

The Influence Of Organizational Culture And Communication On Employee Performance Through Teamwork at PT. Bank Rakyat Indonesia (Persero) tbk. Makassar Tamalanrea Branch

Muh Ma'ruf Idris ✉

Universitas Negeri Makassar

Abstrak

Kepercayaan diri pada diri siswa sangat penting. Sebab hal tersebut dapat membantunya untuk lebih kokoh dalam menghadapi persaingan dan perkembangan zaman. Namun realita yang terjadi masih terdapat siswa yang sulit mengembangkan kepercayaan dirinya sendiri sebagaimana ditemukan di MA SMIP 1946 Banjarmasin. Oleh sebab itu, perlu ada upaya dari pihak madrasah dalam meningkatkan kepercayaan diri siswanya. Penelitian ini bertujuan untuk mendeskripsikan langkah-langkah madrasah dalam meningkatkan kepercayaan diri siswa serta faktor pendukungnya. Metode yang digunakan adalah pendekatan kualitatif jenis penelitian lapangan. Subjek penelitian adalah guru kelas XII MIA/IIS yang mengajar mata pelajaran Akidah Akhlak 1 orang dan para siswa MA SMIP 1946 yang berjumlah 62 peserta didik, tetapi penulis mengambil 8 siswa untuk dijadikan subjek penelitian. Teknik pengumpulan data menggunakan wawancara, observasi, dan dokumentasi. Sementara teknik analisis data menggunakan pendekatan Miles dan Huberman. Hasil penelitian ini menunjukkan bahwa: (1) langkah yang dilakukan untuk menanamkan karakter percaya diri adalah dengan menanamkan kemampuan diri, mendorong sikap konformis, membiasakan untuk menghadapi penerimaan dan penolakan, menanamkan pengendalian diri, menumbuhkan pribadi internal *locus of control*, serta menumbuhkan cara pandang positif. (2) Sementara faktor pendukung dalam menanamkan karakter percaya diri ini meliputi tiga faktor yaitu perhatian orang tua dan guru, faktor lingkungan, serta interaksi sosial. Implikasi dari hasil penelitian ini sebagai acuan dalam mengupayakan karakter percaya diri pada siswa di sekolah/madrasah. Penelitian ini hanya merefleksikan fenomena yang sudah ada, penting untuk penelitian berikutnya mengkaji lebih dalam terkait eksperimen metode yang efektif dalam mengembangkan kepercayaan diri.

Kata Kunci: *Pendidikan, Percaya diri, Karakter.*

Abstract

Self-confidence in students is very important. Because it can help him to be more robust in the face of competition and the times. However, the reality is that there are still students who find it difficult to develop their own self-confidence as found in MA SMPI 1946 Banjarmasin. Therefore, there needs to be an effort on the part of the madrasa to increase the self-confidence of its students. This study aims to describe madrasah steps in increasing student self-confidence and its supporting factors. The method used is a qualitative approach to field research. The research subjects were class XII MIA/IIS teachers who taught the Akidah Akhlak subject, 1 person and 62 students of MA SMIP 1946, but the writer took 8 students to be research subjects. Data collection techniques using interviews, observation, and documentation. While the data analysis technique uses the Miles and Huberman approach. The results of this study indicate

that: (1) the steps taken to instill self-confidence are by instilling self-confidence, encouraging conformist attitudes, getting used to dealing with acceptance and rejection, instilling self-control, growing personal internal locus of control, and cultivating a positive outlook . (2) While the supporting factors in instilling this confident character include three factors, namely the attention of parents and teachers, environmental factors, and social interaction. The implications of the results of this study as a reference in seeking the character of self-confidence in students at schools/madrasas. This research only reflects an existing phenomenon, it is important for future research to examine more deeply related to experimental methods that are effective in developing self-confidence.

Keywords: *Education, Self-Confidence, Character.*

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✉ Corresponding author :

Email Address : marufidris@gmail.com

PENDAHULUAN

The Influence of Organizational Culture and Communication on Employee Performance Through Teamwork at PT. Bank Rakyat Indonesia (Persero) Tbk. Makassar Tamalanrea Branch

Introduction

In the era of globalization and rapid technological development, competition among companies, including in the banking sector, is increasingly fierce. Banks, as financial intermediation institutions, not only function to collect and distribute funds but must also be able to provide fast, accurate, and quality services to customers. Therefore, employee performance becomes a crucial factor in maintaining a company's competitiveness. Optimal performance can only be achieved if supported by a strong organizational culture, effective communication, and solid team synergy.

