

The Influence of Organizational Culture on Organizational Performance; The Role of Customer-Oriented Behavior as Mediation

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Abstract

The purpose of this study is to examine the influence of organizational culture on organizational performance, examine the influence of organizational culture on customer-oriented behavior, examine the influence of customer-oriented behavior on organizational performance, examine the role of customer-oriented behavior in mediating the influence of organizational culture on organizational performance. The object of the study is the People's Credit Bank which is spread across 12 regencies / cities in the Southeast Sulawesi Province. The study population was 125 frontline employees. Determination of the sample using the Slovin formula with a precision of 5%, thus the research sample amounted to 95 respondents. Data collection using questionnaires, research data were analyzed using smart PLS ver 3, this was done to analyze direct and indirect influences. Research findings: organizational culture has a positive and significant effect on organizational performance, organizational culture has a positive and significant effect on customer-oriented behavior, customer-oriented behavior has a positive and significant effect on organizational performance, customer-oriented behavior partially mediates between organizational culture and organizational performance. Based on research findings, managers of People's Credit Banks need to maintain values, morals that are firmly held by employees and organizations, this encourages employee innovation to provide satisfaction to customers which has an impact on improving organizational performance.

Keywords: organizational culture, customer-oriented behavior, organizational performance.

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I. Introduction

Human Resource Management is a basic input that contributes greatly to organizational performance (Armstrong & Taylor, 2020). Human Resource Management (HRM) is an important function in organizations that affects organizational performance (Boxall & Macky, 2007). Thus, the study of HRM and organizational performance became a very relevant theme (Knies et al., 2017). HRM and its relationship to performance has become a critical area of study in HRM research (Jackson et al., 2014), due to their potential impact on organizational functions, which helps them to compete and survive in complex business environments (Darwish et al., 2013).

Organizational culture offers a system of shared meaning on which communication and mutual understanding are based. If these functions are not fulfilled in a satisfactory way, culture can significantly reduce the efficiency of the organization. This is why it is important for HR specialists to understand the concept of organizational culture and how it affects the organization (Armstrong & Taylor, 2020). Previous research has found that organizational culture has a positive and significant effect on organizational performance (Peillon et al., 2018; Yan et al., 2020), because organizational culture influences the way organizations adapt to market demands, exerts considerable influence on the overall functioning of the organization and helps to improve its performance. On the other hand, the research of Zhao et al. (2018) found that organizational culture has no significant effect on company performance.

Research by Metz et al. (2020) in Romania found that the company has a strong culture based on an adequate core value system of innovative and effective human resource management practices, and customer orientation. All characteristics ensure the integration of sustainability principles into the strategy, policies and practices of enterprise management. At the same time, the four features of organizational culture are good predictors of improving the effectiveness of customer service, which promotes ethical business models and the continued pursuit of economic, social and environmental performance.

The research of Gálvez Albarracín & García Pérez de Lema (2011) states that organizational culture is related to organizational performance through its influence on the behavior of members of the organization. The research of Gálvez Albarracín & García Pérez de Lema (2011) states that organizational culture is related to organizational performance through its influence on the behavior of members of the organization. In this way, if employees develop knowledge and in turn build an environment of continuous improvement, the organization will perform better (Nazarian et al., 2017). Nevertheless the research of Bhuiyan et al. (2020) on 460

companies in Bangladesh found that the culture of results and the orientation of the respective teams were positively related to non-financial and financial performance, while innovative cultures were negatively related to non-financial and financial performance.

Jogaratham (2017) research on hospitality companies in the United States found that organizational culture influences marketing orientation and company performance. In addition, marketing orientation can mediate the influence of organizational culture on company performance. Innovative and supportive types of organizational culture are important predictors for marketing orientation and they are better predictors of performance than market orientation. Thus, it is necessary to improve the organizational design and marketing options available to the restaurant business and offer guidance to managers who are trying to shape the organizational culture and behavior associated with implementing marketing orientation to improve performance.

