



The Effect Of Organizational Culture, Professionalism, And Motivation On Employee Performance “A Case Study Of Frontliners At Bank Bengkulu”

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ABSTRACT

This research was conducted considering the increasingly tight competition in the banking industry, so that understanding the factors that influence the performance of bank employees is very important to maintain customer loyalty to the bank and the influence of organizational culture, professionalism, and motivation on employee performance. This study aims to determine the influence of organizational culture, professionalism, and motivation on employee performance in customer service at Bank Bengkulu, both simultaneously and partially. The analysis methods used include validity test, reliability test, multiple linear regression, coefficient of determination, F test, and t test. Data collection was carried out through questionnaires. The sample in this study consisted of 100 customer service employees at Bank Bengkulu. Organizational culture, professionalism, and motivation have a significant simultaneous influence on employee performance in customer service at Bank Bengkulu, with a significance value of $0.001 < 0.05$. Organizational culture has a significant partial influence on employee performance in customer service at Bank Bengkulu, with a significance value of $0.007 < 0.05$. Professionalism has a significant partial influence on employee performance in Bank Bengkulu customer service, with a significance value of $0.003 < 0.05$. Motivation has a significant partial influence on employee performance in Bank Bengkulu customer service, with a significance value of $0.001 < 0.05$.

INTRODUCTION

The Indonesian banking industry faces increasingly intense competitive pressures due to digital transformation, evolving regulations, and rising customer expectations for service quality. Frontliners, such as tellers and customer service personnel, are at the forefront of interactions between banks and customers. They are not only the face of the institution but also determine

whether services meet standards of quality, speed, and satisfaction. If frontliner human resources are poorly managed, the implications can include disappointed customers, increased complaints, and even a damaged bank reputation. Financial deregulation has given rise to a new phenomenon that has led to increasingly fierce competition, including in the banking world. An organization is a unified work unit coordinated to achieve a common goal. Organizations can be socially or profit-oriented, where the organization must choose how to direct all its resources. One resource that is crucial to achieving these goals is Human Resources (HR). The human resources in this study were the frontliner employees of Bank Bengkulu. The reason this study consisted of several different branches or sub-branches is because each region has its own unique characteristics in handling complaints. To achieve the above objectives, bank employees need to possess several variables to achieve performance aligned with the bank's objectives, including organizational culture, professionalism, and motivation, supported by other factors such as thoroughness and diligence in meeting the company's established performance standards. Within an organization, Human Resources (HR) is a key factor in achieving established goals. Qualified employees will contribute to organizational development as a means to optimal performance.

Employee performance is influenced by various factors, including ability, motivation, knowledge, work environment, strategic position, management processes, organizational structure, personality, satisfaction, leadership style, teamwork, and technology and facilities. If any of these factors are not adequately addressed, it can impact employee performance in the company or organization where they work. One indicator of improved employee performance is the bank's work culture. According to O'Reilly in Wenny (2019), preliminary research on measurement norms revealed two important characteristics of a strong culture. One is its intensity among organizational members, indicating approval or disapproval of those who act in a certain way. Second, there is crystallization or broad agreement on these values among members.

If there is no agreement that a limited set of values is important within a social unit, a strong culture does not exist. If there is strong and widespread agreement on the importance of certain values, a central value system or strong culture may exist. Many studies have concluded that employee cultural fit increases commitment, satisfaction, and performance. However, empirical research on this relationship has been limited. Meanwhile, Daulatram, as cited in Wenny (2019), argues that cultural permeation requires recognizing the basic dimensions of culture and their influence on employee-related variables such as satisfaction, commitment, cohesion, strategy implementation, performance, and others. Bank Bengkulu is known to have a work culture consisting of five aspects: Service Excellence, Professionalism, Innovation, Integrity, and Teamwork. Bank Bengkulu's work culture serves as a guide for all employees in carrying out their work in accordance with Bank Bengkulu's work standards. The existing work culture service is inspired by issues related to human resources within an organization that require attention, because no matter how sophisticated the technology used in an organization and how large the organization's capital, it is the employees within the organization who ultimately carry out the work. This shows that without the support of good quality employees in carrying out their duties, organizational success will not be achieved. Employee contributions are very influential in an organization and will determine the organization's progress or decline.