PT. Bank Rakyat Indonesia (Persero) Tbk has an organizational culture that promotes the values of Integrity, Professionalism, Customer Satisfaction, Continuous Improvement, and Teamwork. These values are expected to be a behavioral guide for all employees. However, a preliminary study indicates that the internalization of the organizational culture at the PT. Bank Rakyat Indonesia (Persero) Tbk. Makassar Tamalanrea Branch is inconsistent; while some employees apply it consistently, others still require coaching for these values to truly become daily work behavior.

Indajang (2018) states that organizational culture is a set of values, norms, beliefs, and habits that develop and are shared by members of an organization, shaping their mindset, attitudes, and behavior at work. This culture functions as an unwritten guide in interacting, making decisions, and solving problems, thereby influencing work effectiveness and the achievement of organizational goals. A strong organizational culture typically can create a sense of ownership, increase motivation, and strengthen cohesion among members, whereas a weak culture can lead to conflict, low performance, and a lack of clear direction.

Several cases show that there are still employees who are less proactive in seeking solutions when obstacles arise in the field or are reluctant to provide improvement suggestions for procedures deemed inefficient. This indicates that the culture of continuous improvement has not been fully embedded. This lack of awareness can affect productivity and service quality.

Besides organizational culture, communication plays an important role. BRI has provided formal communication channels such as weekly meetings, email, and internal messaging applications. However, cases of miscommunication that impact operational errors are still found. For example, differences in understanding between management directives and field implementation, causing work to be repeated or corrected.

Vertical communication from superiors to subordinates is sometimes unclear regarding work priorities, while horizontal communication between divisions is not entirely smooth. These obstacles make the coordination process slower, which ultimately affects the speed of service to customers. Apriyanti & Riyanto (2018) state that communication is the process of creating and exchanging messages within an interdependent network to cope with a constantly changing environment and serves as a strong foundation for management careers, human resource development, corporate communication, and task-oriented activities within the organization.

Communication can be formal and informal. Formal communication is communication whose main focus or orientation is towards the interests of the organization, covering work methods, productivity, and various tasks that must be performed within the organization. Meanwhile, informal communication is socially approved communication. Its orientation is not on the organization but more towards its individual members (Khoirunnisa, 2023).

Solid teamwork becomes an important link between organizational culture, communication, and employee performance. A cohesive team will facilitate task distribution, minimize miscommunication, and accelerate decision-making. In the dynamic banking industry, effective teamwork becomes a differentiating factor in achieving targets.

Effective teamwork does not only rely on the division of tasks but also requires good communication, mutual trust, directed coordination, and commitment from each member. With solid cooperation, individual potential can be combined to produce optimal performance, minimize errors, and increase the efficiency of achieving organizational targets. Robbins & Judge (2017) state that a team is a group that individually exerts effort which can produce performance greater than the sum of individual inputs. It is concluded that teamwork yields better performance than individual performance in an organization or company.

However, the reality at PT. Bank Rakyat Indonesia (Persero) Tbk. Makassar Tamalanrea Branch shows that team cohesion is not uniform across all units. Some units have successfully built strong collaboration, while others still face internal conflicts, such as an imbalance in workload distribution or a lack of coordination in dealing with customers with complex needs.

Suherman (2019) states that performance is the real behavior displayed by everyone as work achievements produced by employees according to their role in the agency. The work achieved by an employee in performing a job can be evaluated for their performance level; thus, employee performance must be determinable by the target achievements over a period reached by the organization.

Table 1.1 Employee Performance Evaluation of PT. Bank Rakyat Indonesia (Persero) Tbk. Makassar Tamalanrea Branch, 2022 – 2024

Division	Year	Cross-Selling Products (%)	Customer Complaint Response Speed (minutes)	Financial Reporting Accuracy (%)	Performance Trend
Retail Credit Division	2022	92	15	97	Decreased
	2023	90	16	96	Decreased
	2024	91	14	97	Stable
Small Business Credit Division	2022	105	10	99	Stable
	2023	107	11	98	Stable
	2024	108	10	99	Increased
Customer Service Division	2022	88	12	95	Decreased
	2023	87	13	94	Decreased
	2024	89	11	95	Stable
Operational & Admin Division	2022	95	14	94	Decreased
	2023	93	15	93	Decreased
	2024	94	13	95	Stable