Research by Zang et al. (2020) shows that the performance of Chinese companies is improving as they become more customer-oriented. Thus, it is important to motivate salespeople who manage the company's customer relationships to effectively develop customer-oriented sales behavior. Research by Ambrose et al. (2018) on manufacturing companies in France found that customer-oriented organizational design has a positive and significant effect on the company's financial performance. Similarly, the research of Yan et al. (2020) in China found that service-based company orientation and corporate culture have a positive and significant effect on company performance in China. Nzitunga (2019) research in Namibia also found that customer orientation has a positive and significant effect on company performance.

Yeo et al. (2019) research in Korea found that customer orientation influences salespeople's adaptive sales behavior, and that behavior affects the identification of salesforce organizations and their sales performance. This sales behavior is shaped by the organizational characteristics and psychological characteristics of individual salespeople and directly affects sales performance (Jaramillo et al., 2007; Keillor et al., 1999). Research by Ishaq et al. (2020) in Pakistan found that customer orientation has a positive and significant effect on organizational performance.

Customer orientation can be said to be a reflection of the organization's market-focused strategy. It can be described as an organization's orientation to promote and provide support for collecting, disseminating, and responsive to market intelligence to meet customer needs Chen et al. (2014). Previous studies reveal that customer orientation and performance relate significantly (Feng et al., 2019; Schwepker Jr & Ingram, 2016). The study's findings signal

customer orientation as an important factor that can be beneficial for getting improved performance. Further, it can also help better meet customer needs and sales growth (Valenzuela et al., 2014).

Research on improving organizational performance and exploring what is needed for effective sales. According to Yeo et al. (2019) more recent studies focus on customer orientation and adaptive sales as effective and sustainable sales resources. According to previous studies, sustainable behavior has been defined as a set of measures to protect natural, social and human resources Tapia-Fonllem et al. (2013). In marketing strategy and sales domains, marketing orientation or customer onboarding is a philosophy and action plan that focuses on long-term business relationships. Companies that perform a series of coherent behaviors focused on their business to business partners find that a strong barrier to business entry can be created by their satisfied clients. Furthermore, in the business to consumers market, brand loyalty can be strengthened by meeting market needs, and all these efforts ensure sustainability when managing core business activities.

Relationship marketing pays attention to how to maintain and promote long-term relationships with existing customers rather than short-term sales-oriented relationships with new customers. Relational marketing becomes more effective in the service industry when there is a high orientation towards customers and salespeople interact closely with customers to benefit from short-term exchanges Crosby et al. (1990). Nevertheless according to Yeo et al. (2019) that a salesperson can make adaptive sales well even for various deviations in customer demand if the company has a good organizational culture that focuses on customer satisfaction and building sustainable customer relationships. Through this, the company will be able to generate sustainable profits.

Economic challenges have undermined consumer confidence in the banking industry. Today, it can be said that the trends of consumers, markets and structural industries have created a burning platform that forces banks to "jump" to win back the hearts and minds of their customers. Therefore, responding more effectively to customer needs than competitors is definitely an important competitive leverage (Reychav & Weisberg, 2009).

The importance of assessing this variable in banking is because currently the challenges of the banking industry are getting tighter so that if banks cannot bear to face competition, it will lead to fraud. The highest challenge is felt, especially BPR, because digital banks and conventional banks can reach a wide audience through information technology devices. Digital banks obtain funding and potential income in terms of fast fee-based income (FBI) as a source of profitability.

In order for banks to survive, they must have products and services that suit the needs of current and future consumers. This is because customer demands for banking services continue to increase. In addition, banks must have large capital and strong human resources in order to win the competition in the future.