LITERATURE REVIEW

Grand Theory (Human Resource Management)

The origins of human capital can be traced back to classical economic theory by Adam Smith in 1776, which was later developed into a scientific theory. Human capital became popular in the 1960s and 1970s, when Schultz (1960) and Becker (1975) provided different perspectives on the concept and formation of human capital. Although human capital accumulation is

important in endogenous growth theory, as discovered by Lucas (1988) and Romer (1989-1990), it was Mankiw and his colleagues who first used human capital in their production function.

Human capital theory emphasizes that human resources are a critical asset that determines organizational productivity. Investments in employee education, training, experience, and health will improve competency and impact overall organizational performance (Becker, 1993; Schultz, 1994). In the banking context, the quality of frontline employees, as representatives of the company, is largely determined by their human capital, both technical and soft skills. Therefore, this theory serves as a basis for understanding why factors such as organizational culture, professionalism, and motivation play a role in improving performance.

According to Schultz (1960), human capital encompasses three types of investment in human resources: migration, education, and health. Becker (1975) further stated that education, training, and health are essential components of human capital investment.

Middle Theory (Employee Performance)

Performance Theory views performance as the result of the interaction between individual abilities, motivation, and a supportive work environment (Campbell, 1990). Employee performance can be measured using indicators such as service quality, efficiency, productivity, and customer satisfaction (Yulianto, 2020). In service organizations such as banking, frontline employee performance is measured not only by achieving targets but also by building positive relationships with customers. Therefore, performance theory serves as a framework for analyzing the influence of organizational culture, professionalism, and motivation on employee performance.

Organizational Culture

Organizational culture is crucial for both companies and employees because it provides a framework for how members behave in carrying out their work. When the work culture is strong, members of the organization view rules not as binding obligations but as necessities. Furthermore, employees can develop a sense of togetherness, kinship, and pride in their organization, which in turn fosters employee satisfaction and commitment. This is why culture is considered crucial to manage.

Professionalism

Professionalism is the attitude, behavior, and technical skills that reflect an employee's commitment to work quality, ethics, and responsibility in carrying out their duties. In the context of organizational management, professionalism is a key indicator in building a productive, collaborative, and results-oriented work culture. Professional employees are characterized not only by technical mastery but also by soft skills such as effective communication, integrity, teamwork, and adaptability to change (Setyaningrum, 2024). Bank frontliners are required to maintain professionalism in their service, both through technical expertise, effective communication, and adherence to procedures. A high level of professionalism is believed to increase customer trust and employee performance.

Motivation

According to Robbins (2016), motivation is the willingness to exert high levels of effort to achieve organizational goals, conditioned by the ability of the effort to meet specific individual needs. According to Wibowo (2016), motivation is the drive from a series of human behavioral processes to achieve goals. Meanwhile, according to Sutrisno (2010) in Arief Yusuf Hamali, S.S., M.M. (2018), motivation is as follows: "Motivation is a factor that drives someone to perform a certain activity."

Banking employee motivation can stem from intrinsic factors (job satisfaction, self-development) and extrinsic factors (salary, recognition, promotion). Recent research shows that motivation has a significant influence on employee productivity and service quality (Pamungkas, 2021). Decreased motivation can result in decreased productivity and work efficiency, which in turn impacts the overall performance of regional banks. The Impact of Motivation on Employee Performance: Highly motivated employees work harder and are able to complete their tasks more efficiently, ultimately increasing the productivity of regional banks. Commitment and loyalty provide strong motivation, making employees feel more connected to the company and its goals. This increases employee loyalty and a sense of belonging to the bank.

METHODS

Validity Test

A validity test is used to verify the validity of research instruments or items. If all the instruments in a questionnaire tested are appropriate, the instrument is considered valid. The criteria for assessing validity are: if the calculated r value is greater than the table r value, the questionnaire item is valid. If the calculated r value is less than the table r value, the questionnaire item is considered invalid.

Reliability Test

A reliability test is used to determine the reliability of research instruments. In this study, the reliability measurement technique used was the Cronbach's alpha coefficient. The decision-making method for reliability testing uses a Cronbach's alpha limit of 0.60, meaning a variable is considered reliable if its Cronbach's alpha value is greater than 0.60.