Source: BRI Kanca Makassar Tamalanrea, 2025

The main problem regarding performance at Bank BRI lies in the ineffectiveness of teamwork as a mediator between organizational culture, communication, and divisional performance achievement. Data shows that several divisions, such as the Retail Credit, Customer Service, and Operational and Administration Divisions, experienced a decreasing performance trend in 2022–2023 even though individual indicators like cross-selling products, customer complaint response speed, and financial reporting accuracy were relatively good. This signifies that the positive organizational culture and ongoing inter-employee communication have not been able to be translated into optimal divisional performance because coordination, collaboration, and task distribution within teams are not running effectively. Weaknesses in teamwork cause individual potential not to be channeled properly, information is not conveyed comprehensively, and operational processes become less efficient, leading to stagnant or declining divisional performance.

Furthermore, divisions that show stable or increasing performance trends, such as the Small Business Credit and Marketing and Sales Divisions, generally have more solid teamwork, where team members are able to support each other in completing tasks, handling customers, and maintaining reporting accuracy. This indicates that the main problem is not solely with individuals or operational indicators, but with the teamwork mechanism that connects organizational culture, communication, and performance outcomes. Without effective teamwork, the positive influence of organizational culture and communication cannot be maximized, resulting in inconsistent and suboptimal divisional performance.

Previous research findings strengthen the suspicion that good organizational culture and communication can drive employee performance. Apriyanti & Riyanto (2018) show that effective organizational communication improves team coordination, while a strong organizational culture increases loyalty and work motivation. These two factors, when combined, are able to create synergy that drives target achievement.

In the context of banking, the urgency of this research is even higher because service quality heavily depends on the quality of employee work. Customers tend to judge a bank's reputation from direct interactions with employees, so any shortcomings in communication or teamwork can directly impact customer satisfaction and loyalty. Teamwork acts as a mediating variable linking organizational culture and communication with performance at the Bank. A positive organizational culture, such as integrity, professionalism, and service orientation, along with effective communication among employees and across departments, will have a greater impact on improving performance if implemented through solid and collaborative teamwork. By internalizing cultural values and communication into teamwork, coordination improves, errors are reduced, and performance target achievement increases. Conversely, if teamwork is weak, the positive potential of organizational culture and communication will not be utilized optimally, resulting in overall suboptimal performance.

This research also has practical benefits for the management of PT. Bank Rakyat Indonesia (Persero) Tbk. Makassar Tamalanrea Branch. The results can be used as a basis for improving employee coaching strategies, strengthening work culture, optimizing communication channels, and enhancing team cohesion. Thus, the achievement of business targets and customer satisfaction can increase sustainably. If problems such as the lack of internalization of organizational culture, suboptimal communication, and weak teamwork in several divisions are not immediately addressed, it is feared that it will impact overall performance decline. This has the potential to reduce the branch's competitiveness, decrease customer satisfaction, and affect the achievement of national targets for PT. Bank Rakyat Indonesia (Persero) Tbk. Makassar Tamalanrea Branch. Conversely, if organizational culture is strengthened, communication is improved, and teamwork is reinforced, the potential for improving employee performance will be very significant. With competent human resources, supportive technology, and an adaptive work culture, PT. Bank Rakyat Indonesia (Persero) Tbk. Makassar Tamalanrea Branch can become a model branch in the Eastern Indonesia region.

METHODOLOGY

This research is quantitative research with an explanatory research approach aimed at analyzing the influence of organizational culture and communication on employee performance through teamwork at PT. Bank Rakyat Indonesia (Persero) Tbk. Kanca Makassar Tamalanrea. The quantitative approach was chosen because this research tests the relationships and influences between variables measured with structured instruments and analyzed using statistical techniques.