II. Literature Review

2.1. Organizational Culture

Institutional theory, emphasizing precisely the influence of culture on organizations and showing the way in which organizations tend to obey and legitimize their social order in line with their broader cultural environment (Hatch & Zilber, 2012). Institutional theory can help us understand organizational culture in a broader environment and connect levels of intra- and interorganizational analysis.

Institutional theory has a well-developed conceptualization of the environment, including the field, the level of society, and world government (Scott, 2005). Of these, this field is especially relevant to the study of organizational culture. The organizational sphere is an arena in which different actors "involve themselves with each other in an attempt to develop a collective understanding of matters that are consequential to organizational and field-level activities" (Wooten & Hoffman, 2017). The organizational sphere is characterized by the simultaneous presence of various institutional settings (Scott, 2005).

Organizational culture is a set of norms and values that are widely owned and firmly held throughout the organization (Guiso et al., 2015; O'Reilly & Chatman, 1996). Interest in organizational culture owes to the recognition of its role in ensuring the company's performance (O'Reilly, 2014). As organizational goals become more specific in the long run, organizations become increasingly formal and more institutionalized. The development of organizational values, beliefs and practices ensures the differentiation of the organization from others and can determine its success.

Organizational culture is considered an important factor in achieving success in business, including organizational sustainability based on approaches that promote the achievement of the company's social, environmental, and economic goals (Deal & Kennedy, 1983). Previous research found some empirical evidence that corporate culture influences corporate decision-making and company performance. Overall, anecdotal and empirical evidence suggests an important role that corporate culture plays in corporate behavior and corporate performance. This definition suggests that culture is not only shared verbally but also held practically by actions in an enterprise.

Organizational culture is defined as the common beliefs and values of organizational culture. Tichy (1982) explores that organizational culture unites organizations as normative glues. Luthans, (2002) explore the different characteristics of organizational culture. Organizational culture stimulates innovative behavior (Cameron & Sine, 1999; Miron et al., 2004). Organizational culture influences employee behavior, innovative activities of the organization and makes the environment comfortable or uncomfortable depending on the type of culture that has been adopted by the organization.

2.2. Customer-Oriented Behavior

Market orientation theory is a business philosophy or policy statement that addresses how organizations adapt to their customers' environment to develop a competitive advantage (Kohli & Jaworski, 1990; Liao, 2010). Competitive advantages related to market orientation can arise from closer ties (Hyvönen & Tuominen, 2007) or increased loyalty (Kirca et al., 2005) that are critical in an ever-changing business environment (Alhakimi & Baharun, 2010).

Market orientation helps companies when organizations and environments interact which causes organizations to develop their own contextual strategies (Pinto & Curto, 2007). Companies that apply market orientation acquire knowledge about the current and future needs of their customers and then act on this knowledge to provide superior offerings (Slater & Narver, 2000), this will differ per company per environment (Ellis, 2010), and the antecedents and results of market orientation will vary per market (Atuahene-Gima et al., 2005).

Organizations that use market orientation: (a) obtain and use information from customers; (b) develop strategies that will meet customer needs; and (c) implement the strategy by being responsive to current and future customer needs and desires (Ruekert, 1992). This means that in order to get some of the benefits of a market orientation application, the company must implement and use it to gain the trust and credibility of its buyers (Kohli & Jaworski, 1990).

The original concept of customer orientation came to the fore in the mid-1950s when it was articulated by Drucker (2012) as a business philosophy in which all the company's activities were directed towards meeting customer expectations. Drucker (2012) states that satisfying customer needs is the ultimate goal of a business and meeting this goal will generate market profits. This marketing concept is now more commonly referred to as customer orientation and has become part of a managerial mindset. Customer orientation is a concept derived from market orientation, and in particular Appelbaum et al. (1998) considers the two constructions to be identical. However, market orientation can be considered as a concept based on the overall organization, customers, and competitors, and customer orientation

can be defined as a more concrete concept based on marketing and customer organization (Kohli & Jaworski, 1990).