Multiple Linear Regression

Multiple linear regression is a technique for measuring the influence of several independent variables on a dependent variable. The regression equation is formulated as follows (Sugiyono, 2017:192):

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y: Employee Performance

a: Constant

X1: Organizational Culture

X2: Professionalism

X3: Motivation

b1, b2, b3, : Multiple Regression Coefficients

e: error

Coefficient of Determination

The coefficient of determination is used to determine the extent of the independent variables' simultaneous (joint) contribution to the dependent variable. The coefficient of determination value is between zero and one. A small coefficient of determination (R²) value indicates that the independent variables' ability to explain variation in the dependent variable is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable. The coefficient of determination (R Square or R squared) is meaningful as the contribution of the influence given by the independent variable or independent variable to the dependent variable or dependent variable (Ghozali, 2018).

RESULTS

Validity Test of Organizational Culture, Professionalism, Motivation and Employee Performance Variables.

Validity testing is used to verify that research instruments can produce results consistent with their objectives. Validity testing is conducted by calculating the correlation between item scores and the total score. Empirical analysis of statement items is carried out using a validity coefficient called the *corrected item. total correlation* or total corrected item correlation coefficient. Then the correlation coefficient of the analysis results is compared with the established provisions that if the calculated $R > R$ table (0.1966) the statement is declared valid, then the statement item is suitable for use as a research instrument test tool. Validity testing was conducted using the SPSS application. The following data was obtained:

Table 1. Validity Test of Organizational Culture Variables (X_1)

NO	Statement Items Culture Organization	R Table	R Count	Information
1	X1_1	0.1966	0.382	Valid
2	X1_2	0.1966	0.503	Valid
3	X1_3	0.1966	0.203	Valid
4	X1_4	0.1966	0, 530	Valid
5	X1_5	0.1966	0.360	Valid
6	X1_6	0.1966	0.273	Valid
7	X1_7	0.1966	0.336	Valid
8	X1_8	0.1966	0.444	Valid
9	X1_9	0.1966	0.349	Valid
10	X1_10	0.1966	0.275	Valid
11	X1_1 1	0.1966	0.419	Valid
12	X1_1 2	0.1966	0.365	Valid
13	X1_1 3	0.1966	0.432	Valid
14	X1_1 4	0.1966	0.426	Valid
15	X1_1 5	0.1966	0.532	Valid

Source: Research Results, 2025

Table 2 Validity Test of Professionalism Variable (X_2)

NO	Statement Item Professionalism	R Table	R Count	Information
1	X2_1	0.1966	0.654	Valid
2	X2_2	0.1966	0.549	Valid
3	X2_3	0.1966	0, 260	Valid
4	X2_4	0.1966	0.408	Valid
5	X2_5	0.1966	0, 498	Valid
6	X2_6	0.1966	0, 350	Valid
7	X2_7	0.1966	0.559	Valid
8	X2_8	0.1966	0, 338	Valid
9	X2_9	0.1966	0.362	Valid
10	X2_10	0.1966	0.439	Valid
11	X2_1 1	0.1966	0.500	Valid
12	X2_1 2	0.1966	0.695	Valid

Source: Research Results, 2025

Table 3 Validity Test of Motivation Variables (X₃)

NO	Motivational Statement Items	R Table	R Count	Information
1	X3_1	0.1966	0, 631	Valid
2	X3_2	0.1966	0.5 12	Valid
3	X3_3	0.1966	0.5 38	Valid
4	X3_4	0.1966	0.61 7	Valid
5	X3_5	0.1966	0.5 29	Valid
6	X3_6	0.1966	0, 517	Valid
7	X3_7	0.1966	0.5 83	Valid
8	X3_8	0.1966	0.5 25	Valid
9	X3_9	0.1966	0.4 68	Valid
10	X3_10	0.1966	0, 428	Valid
11	X3_1 1	0.1966	0.232	Valid
12	X3_1 2	0.1966	0.373	Valid
13	X3_1 3	0.1966	0.586	Valid
14	X3_1 4	0.1966	0.438	Valid
15	X3_1 5	0.1966	0.519	Valid
16	X3_1 6	0.1966	0.501	Valid
17	X3_1 7	0.1966	0.440	Valid
18	X3_1 8	0.1966	0.362	Valid
19	X3_1 9	0.1966	0.641	Valid
20	X3_20	0.1966	0.608	Valid

Source: Research Results, 2025

Table 4 Validity Test of Employee Performance Variables (Y)

NO	Employee Performance Statement Items	R Table	R Count	Information
1	Y_1	0.1966	0, 608	Valid
2	Y_2	0.1966	0, 567	Valid
3	Y_3	0.1966	0, 534	Valid
4	Y_4	0.1966	0.599	Valid
5	Y_5	0.1966	0.598	Valid
6	Y_6	0.1966	0.526	Valid
7	Y_7	0.1966	0, 510	Valid
8	Y_8	0.1966	0.351	Valid
9	Y_9	0.1966	0.526	Valid
10	Y_10	0.1966	0.525	Valid
11	Y_1 1	0.1966	0.566	Valid
12	Y_1 2	0.1966	0.396	Valid
13	Y_1 3	0.1966	0.468	Valid
14	Y_1 4	0.1966	0.597	Valid
15	Y_1 5	0.1966	0.564	Valid

Source: Research Results, 2025

Reliability Test of Organizational Culture, Professionalism, Motivation and Employee Performance Variables.

