee performance.

Based on the respondents' responses to the indicator that all team members support each other sportively, it shows the lowest value. This shows that there is a relationship that is not well established between fellow teams (Erialdy et al., 2020). Based on direct interviews with several respondents who are employees of PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung (Bank Sumsel Babel), they said that there are still employees who are less sportive in the team, for example, these employees who do not want team members who want to progress and develop. The existence of such employee characters creates a lack of solid relationships because there are employees who want to be more dominant but do not want to share their knowledge and knowledge with other team members (Eliyana & Ma'arif, 2019; Sadikoglu & Zehir, 2010).

Respondents' responses to the indicator I try to improve the effectiveness of the way of working to obtain optimal results show the highest score. Employees of PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung (Bank Sumsel Babel) will provide work results following the targets and achievements that are the main expectations of the company. Employees will provide good work results and be able to meet the targets set by the company to provide work results as expected (Güngör, 2011; Chen & Francesco, 2003).

The effect of training on employee performance at PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung (Bank Sumsel Babel)

The analysis results obtained in this study indicate that training has a positive and significant effect on employee performance so the second hypothesis can be accepted. The results of this study are in line with the results of research from (Darmadi et al., 2023); (Kurniawan & Susanto, 2021); (Razak, 2021); (Sunarto et al., 2023); (Masrurotin et al., 2021); (Appiah, 2022); (Motlokoa et al., 2018); (Onyango & Wanyoike, 2020); (Halawi & Haydar, 2018); (Okumu et al., 2018), which shows that training has a positive and significant effect on employee performance.

Based on respondents' responses to the indicator I sometimes find it difficult to understand the material provided during training, it shows the lowest value. This shows that the employees of PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung (Bank Sumsel Babel) have been able to understand the training material provided. Where the selection of trainees has also been adjusted to employees who need and employees who can provide good feedback for the work environment, coworkers and the company. PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung (Bank Sumsel Babel) provides opportunities for its employees to be able to develop skills by providing opportunities for employees to be able to take part in training and provide opportunities to be able to continue education at a higher level (Linnenluecke & Griffiths, 2010; Hogan & Coote, 2014).

Respondents' responses to the indicator I am always eager to attend training held by Bank Sumsel Babel show the highest value. This shows that employees of PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung

(Bank Sumsel Babel) are always eager to attend training. Given the opportunity from the company for employees to take part in this training provides enthusiasm and development of new skills and knowledge for employees. Providing training that is right on target, both training participants who need it and the type of training and training organizers who are competent and according to their needs, makes the training objectives follow company expectations which creates competent employees (Tharenou et al., 2007; Sarkis et al., 2010).

Conclusion

- a) Organizational culture has a positive and significant effect on employee performance at PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung (Bank Sumsel Babel).
- b) Training has a positive and significant effect on employee performance at PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung (Bank Sumsel Babel).

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