The explanatory research design is used to explain the causal relationship between the independent variables (Organizational culture and Communication), the mediating variable (Teamwork), and the dependent variable (Employee Performance). Research data was collected using questionnaires prepared based on the indicators of each variable, then analyzed using path analysis or structural equation modeling

(SEM) to determine the magnitude of direct and indirect influences between variables. The research was conducted at PT. Bank Rakyat Indonesia (Persero) Tbk. Kanca Makassar Tamalanrea, with samples taken using purposive sampling, a technique of deliberately selecting samples based on certain criteria relevant to the research objectives. These criteria can include positions or job roles directly involved in operations and services, so the information is considered representative for answering the research problem formulation. Therefore, the sample covers various positions such as Supervisor, Digital & Journey Support, Customer Service, Teller, Relationship Manager (SME, KPR, BRIGUNA, Financing & Trade / Fund Transfer, Corporate / Commercial Retail), Account Officer Funds & Credit, BRI Life Officer/Agent, Supervisory Staff, Unit Head, Field Officer, and Office Attendant. Thus, this sample represents all levels of the organizational structure that interact with the teamwork process, organizational culture, communication, and performance at PT. Bank Rakyat Indonesia (Persero) Tbk. Kanca Makassar Tamalanrea.

RESULTS AND DISCUSSION

Evaluation of Outer Model

a. Convergent Validity

Variable	Statement Indicator	<i>Outer Loading</i>	AVE
Organizational Culture (X1)	X1P1	0.894	0,902
	X1P2	0.890	
	X1P3	0.865	
	X1P4	0.921	
	X1P5	0.912	
	X1P6	0.927	
	X1P7	0.918	
	X1P8	0.924	
	X1P9	0.921	
	X1P10	0.891	
	X1P11	0.901	
	X1P12	0.851	
Communication (X2)	X2P1	0.877	0,916
	X2P2	0.922	
	X2P3	0.915	
	X2P4	0.930	
	X2P5	0.945	
	X2P6	0.946	
	X2P7	0.931	
	X2P8	0.915	
	X2P9	0.897	
	X2P10	0.917	
	X2P11	0.888	
	X2P12	0.885	
Teamwork (Z)	Z1	0.895	0,849
	Z2	0.939	
	Z3	0.910	

	Z4	0.910	
	Z5	0.894	
	Z6	0.885	
	Z7	0.931	
	Z8	0.923	
	Z9	0.929	
	Z10	0.939	
	Z11	0.910	
	Z12	0.910	
Communication (Y)	Y1	0.795	0,914
	Y2	0.852	
	Y3	0.830	
	Y4	0.879	
	Y5	0.826	
	Y6	0.821	
	Y7	0.895	
	Y8	0.894	
	Y9	0.854	
	Y10	0.786	
	Y11	0.894	
	Y12	0.854	

Based on Table 2. above, it is known that the outer loading values of each indicator in the four research variables are all above 0.7. Furthermore, the resulting AVE is above 0.5. This means that the indicators used in this study have met convergent validity.

b. Discriminant Validity

Table 3, Cross Loading Value

Indicators	Organizational Culture	Teamwork	Performance	Communication
X1P1	0.894	0.498	0.236	0.233
X1P2	0.890	0.482	0.215	0.216
X1P3	0.865	0.392	0.231	0.200
X1P4	0.921	0.442	0.272	0.204
X1P5	0.912	0.426	0.241	0.189
X1P6	0.927	0.459	0.287	0.225
X1P7	0.918	0.453	0.230	0.162
X1P8	0.924	0.464	0.237	0.158
X1P9	0.921	0.474	0.226	0.129
X1P10	0.891	0.402	0.320	0.143
X1P11	0.901	0.449	0.347	0.135
X1P12	0.851	0.434	0.345	0.143
X2P1	0.188	0.510	0.102	0.877
X2P2	0.188	0.528	0.101	0.922
X2P3	0.203	0.514	0.102	0.915
X2P4	0.165	0.476	0.221	0.930
X2P5	0.126	0.498	0.179	0.945