The reliability test used in this study is the *Cronbach's alpha coefficient measurement technique*, namely the research instrument is declared reliable if the *Cronbach's alpha coefficient* is >0.60. The following is a table of reliability test results based on SPSS results:

Table 5 Reliability Test of Research Variables

Variables	Cronbach's alpha () value	Information
	>0.60	
Organizational culture	0.683	Reliable
Professionalism	0.706	Reliable
Motivation	0.735	Reliable
Employee performance	0.735	Reliable

Source: Research Results, 2025

Multiple Linear Regression Analysis

Table 6 Results of Multiple Linear Regression Analysis of the variables of organizational culture (X₁), professionalism (X₂), and motivation (X₃), on employee performance (Y).

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,013	8,739		.459	.647
Culture Organization (X ₁)	.476	.171	.288	2.773	.007
Professionalism (X ₂)	.365	.119	.294	3.066	.003
Motivation (X ₃)	.135	.041	.279	3.270	.001

a. Dependent Variable: Employee Performance (Y)

Source : SPSS Version 31 .0 .1 . 0 (49)

The regression results above are formulated into the following multiple linear regression equation formula:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Information :

- Y : Employee Performance
- X₁ : Organizational Culture
- X₂ : Professionalism
- X₃ : Motivation
- a : Constant
- b₁, b₂, b₃ : Regression coefficient
- e : error

So the results of the multiple linear regression equation are as follows:

$$Y = 4.013 + 0.476X_1 + 0.365X_2 + 0.135X_3 + 8.739$$

The linear regression equation provides an illustration that:

Coefficient of Determination (R Square)

The coefficient of determination (*R square*) is used to determine how much contribution or contribution all independent variables make to the dependent variable together. The R^2 or *R Square value coefficient* can be made in the following model summary table:

Table 7 Results of the Coefficient of Determination (R Square)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.724 ^a	.524	.509	2,594

Predictors: (Constant), Motivation(X3), Professionalism(X2), Organizational Culture (X1)

Source : SPSS Version 31 .0 .1 . 0 (49)

The R^2 or *R Square value* can be created in the *model summary table* . The results of data processing show that the *Adjusted R Square value* is 0.524. This value illustrates the contribution of the independent variables, namely organizational culture (X1), professionalism (X2), and motivation (X3), to the dependent variable, namely Employee Performance in *customer service*. Bank Bengkulu (Y) is 52.4% and the remainder is a contribution from other variables not examined in this study.

Partial Test (t-Test)

Partial hypothesis testing is used to determine the effect of each independent variable on the dependent variable. This test is performed by examining the significance value (sig) in the following coefficient table:

Table 8 t-Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,013	8,739		.459	.647
	Culture Organization (X1)	.476	.171	.288	2.773	.007
	Professionalism (X2)	.365	.119	.294	3.066	.003
	Motivation (X3)	.135	.041	.279	3.270	.001

a. Dependent Variable: Employee Performance (Y)

Source : SPSS Version 31 .0 .1 . 0 (49)

From the table above it can be seen that:

1. The Organizational Culture variable (X1) has a significance value of 0.007 (<0.05), meaning that Organizational Culture (X1) partially has a significant influence on employee performance in *the customer service section*. Bank Bengkulu (Y).
2. The Professionalism variable (X2) has a significance value of 0.003 (<0.05), meaning that Professionalism (X2) partially has a significant influence on employee performance in *the customer service section*. Bank Bengkulu (Y).
3. The Motivation variable (X3) has a significance value of 0.001 (<0.05), which means that Motivation (X3) partially has a very significant influence on employee performance in *the customer service section*. Bank Bengkulu (Y).