2.3. Organizational Performance

The Structure-Conduct-Performance paradigm is a paradigm in industrial economics that is used to connect elements of a market structure with the behavior and performance of an industry. Structure, refers to the market structure which is usually defined as the ratio of market concentration. Market concentration ratio is a ratio that measures the distribution of market share in an industry. Conduct, is the behavior of companies in the industry. This behavior is competitive, such as in pricing, advertising, production, and predation. While Performance or performance is a measure of social efficiency which is defined as the ratio of market power (where the greater the market power the lower the social efficiency). Another measure of performance is the company's profit or profitability. The SCP paradigm is based on several hypotheses Martin (1988) namely:

- a) The structure affects the behavior, the lower the market concentration, the higher the level of market competition.
- b) Behavior affects performance, the higher the level of competition, the lower the market power and profits will be.
- c) The structure affects performance, the lower the market concentration, the lower the market power and collusion rate will be.

Based on the three hypotheses, it confirms that the market structure affects the performance of companies in an industry. The SCP paradigm is an industrial organizational structure theory developed by Bain in 1951 and used only in the manufacturing industry in America. After that, the SCP theory began to be used in the banking industry with the aim of seeing the relationship between market structure and bank performance. Then several studies examining the merger of several banks (mergers) in the 1960s in America have resulted in an increase in market concentration because banks are able to dominate the market, so as to increase their profit level (Martin, 1988).

Structure Conduct Performance theory believes that market structure will affect the performance of an industry. This flow is based on the assumption that the market structure will influence the behavior of the company which will ultimately affect the performance of the company and the industry in the aggregate as revealed by Gilbert (1984). In the perspective of business competition, a concentrated market structure has the potential to cause unhealthy business competition behavior to maximize profits. Companies can maximize profits because of market power, something that is common in companies with a very dominant market share.

Performance is defined as the level of achievement of work-related goals (Zafar et al., 2016). Cascio (2006) shows that when employees

become successful in achieving their goals related to work then the organization becomes successful in achieving superior performance because employees strive to achieve organizational goals. Performance is defined as the achievement of a task. Stannack (1996) also points out that many researchers use the term performance to measure the efficiency of inputs and outputs. Heffernan & Flood (2000) explore that Organizational Performance not only defines the problem but also provides the solution of the problem. Organizational Performance is an organization's ability to complete its goals by using its resources efficiently. Richard & Johnson (2001) explains that if an organization has achieved its goals then it is called organizational performance. When an organization shows superior performance then it indicates that it is obtaining a higher return on equity and this is only possible if the employee shows good performance.

III. Hypothesis Development

3.1. The Influence of Organizational Culture on Organizational Performance

Organizational culture is often described as a pattern/system of shared meanings, beliefs, ideologies, values, symbols, languages, rituals, assumptions, and myths that develop and establish within any organization or unit over time and play an important role in guiding and coordinating the behavior of its members and uniting the organization (MacIntosh & Doherty, 2010). Organizational culture has the ability to increase job satisfaction, and awareness about problem solving and organizational performance (Kotter & Cohen, 2012). If organizational culture becomes inconsistent with the dynamic expectations of internal and/or external stakeholders, organizational success will decline as it happens with some organizations (Ernst, 2001). Organizational performance and organizational culture are clearly affiliated (Kopelman et al., 1990), although confirmation of the perfect nature of this relationship is manifold.

Research by García-Fernández et al. (2018) on healthcare companies in Spain with the finding that organizational culture has a positive and significant effect on organizational performance because organizational culture affects the way organizations adapt to market demands, exerts a considerable influence on the overall functioning of the organization and helps to improve its performance. Research by Peillon et al. (2018) on manufacturing companies in France revealed that organizational culture has a positive and significant effect on organizational performance. Similarly, the research of Bhuiyan et al. (2020) found that organization culture has a significant effect on organizational performance. Based on the findings of previous studies, the research hypothesis:

H1: Organizational culture has a positive and significant effect on company performance.