X2P6	0.156	0.528	0.170	0.946
X2P7	0.155	0.534	0.171	0.931
X2P8	0.146	0.501	0.199	0.915
X2P9	0.177	0.482	0.206	0.897
X2P10	0.194	0.539	0.113	0.917
X2P11	0.224	0.553	0.126	0.888
X2P12	0.235	0.576	0.115	0.885
Y1	0.262	-0.109	0.795	0.068
Y2	0.270	-0.136	0.852	0.004
Y3	0.288	-0.109	0.830	0.000
Y4	0.390	0.234	0.879	0.328
Y5	0.130	-0.057	0.826	0.030
Y6	0.317	0.111	0.821	0.277
Y7	0.359	0.128	0.895	0.288
Y8	0.193	-0.020	0.894	0.194
Y9	0.137	-0.116	0.854	0.049
Y10	0.160	-0.089	0.786	0.053
Y11	0.193	-0.020	0.894	0.194
Y12	0.137	-0.116	0.854	0.049
Z1	0.454	0.895	-0.049	0.511
Z2	0.497	0.894	-0.103	0.497
Z3	0.477	0.885	-0.073	0.489
Z4	0.489	0.931	-0.054	0.528
Z5	0.443	0.923	-0.001	0.563
Z6	0.489	0.929	0.006	0.543
Z7	0.411	0.925	0.035	0.550
Z8	0.449	0.921	0.001	0.515
Z9	0.417	0.922	0.028	0.520
Z10	0.483	0.939	-0.021	0.502
Z11	0.411	0.910	0.044	0.521
Z12	0.444	0.910	0.003	0.523

Based on the cross-loading values in Table 3., it can be seen that the indicators measuring each variable in this study have met discriminant validity, as they have the highest outer loading value (values in bold) for the variable they measure and not for other variables. Thus, every indicator variable in this study has met discriminant validity.

c. Composite Reliability

Table 4. Composite Realibity

Variable	Cronbach's alpha	Composite reliability (rho _a)
Organizational Culture	0.979	0.980
Teamwork	0.982	0.983
Performance	0.965	0.972
Communication	0.982	0.982

Based on Table 4., the Cronbach's Alpha value is more than 0.6, meaning it has good consistency, and the composite reliability value for each research variable is more than 0.7. Thus, it can be concluded that each variable has good reliability.

Structural Model Analysis (Inner Model)

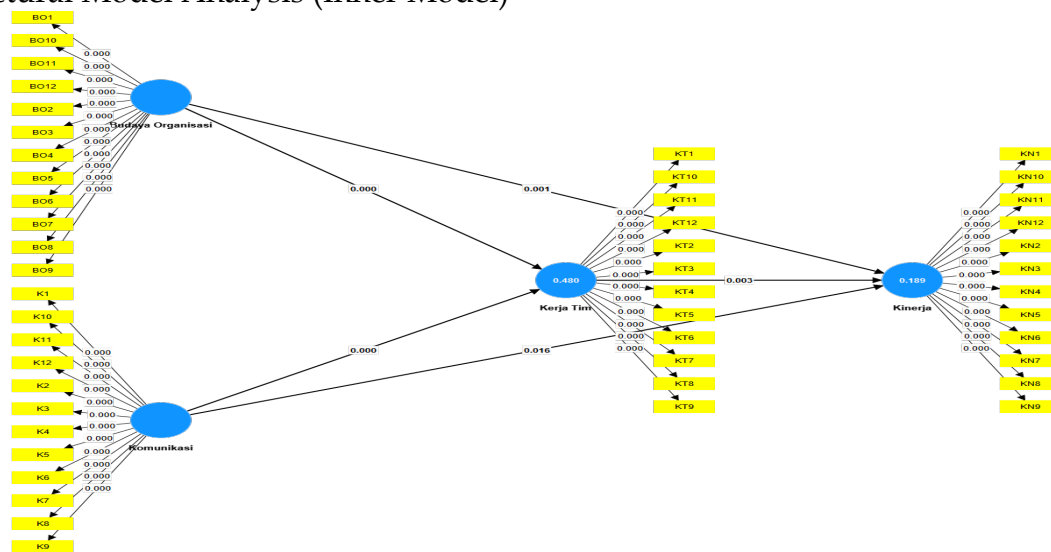


Figure 1. Results of Inner Loading Tests for Variables X1, X2, Y and Z

a. R-square

Table 5. R-square Value

Variable	R-square	Adjusted R-square
Teamwork	0.480	0.469
Performance	0.189	0.164

Based on the R-Square (R^2) output in the table above, it can be concluded that the structural (inner) model in this study is classified as "moderate". The interpretation of the R-Square (R^2) output for the dependent variable Performance is 0.189. Thus, it can be said that variables X1 (Organizational Culture) and X2 (Communication) are able to explain variable Y (Performance) by 18.9%, and the remaining 81.1% is explained by other variables outside this study. Meanwhile, the interpretation of the R-Square (R^2) output for variable Z (Teamwork) is 0.480, meaning it can explain variable Y (Performance) by 48.0%, and the remaining 52% is explained by other variables outside this study.

b. F-square

Table 6. F-square Value

Variable	f-square
Organizational Culture -> Teamwork	0.297
Organizational Culture -> Performance	0.178
Teamwork -> Performance	0.111
Communication -> Teamwork	0.445
Communication -> Performance	0.081

Based on the F-Square test results in this study, it can be explained that: The effect of Organizational Culture on Teamwork has a large effect. The effect of Organizational Culture on Performance has a large effect. The effect of Teamwork on Performance has a medium/moderate effect.