DISCUSSION

Based on calculations of the influence of organizational culture (X_1), professionalism (X_2) and motivation (X_3) on employee performance in the customer *service department* Bank Bengkulu (Y) using validity and reliability tests, multiple linear regression analysis, coefficient of determination, F test and t test can be analyzed as follows:

For validity testing for the variables of organizational culture (X_1), professionalism (X_2) and motivation (X_3) and employee performance in *the customer service section* Bank Bengkulu (Y) all statement items were declared valid because all the calculated r validity test values were $> r$ table (0.1966).

For the reliability test, the results of *the Cronbach's alpha* (α) value generated from the variables proposed in the study were > 0.60 , namely Organizational culture (X_1) *Cronbach's alpha* (α) value of 0.683, professionalism (X_2) *Cronbach's alpha* (α) value of 0.706, motivation (X_3) *Cronbach's alpha* (α) value of 0.735, and employee performance in the *customer service section*. Bank Bengkulu (Y) *Cronbach's alpha* (α) value is 0.735, thus all research variables are reliable and dependable. For multiple regression analysis, the coefficient of determination, hypothesis testing with the F test and t test can be seen in the following table:

Table 9. Results of Multiple Regression Analysis, Determination and Hypothesis Testing

No	Independent Variables	Coefficient B	Sign Value F test	Sign Value of t Test	Information
1	F test		0.001		Significant
2	Organizational culture (X_1)	0.476		0.007	Significant
3	Professionalism (X_2)	0.365		0.003	Significant
4	Motivation (X_3)	0.135		0.001	Significant
5	Coefficient of Determination (R_2)	50%			
6	Constant	4,013			

Source: Research Results, processed 2025

The Influence of Organizational Culture on Employee Performance in *Customer Service at Bank Bengkulu*

From the results of the T test above, it can be seen that for partial hypothesis testing, the Organizational Culture variable (X_1) has a significance value (sign.) of $0.007 < 0.05$, so that Organizational Culture has a significant effect on the performance of Bank Bengkulu *customer service employees*.

The organizational culture instilled in, or the foundation of, Bank Bengkulu employees' work, is one of the variables significantly influencing their performance. Research conducted revealed that the questionnaire addressed customer service's performance in areas such as *complaint handling, customer attitude, product selling, professionalism, innovation, and integrity*.

According to research conducted by Jansen Ginting (2019), organizational culture variables have a significant influence on employee performance. This can be seen from the partial test conducted for the organizational culture variable. Simultaneously, organizational culture and job satisfaction have a significant influence on employee performance. This shows that the variables of organizational culture and job satisfaction have a significant influence on employee performance.

The Influence of Professionalism on Employee Performance in *Customer Service* Bank of Bengkulu

Partial hypothesis testing obtained that the Professionalism variable (X2) has a significance value (sign.) of 0.001, which means that Professionalism has a significant influence on employee performance in Bank Bengkulu *customer service* because the significance value is $0.003 < 0.05$, so the hypothesis in this study is accepted. This shows that the more work professionalism increases or improves, the employee performance in Bank Bengkulu *customer service* will increase.

What causes work professionalism to have a significant positive effect on the performance of Bank Bengkulu employees is the professional attitude of a *customer service* where good work is supported by employees who always pay attention to their appearance, are polite, maintain good communication with customers and have the ability to carry out the work assigned to them. In this case, a professional person at work can be trusted and relied upon in carrying out their work so that it can run smoothly, well, and produce the expected results.

This is the same as Lekatompessy's statement (2003) that professionalism has a positive influence on employee performance. The more professional a person is at work, the better their performance will be. This condition occurs because a professional person at work will have a high dedication to their profession which is demonstrated by using their knowledge and skills to work as well as possible so they can achieve company goals.

The Influence of Motivation on Employee Performance at Bank Bengkulu *Customer Service*

Partial hypothesis testing obtained that the Motivation variable (X3) has a significance value (sign.) of 0.001 which means that motivation has a very significant influence on Employee Performance in Bengkulu Bank *customer service* because the significance value is < 0.05 , so the hypothesis in this study is accepted. This shows that motivation has an influence on employee performance in Bengkulu Bank *customer service* where the motivation can be received by employees in the form of *salary*, facilities or moral support from the leadership.