3.2. The Influence of Organizational Culture on Customer-Oriented Behavior

Research by Metz et al. (2020) in Romania found that the company has a strong culture based on an adequate core value system of innovative and effective human resource management practices, and customer orientation. All characteristics ensure the integration of sustainability principles into the strategy, policies and practices of enterprise management. At the same time, the four features of organizational culture are good predictors of improving the effectiveness of customer service, which promotes ethical business models and the continued pursuit of economic performance. Research by Jogaratnam (2017) on hospitality companies in the United States found that organizational culture influences marketing orientation. Similarly, the research of Lytle (1994) found that basic organizational values are related to market orientation and service orientation. Organizations that maintain a healthy employee focus and cooperative internal work environment tend to have a higher level of service orientation. Organizations that place more emphasis on issues outside the company have a higher level of market orientation. The research of Hamzah et al. (2020) found that adhocracy culture as an element of organizational culture reinforces the effect of information acquisition on proactive service behavior. Thus the research hypothesis is:

H2: Organizational culture has a positive and significant effect on customer orientation.

3.3. Effect of Customer Oriented Behavior on Company Performance

Among academics and business practitioners, customer orientation has been identified as key to building effective business relationships with its market and an important factor for business success Kasemsap (2017). Further, to achieve the success of the organization, the employee must be able to take a high level of responsibility to his customers Anaza & Rutherford (2012). Identifying customer needs and providing value-added services is known as determining the success or failure of a company (Yong Ahn et al., 2003).

Williams (1998) explains that customer orientation is a strong predictor of performance at the individual and organizational level such as profitability and organizational commitment. Wang et al. (2016) show that customer orientation has a positive effect on service innovation in service companies. Chu et al. (2016) findings show there is a significant and positive relationship between customer-oriented strategies and organizational performance. Chu et al. (2016) findings show there is a significant and positive relationship between

customer-oriented strategies and organizational performance. With regard to services and profit chains, employees with a high level of work involvement are more likely to provide better services for customers, which results in better financial performance for the company (Hur et al., 2015).

Research by Zang et al (2020) shows that the performance of Chinese companies is improving as they become more customer-oriented. Thus, it is important to motivate salespeople who manage the company's customer relationships to effectively develop customer-oriented sales behavior. Research by Ambroise et al. (2018) on manufacturing companies in France found that customer-oriented organizational design has a positive and significant effect on the company's financial performance. Similarly, the research of Yan et al. (2020) in China found that service-based company orientation and corporate culture have a positive and significant effect on company performance in China. Thus the research hypothesis is:

H3: Customer orientation has a positive and significant effect on company performance.

3.4. The Role of Customer-Oriented Behavior in Mediating the Influence of Organizational Culture on Company Performance

The expansion of literature related to market-oriented behavior, organizational culture and sales force performance has a link to social cognitive theory (Bandura, 1989). The competitive value framework proposes that human behavior is driven by continuous reciprocal interactions between cognitive, behavioral and environmental influences (Bandura, 1989). Meanwhile, the premise of a competitive value framework has four types of organizational culture: hierarchical, group, adhocracy, and rational. The four-quadrant competitive value framework is formed through two main dimensions, namely: organizational focus and organizational preference towards structure. "Organizational focus" reflects a polarized emphasis either on the development of people in the organization or the development of the organization itself. Organizational preferences for structure represent a contrast between stability and control, and flexibility and change. Both hierarchical culture and group culture reflect the development of people, but the former emphasizes a strong sense of control, and the latter prioritizes flexibility and change. Further, both the culture of adhocracy and the rational culture represent the development of an organization characterized by stability and control for the former, and flexibility and change for the latter.