The effect of Communication on Teamwork has a large effect.

The effect of Communication on Performance has a medium/moderate effect.

Thus, it can be concluded that the most dominant influencing variable is Communication on Teamwork, while the smallest influence is shown by Communication on Employee Performance.

c. Q-square

- a. Organizational Culture ($Q^2 = 0.000$): As an exogenous variable, $Q^2 = 0$ is normal; it acts as a predictor for other endogenous variables.
- b. Communication ($Q^2 = 0.000$): Also an exogenous variable, so $Q^2 = 0$ is expected.
- c. Teamwork ($Q^2 = 0.350$): This value > 0 indicates a fairly strong predictive capability. Organizational culture and communication together have high predictive power for the formation of teamwork.
- d. Performance ($Q^2 = 0.118$): This positive value, although relatively small, indicates low to moderate predictive ability. Employee performance is influenced by the model, but other factors outside the model also play a role.

Path Analysis (Hypothesis Testing)

a. Direct Effect

Table 7. Direct Effect Value

Relationship of Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (O/STDEV)	P values
Organizational Culture -> Teamwork	0.401	0.375	0.095	4.223	0.000
Organizational Culture -> Performance	0.441	0.448	0.127	3.479	0.001
Teamwork -> Performance	-0.416	-0.424	0.141	2.949	0.003
Communication -> Teamwork	0.491	0.471	0.088	5.604	0.000
Communication -> Performance	0.314	0.316	0.130	2.412	0.016

a. The Influence of Organizational Culture on Teamwork

The analysis results show that Organizational Culture has a positive and significant influence on Teamwork. This is proven by a path coefficient (original sample) of 0.401 and a T-statistic of 4.223, far above the critical value of 1.96. The significance value (p-value) of 0.000, far below 0.05, further strengthens this relationship. This means that the better the Organizational Culture at PT. BRI KC Makassar Tamalanrea, the stronger the Teamwork that is formed.

b. The Influence of Organizational Culture on Employee Performance

Organizational Culture also proven to have a positive and significant direct influence on Employee Performance. A path coefficient of 0.441 with a T-statistic of 3.479 (p-value = 0.001) indicates that improving the quality of Organizational Culture will directly impact the improvement of Employee Performance, without having to go through a mediator.

c. The Influence of Teamwork on Employee Performance

An interesting finding was found regarding the influence of Teamwork on Performance. Teamwork actually shows a negative and significant influence on Employee Performance with a path coefficient of -0.416 and a T-statistic of 2.949 (p-

value = 0.003). This finding indicates that in the context of this study, an increase in Teamwork was followed by a decrease in Employee Performance. This result requires further discussion to explain the occurring phenomenon.

d. The Influence of Communication on Teamwork

Communication has a positive and very significant influence on Teamwork. This is the strongest influence found in the model. A path coefficient of 0.491 and a very high T-statistic of 5.604 (p-value = 0.000) show that Communication is a key factor in building and strengthening Teamwork in the organization.

e. The Influence of Communication on Employee Performance

Communication also has a positive and significant direct influence on Employee Performance. With a path coefficient of 0.314 and a T-statistic of 2.412 (p-value = 0.016), it can be concluded that effective communication not only strengthens the team but also directly improves individual employee performance.

b. Indirect Effect

Table 8. Indirect Effect Value

Relationship of Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (O/STDEV)	P values
Organizational Culture -> Teamwork -> Performance	-0.167	-0.163	0.075	2.212	0.027
Communication -> Teamwork -> Performance	-0.204	-0.203	0.086	2.374	0.018

The indirect effects of Organizational Culture and Communication on Performance through Teamwork are both negative and significant, aligning with the negative direct effect of Teamwork on Performance.