Factors that influence employee performance are work motivation, work environment, leadership, career development, company policies, incentives and compensation. It is important for an employee to know employee performance, because it will help them in knowing how good or bad their performance is in the job. Employees can also evaluate themselves and know the areas where they need to improve their performance. That matter *relate* with Hierarchy Maslow's needs that motivation consists of from Need Physiological *Needs*, Needs will feel safe, the need For loved and cared for, Needs For valued and needs actualization self

The Influence of Organizational Culture, Professionalism and Motivation on Employee Performance at Bank Bengkulu *Customer Service*

Testing the hypothesis together or simultaneously that the variables Organizational Culture (Bank Bengkulu, because the significance value is $0.001 < 0.05$, so the hypothesis in this study can be accepted. This proves that the increasing Organizational Culture, Professionalism, and Motivation in Bank Bengkulu *customer service* then Employee Performance in Bank Bengkulu *customer service* will continue to grow.

In this regard, Customer Service will continue to strive to provide the best employee performance for Bank Bengkulu. Every activity carried out by employees is part of the company's development form in the form of performance or employee performance that alone. As according to Yulianto (2020) that objective of performance is adapting individual performance expectations with organizational objectives. Conformity between efforts to achieve individual objectives with organizational objectives will be capable of realizing good performance.

CONCLUSION

1. Organizational Culture: Research shows that organizational culture has a significant influence on employee performance at Bank Bengkulu. Factors such as service excellence, professionalism, innovation, integrity, and teamwork contribute to positive employee performance assessments. Bank Bengkulu essentially adopts several organizational cultures found in management science. Adopting a positive and supportive organizational culture can provide numerous benefits for the company, including improving employee performance, customer satisfaction, innovation, and corporate reputation. By building the right culture, the company can create a productive, innovative, and sustainable work environment.
2. The Influence of Professionalism: Professionalism also has a positive and significant influence on employee performance at the bank. Professional employees will possess the skills and knowledge appropriate to their field of work, thereby improving their performance.
3. The Influence of Motivation: Motivation has a positive and significant influence on employee performance at the bank. Motivated employees will have high work morale and be committed to achieving organizational goals.
4. Statistical Analysis Results: Simultaneously, the three variables of Organizational Culture, Professionalism, and Motivation have a significant effect on Employee Performance, with a very high significance level of <0.001 (<0.05). Partially, each variable also has a significant effect on customer satisfaction.

SUGGESTION

Based on the above conclusions, the author suggests that considering that Organizational Culture, Professionalism, and Motivation, both simultaneously and partially, have a significant effect on Employee Performance in Customer Service at Bank Bengkulu, Bank Bengkulu is expected to continue to improve Organizational Culture, Professionalism, and foster motivation in the Bank Bengkulu Customer Service section in particular. Improving organizational culture, professionalism, and customer service motivation at Bank Bengkulu requires a holistic approach that includes open communication, namely a transparent, effective, and two-way information exchange process between management and employees, as well as between employees and customers, continuous training, namely the process of continuously developing employee skills and knowledge to improve their performance and abilities, awards, and the use of technology, namely the use of technological tools and systems to improve efficiency, effectiveness, and quality of service.

With the right strategy, banks can create a competent, motivated customer service team that is ready to provide the best service to customers. This is intended so that employee performance can continue to improve so as to provide good feedback for the Company both for performance and provide benefits for the Company that increase company profits. Organizational culture that has a significant influence can be expected to be a reference for future improvements in handling complaints and become input to Bank Bengkulu to improve service to customers.

The hope for the future is that Bank Bengkulu's organizational culture will serve as a benchmark for its performance. The bank needs to strengthen its organizational culture by improving communication, teamwork, and employee recognition. The bank needs to enhance employee professionalism by providing training and skills development appropriate to their field of work. Continuous training and development are essential investments to achieve the bank's goals and improve the quality of service to customers. Possible forms of training include product and service training, effective communication training, and technology training. Motivation is the variable with the largest influence, at 0.001 (<0.05), so the bank needs to increase employee motivation by providing rewards and recognition for work achievements and creating a conducive work environment.

Future researchers can add independent variables to support the dependent variable, for example, moderating variables, such as management or leadership support, to examine how these variables influence the relationship between organizational culture, professionalism, and motivation. Mediating variables, such as job satisfaction or organizational commitment, can also be added, examining whether job satisfaction or organizational commitment can act as mediating variables in the relationship between organizational culture and motivation. Researchers can also add other variables such as Work Environment, Communication, Awards, Leadership, and others because in this study the contribution of the independent variables, namely organizational culture (X1), professionalism (X2) and motivation (X3) to the dependent variable, namely Employee Performance in Bank Bengkulu customer service (Y) is 52.4% and the rest is a contribution from other variables that were not examined in this study.

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