The ability of organizations to absorb and disseminate external customer knowledge internally and leverage it through coordinated responses fully reflects the key processes involved in individual market orientation. Researchers have sought to understand the behavior of

extra roles among high-performing salespeople to provide insights to managers on how to improve sales performance. Although market-oriented behavior is considered a major driver of sales performance (Y.-C. Chen et al., 2018; Sharma et al., 2007), little is known about the relationship between individual market orientation and sales performance.

Jogaratnam (2017) research on hospitality companies in the United States found that organizational culture influences marketing orientation and company performance. In addition, marketing orientation can mediate the influence of organizational culture on company performance. Innovative and supportive types of organizational culture are important predictors for marketing orientation and they are better predictors of performance than market orientation. Innovative and supportive types of organizational culture are important predictors for marketing orientation and they are better predictors of performance than market orientation. Thus the research hypothesis:

H4: Customer-oriented behavior has a positive and significant effect in mediating the influence of organizational culture on company performance.

IV. Measurement and Data

4.1. Measurement

The measurement of organizational culture variables refers to previous research Gregory et al. (2009); Hamzah et al. (2020) consist of four components, namely: a) group culture, with respect for cohesiveness, participatory decision making, and attention support among colleagues. Managers support and harness these values through empowerment, mentoring, and teamwork support, b) A culture of advocacy, a work culture that prioritizes flexibility, improvement, and experimentation. In companies with adhocracy culture, team members can directly act on decisions based on intuition, c) Rational culture, These cultures tend to value productivity, achievement, and competition against established criteria, c) hierarchical culture, a corporate work culture that focuses on the development and stability of regulations, structures, and business processes. The way it works is by upholding the existing management structure in the company.

Measurement of customer-oriented behavior such as Ghlichlee & Bayat (2021), Saxe & Weitz (1982), customer orientation refers to the extent to which a salesperson makes efforts to help customers make purchasing decisions and to meet customer needs. In literature, customer orientation has two different dimensions (Stock & Hoyer, 2005): a) customer-oriented attitude, referring to the cognitive or

affective attitude of salespersons towards customers, b) Customer-oriented behavior, referring to the attractive behavior of salespersons to increase customer satisfaction. Homburg et al. (2011) categorize customer-oriented behavior into two types: a) functional customer-oriented behavior, referring to task-related behaviors that facilitate the customer's ability to make satisfactory purchasing decisions, b) relational customer-oriented behavior, which aims to develop personal relationships with customers.

The measurement of company performance refers to the research of Ghlichlee & Bayat (2021), Kaplan & Norton (1996) which uses four components, namely: financial perspective, customer perspective, internal business process perspective, and learning and growth process.

4.2. Data

The population in this study were frontline employees or employees who were directly related to customers of the Bahteramas People's Credit Bank, Southeast Sulawesi Province, spread across 12 branch offices totaling 125 people. Determination of the sample using the Slovin formula with an exact 5%. Thus the study sample amounted to 95 respondents. Data collection using questionnaires, answer choice type with intervals of 1 to 5, value 1 equals disagree, value 2 equals disagree, value 3 equals enough, value 4 equals agree and value 5 equals strongly agree.

V. Result

5.1. Descriptive Statistics

Descriptive analysis displays the mean, maximum value, minimum value and standard deviation of each indicator used. The descriptive statistical values contained in Table1 show that all indicators obtain a mean value greater than the standard deviation. This indicates that the current mean value indicates a good representation of the overall data.

Table 1: statistic description

	Mean	Median	Min	Max	Standard Deviation
X11	4.34	4.33	3.33	5.00	0.48
X12	4.49	4.33	3.33	5.00	0.45
X21	4.50	4.67	3.33	5.00	0.48
X22	4.33	4.33	3.00	5.00	0.50
X23	4.44	4.33	3.33	5.00	0.47
X24	4.51	4.67	3.67	5.00	0.47

Z11	4.37	4.33	3.67	5.00	0.44
Z12	4.47	4.33	3.67	5.00	0.44
Y11	4.36	4.33	3.00	5.00	0.52
Y12	4.32	4.20	3.00	5.00	0.55
Y13	4.41	4.33	3.00	5.00	0.52
Y14	4.42	4.33	3.00	5.00	0.49

5.2. Inferential Statistics

The outer loadings value as presented in table2 shows that all indicators have an original sample value greater than 0.5 and smaller p-values 0.05 thus all indicators are able to reflect the variables.