Organizational Culture Positively and Significantly Influences Employee Performance

The findings confirming the positive and significant influence of Organizational Culture on Employee Performance provide strong empirical evidence for the fundamental management postulate that culture is not merely ornamental, but rather a real performance driver. These results indicate that at PT. BRI Makassar Tamalanrea Branch, the values, norms, and beliefs embedded within the organization directly motivate and direct employee work behavior to achieve optimal results, even without the need for teamwork.

This relatively high direct influence (0.441) indicates that organizational culture functions as an invisible "operating system" that controls how each "application" (individual) within it operates. In a banking context that places a high premium on trust, accuracy, and compliance, a strong culture serves as a far more effective and subtle control mechanism than mere oversight or a system of standard procedures. A teller who has internalized the values of integrity and accuracy, for example, will automatically and voluntarily work meticulously when counting money, not out of fear of scrutiny, but because it has become part of their professional beliefs and identity (Schein & Schein, 2017).

This direct influence mechanism can be explained through two main theoretical lenses. First, from a motivational perspective. A positive organizational culture, characterized by mutual respect, recognition, and support, fulfills employees' basic psychological needs for relatedness and competence, as outlined in Self-Determination Theory (Ryan & Deci, 2020). Fulfilling these needs fosters intrinsic motivation, where

employees find meaning and satisfaction in the work itself, which in turn leads to higher and sustained performance. Second, from an alignment and clarity perspective. A strong culture provides a clear behavioral "roadmap." It serves as a signpost system that reduces ambiguity by answering the questions, "What is truly valued here?" and "How can I succeed in this organization?" (Chatman & Cha, 2021). This clarity allows employees to allocate their energy and effort more focused on activities that strategically align with organizational goals, thus avoiding wasting resources on unproductive activities.

This finding is reinforced by contemporary research in the financial services sector. A meta-analysis by Hartmann et al. (2022) concluded that in the post-crisis banking industry, a compliance- and ethics-oriented culture had a strong positive correlation with performance metrics such as customer satisfaction and operational efficiency. Furthermore, research by Gelfand et al. (2023) on organizational culture in Southeast Asia emphasized that in a collectivist context like Indonesia, a culture that emphasizes harmony and strong interpersonal relationships can actually create an environment of trust that facilitates knowledge sharing and proactive initiatives—two elements critical to performance in a dynamic industry.

Therefore, this significant direct effect underscores a strategic proposition: Strengthening Organizational Culture is a direct investment in improving Employee Performance. Efforts such as reinforcing the company's core values, ensuring consistency between those values and reward and promotion systems, and leadership that exemplifies the desired culture are not peripheral HR activities. These are core interventions that directly touch the hearts and minds of employees, motivating them to contribute at their highest level.

Communication Positively and Significantly Influences Employee Performance

Communication is a crucial factor supporting improved employee performance within an organization. Through good communication, instructions can be clearly understood, information is conveyed without misinterpretation, and coordination between employees can run smoothly. This helps employees complete their work more quickly, accurately, and according to expectations. In other words, communication not only strengthens interpersonal relationships but also serves as a key link in ensuring each task is carried out effectively.

Field findings indicate that communication between employees is quite effective, directly impacting performance improvements. Employees are able to understand leadership instructions more clearly, convey ideas or input without hindrance, and respond to tasks more quickly. This results in a more efficient workflow, reduces errors, and encourages the achievement of work targets as planned. Thus, effective communication has been proven to streamline work processes and strengthen the quality of employee performance.

These results align with research by Indajang (2018), which found that communication has a positive and significant impact on employee performance at PT Bank Central Asia, Tbk, Pematangsiantar Branch. Furthermore, research by Suherman (2024) also shows that communication has a positive and significant impact on employee performance at PT. Bank CIMB Niaga, Tangerang City Branch. These two studies reinforce the evidence that good communication not only improves teamwork effectiveness but also plays a direct role in improving individual and overall organizational performance.

Organizational Culture Positively and Significantly Influences Teamwork

The findings confirming the positive and significant influence of Organizational Culture on Teamwork align with theory and previous research. These results indicate that a work environment with strong values, beliefs, and norms can act as a social glue and effective behavioral guide for organizational members, ultimately facilitating the formation of solid teamwork at PT. BRI Makassar Tamalanrea Branch.