Table 2: Outer Loading

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X21 <- Organizational Culture	0.898	0.899	0.020	45.637	0.000
X22 <- Organizational Culture	0.874	0.875	0.024	36.397	0.000
X23 <- Organizational Culture	0.821	0.824	0.040	20.541	0.000
X24 <- Organizational Culture	0.868	0.868	0.028	31.003	0.000
Y11 <- Organizational Performance	0.867	0.864	0.032	26.917	0.000
Y12 <- Organizational Performance	0.924	0.924	0.016	58.091	0.000
Y13 <- Organizational Performance	0.921	0.922	0.017	55.444	0.000
Y14 <- Organizational Performance	0.892	0.891	0.023	39.177	0.000
Z11 <- Customer Oriented Behavior	0.931	0.932	0.015	63.355	0.000
Z12 <- Customer Oriented Behavior	0.941	0.941	0.011	82.504	0.000

Table 3 shows that the contribution of organizational culture variables to customer-oriented behavior is 0.540. The contribution of variable organizational culture and direct customer-oriented behavior to organizational performance was 0.696. Meanwhile, the Q-Square value is 0.860 which reflects that the contribution of organizational culture variables and the role of customer-oriented behavior variables as mediating variables to organizational performance is 0.860 or with a good level of closeness.

Table3: R-Square

	R Square
Customer Oriented Behavior	0.540
Organizational Performance	0.696
Predictive Relevance	0,860

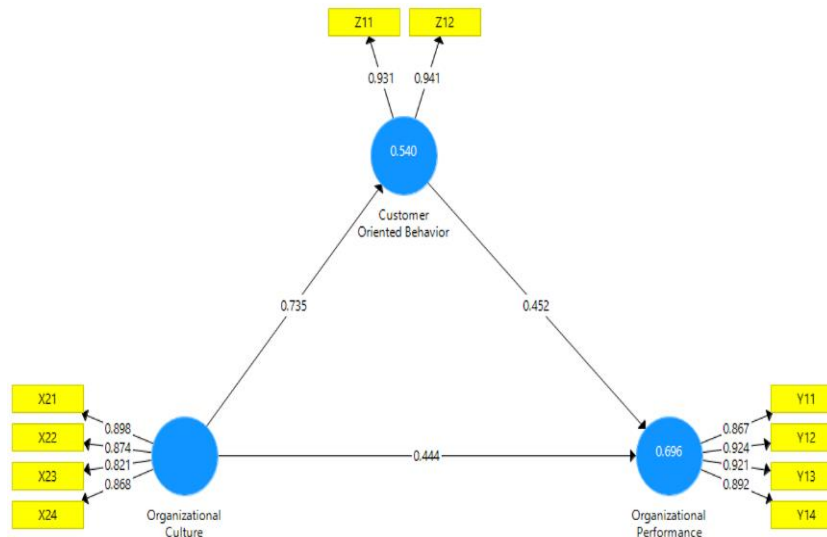
The value of the path coefficient as presented in table 4 shows that the direct influence, namely: organizational culture on organizational

performance, organizational culture on customer-oriented behavior, and customer-oriented behavior on organizational performance has a positive original sample value and each p-value is smaller by 0.05, then declared significant. Similarly, the indirect influence of organizational culture on organizational performance mediated by customer-oriented companies has a smaller p-value of 0.05, so the significant nature of the mediation of customer-oriented behavior variables is partial mediation.