The coefficient value of 0.401 indicates that Organizational Culture is a fairly strong predictor of Teamwork. In a banking context like BRI, a strong organizational culture is likely manifested through values such as integrity, professionalism, excellent service, and togetherness. The value of "togetherness" (as part of BRI's corporate values), in particular, serves as a psychological foundation for employees to prioritize collective goals over individual ones. When these values are well internalized, each team member will have a shared mental model of what is expected and how to achieve those goals, thereby reducing friction and improving coordination.

The mechanism of this influence can be explained in several ways. First, a strong organizational culture creates a shared sense of identity and belonging (Schein & Schein, 2017). Employees no longer see themselves as separate individuals, but as part of a larger team and organization. This perspective encourages them to support each other, share information, and take collective responsibility for teamwork outcomes. Second, culture serves as a control system that regulates behavior. Unwritten norms such as "helping each other in need" or "solving problems together" encourage collaborative behavior and discourage individualistic behavior that is detrimental to the team.

These findings are supported by recent research in the financial services sector. For example, a study by Ningsih et al. (2022) in Islamic banks found that an organizational culture based on Islamic values significantly improved teamwork effectiveness. Similarly, research by Cao et al. (2021) emphasized that in a dynamic environment, an adaptive and collaborative organizational culture is key to building resilient and responsive teams. In the case of BRI Makassar Tamalanrea Branch, a deeply rooted organizational culture acted as a stabilizer amidst the pressures of banking competition, ensuring that all employees moved in harmony toward organizational goals.

Therefore, it can be concluded that investing in strengthening organizational culture—through consistent outreach, role modeling by leaders, and a reward system that recognizes collaboration—is not merely rhetoric, but a strategic strategy for cultivating and maintaining superior teamwork.

Teamwork Has No Significant Positive Impact on Employee Performance

The finding that teamwork has a negative impact on employee performance is paradoxical and counterintuitive, requiring in-depth and critical interpretation. Generally, teamwork is believed to be a driver of performance, but in the specific context of PT. BRI Makassar Tamalanrea Branch, the opposite is true.

Several theoretical explanations can be proposed to explain this phenomenon. First, the possibility of "process loss" within the team (Forsyth, 2019). Process loss refers to any factor that hinders team productivity, such as poor coordination, ineffective communication within the team, or social loafing. Social loafing is the tendency for individuals to reduce their effort when working in a group because they feel their contributions are not seen or valued individually (Karau & Williams, 1993).

In a banking environment with high targets, if some team members are perceived as not contributing optimally, this can create a sense of injustice and demotivate other members, ultimately lowering overall performance.

Second, the possibility of conflict within the team (team conflict). Teamwork isn't always harmonious; differences in opinion, work styles, and interests can trigger relationship and task conflicts if not managed well. Destructive conflict, especially relationship conflict, has long been identified as toxic to team performance (De Dreu & Weingart, 2003). If employees at this branch office spend more energy managing internal conflict than completing work, it's understandable that teamwork is inversely related to performance.

Third, there's the issue of work design and performance measurement systems. It's likely that the performance appraisal system at PT. BRI Makassar Tamalanrea Branch Office still focuses heavily on individual achievement. When rewards and punishments are based on individual performance, a social dilemma emerges: employees are faced with the choice between contributing to team goals (which may not be directly rewarded) or focusing on their individual targets (which determine their rewards). In such situations, teamwork can be seen as a "waste of time" that actually interferes with achieving individual goals, thus explaining the negative relationship found (Klein et al., 2022).

These findings align with research by Tannenbaum et al. (2021), which states that "not all teams are effective." Team effectiveness is highly dependent on supporting conditions such as leadership, training, and appropriate system design. Therefore, these findings do not disprove the importance of teamwork, but rather serve as a warning that implementing teamwork without adequate supporting factors can actually have the opposite effect.

Conclusion

Based on the results of the analysis and discussion that has been conducted, the research on "The Influence of Organizational Culture and Communication on Employee Performance Through Teamwork at PT. Bank Rakyat Indonesia (Persero) Tbk. KC Makassar Tamalanrea" can be concluded as follows:

Organizational Culture has a positive and significant influence on Teamwork.

Organizational Culture also has a positive and significant direct influence on Employee Performance.

Communication has a positive and very significant influence on Teamwork.

Communication also has a positive and significant direct influence on Employee Performance.

The paradoxical finding is that Teamwork has a negative and significant influence on Employee Performance. This indicates that in the specific context of PT. BRI KC Makassar Tamalanrea, the practiced teamwork may be dysfunctional.

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