Table 4: Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Customer Oriented Behavior -> Organizational Performance	0.452	0.453	0.085	5.329	0.000
Organizational Culture -> Customer Oriented Behavior	0.735	0.738	0.050	14.658	0.000
Organizational Culture -> Organizational Performance	0.444	0.447	0.079	5.622	0.000
Organizational Culture -> Customer Oriented Behavior -> Organizational Performance	0.332	0.333	0.063	5.244	0.000

Figure 1: Empirical Model



5.3. Discussion

The coefficient of organizational culture path to organizational performance of 0.444 and p-value of 0.000 or less 0.05 is declared significant. This shows that the existence of a system of shared meanings, beliefs, values adopted by an organization will guide and

coordinate the behavior of its members. This finding is supported by the opinion of (MacIntosh & Doherty, 2010). Organizational culture has the ability to raise awareness about problem solving and organizational performance (Kotter & Cohen, 2012). Previous research has also found that organizational culture has a positive and significant effect on organizational performance (García-Fernández et al., 2018; Peillon et al., 2018).

The organizational culture path coefficient of customer-oriented behavior of 0.735 and the p-value of 0.000 or less 0.05 is then declared significant. This shows that the implementation of a strong organizational culture, based on an adequate core value system of effective human resource management practices, will improve employee behavior to orient customers. The findings of this study are supported by Metz et al. (2020), the four features of organizational culture are good predictors of improving the effectiveness of customer service, which promotes ethical business models and the continued pursuit of economic performance. The research findings are supported by previous research that organizational culture has a positive and significant effect on customer-oriented behavior (Hamzah et al., 2020; Jogaratnam, 2017).

The coefficient of customer-oriented behavior path to organizational performance is 0.452 and p-value is 0.000 or has a positive and significant effect. This shows that customer-oriented behavior has been identified as the key to building effective business relationships with its market and an important factor for business success. These findings are supported by Kasemsap's research (2017). Customer onboarding is at the core of business success. Thus, to achieve organizational success, employees must be able to take a high level of responsibility to their customers, identify customer needs and provide value-added services (Anaza & Rutherford, 2012; Zang et al., 2020).

The coefficient of the offender-oriented behavior path as a mediation between ethical leadership and organizational performance is 0.332 and the p-value is 0.000 or has a positive and significant effect. This shows that organizational culture is an important predictor for employees to innovate on customers, and this encourages better organizational performance improvements.. Thus, it is necessary to improve the organizational design and marketing options available and offer guidance to managers who are trying to shape the organizational culture and behavior associated with the implementation of marketing orientation to improve organizational performance. These findings are supported by previous research that customer-oriented behavior plays a role in mediating the influence of organizational culture on organizational performance (Y.-C. Chen et al., 2018; Sharma et al., 2007). The competitive value framework proposes that human behavior is driven by continuous reciprocal

interactions between cognitive, behavioral and environmental influences (Bandura, 1986). Meanwhile, the premise of a competitive value framework has four types of organizational culture: hierarchical, group, adhocracy, and rational (Cameron & Sine, 1999). It offers guidance to managers trying to shape organizational culture and behaviors related to implementing customer onboarding to improve performance.

VI. Conclusion

This research examines the influence of organizational culture on organizational performance, examines the influence of organizational culture on customer-oriented behavior, examines the influence of customer-oriented behavior on organizational performance, examines the influence of customer-oriented behavior in mediating the influence of organizational culture on organizational performance. Based on the results of data analysis, the research findings are that organizational culture has a positive and significant effect on organizational performance, organizational culture has a positive and significant effect on customer-oriented behavior, customer-oriented behavior has a positive and significant effect on organizational performance, and customer-oriented behavior partially mediates organizational culture on organizational performance. The increasing competition in the banking world, the managers of the Bahteramas People's Credit Bank, Southeast Sulawesi Province, need to maintain organizational culture and even need to improve organizational culture and customer-oriented behavior so that organizational performance will increase.

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