

The Influence of Organizational Culture on Performance Through the Level of Religiosity as a Moderating Variable for Employees at Bank Indonesia in The Jakarta Region

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Abstract. *Organizational culture is one of the important factors influencing employee behavior and performance within an institution. In the context of modern organizations, religious values embedded in individuals are also believed to strengthen the relationship between organizational culture and work productivity. This study was conducted to determine the effect of organizational culture on employee performance and to examine the role of religiosity as a moderating variable in this relationship. This study was conducted in the work environment of Bank Indonesia, Jakarta Region, using a quantitative approach. Data were collected through questionnaires distributed to respondents and analyzed using multiple linear regression methods. The results showed that organizational culture has a positive and significant effect on employee performance with a significance value of 0.01. This was demonstrated through testing the first hypothesis, where the null hypothesis was rejected and the alternative hypothesis was accepted. Furthermore, testing the second hypothesis also proved that the religiosity variable has a significant moderating role in strengthening the relationship between organizational culture and employee performance with a significance value of 0.02. The contribution of organizational culture to performance was recorded at 40.7%, and increased to 55.0% after incorporating the religiosity variable into the model. These findings indicate that the stronger the organizational culture built, and the higher the level of individual religiosity, the better employee performance will be.*

Keywords: Culture; Employee; Organizational; Performance.

1. Introduction

The rapid advancements in technology and communications science have significantly impacted various sectors, particularly the economy. This has led to increasingly fierce competition in the business world, requiring companies to implement more effective and disciplined organizational management strategies to survive and compete globally. An

organization can be considered superior and have high levels of productivity if it is supported by qualified human resources (HR).

With the times and changing trends, companies are required not only to adapt but also to create a work environment that encourages optimal employee performance. Employee performance refers to the results achieved by an employee in carrying out their duties and responsibilities, both in terms of quality and quantity, reflecting their effectiveness, efficiency, and contribution to achieving organizational goals in accordance with established standards and responsibilities (Muliana, 2022). Quality employee performance is a key factor in a company's efforts to grow, maintain its existence, and increase competitiveness amidst the ever-changing dynamics of the global market.

Every organization has a work culture that shapes the values, norms, and behaviors of employees in carrying out their duties. One aspect of work culture that can play a role in improving employee performance is organizational culture and religiosity. Organizational culture reflects the values, norms, and behaviors embraced by all members of the organization. A strong culture aligned with the organization's vision and mission can increase employee motivation and commitment to work. Within Bank Indonesia, a professional, integrity-based, and service-oriented organizational culture is key to maintaining optimal performance. Religiosity, then, is the religious values, norms, and practices internalized by individuals or groups in their daily lives, including in the workplace, which influence their attitudes, behavior, and work ethic in accordance with their religious teachings.

The religiosity of an employee will always be reflected in his behavior, especially in facing various challenges in the work environment, by demonstrating wisdom and discipline in carrying out his duties and responsibilities. Rohayati in Setiawan & Pratama, (2019) stated that the level of faith of a Muslim will influence the way he thinks and acts, where suggestions from this faith will encourage individuals to always behave in accordance with religious rules, obey all His commands, and avoid prohibitions that have been set by Allah SWT with full sincerity and patience. Meanwhile, according to Sulisty (2011), religiosity is an aspect that must be possessed by every employee, because the higher the level of religiosity of a person, the greater the individual's drive to achieve better status and performance in his work. Thus, an employee's religiosity can have a significant impact on their work performance within an institution, both in terms of motivation, work ethic, and overall productivity.

As the central bank, Bank Indonesia plays a crucial role in maintaining monetary and financial system stability in Indonesia. As an independent state institution, Bank Indonesia (BI) consistently upholds the principle of freedom of religion and belief for all its employees. This respect for diversity is demonstrated through various policies and facilities that support religious practice in the workplace. One concrete manifestation of this commitment is the provision of adequate worship facilities, such as mosques, prayer rooms, and other prayer rooms, to ensure that every employee can practice their faith comfortably and conducive.

In addition, BI actively organizes various religious activities, including celebrations of major religious holidays, regular religious study groups, and religious-based social activities aimed at strengthening relationships among employees. To further enhance religious understanding and insight, BI also facilitates religious studies open to all employees who wish to deepen their understanding of religious values in their daily lives and professional contexts.

Furthermore, a similar study conducted by Karina Dewi Alfisyah and Moch. Khoirul Anwar (2018), which examined the impact of religiosity on employee performance at the head office of PT. Perkebunan Nusantara XI, found that religiosity significantly influenced employee performance, contributing 39.3%. This finding indicates that achieving optimal performance expected by both the company and employees cannot be separated from the individual's level of religiosity. Thus, several previous studies have shown that religious factors can contribute to creating more optimal performance.

Furthermore, Ardiansyah (2021) with the title "The Influence of Organizational Commitment on Employee Performance at PT Bank Sumsel Babel Branch Office KM 12" revealed that organizational commitment, particularly affective commitment, has a significant influence on improving employee performance. The results of this study explain that when an employee has a strong emotional attachment to the organization where he works, he will be more motivated to give his best contribution. In other words, the higher the affective commitment an employee has, the more likely they are to work harder, be loyal, and have a high sense of responsibility for the organization's progress. These findings confirm that building strong organizational commitment can be an effective strategy in increasing employee productivity and performance.

Another study conducted by Tumangken et al. (2020) entitled "Human Resource Development and Organizational Commitment to Employee Performance at PT. Sinar Terang Mandiri" also revealed findings relevant to the previous study. In this study, it was found that simultaneously, human resource development and organizational commitment have a significant relationship to improving employee performance. This study explains that when an organization invests in human resource development through training, education, and skills improvement, it will have a direct impact on improving employee competence and professionalism. In addition, human resource development also contributes to increasing organizational commitment, which ultimately plays a role in encouraging employees to work better. Thus, this study provides insight that the combination of human resource development strategies and strengthening organizational commitment can be an effective step in increasing employee productivity in a company.

From the various research findings above, it can be concluded that several previous studies have shown that religious culture has a significant relationship with employee performance. A study conducted by Muliana (2022) showed that employee religiosity positively influences their performance, where employees with high levels of religiosity are more motivated to work well and responsibly. Similar findings were also presented by Ardiansyah (2021), who

found that organizational commitment based on religious values can significantly improve employee performance. Another study by Tumangken et al. (2020) concluded that the combination of human resource development and the implementation of spiritual values within an organization can increase employee loyalty and productivity.

2. Research Methods

A method is an approach used to solve a problem. In this context, the type of research applied is explanatory research. Sugiyono (2012) states that explanatory research aims to provide an explanation of the phenomenon being studied based on data or facts in the field, by highlighting the influence between determining variables and testing the proposed hypothesis. The description contains descriptions but focuses on the relationships between variables. Explanatory research can also be defined as an approach that explains the causality between variables.

3. Results and Discussion

The history of Bank Indonesia traces its roots to the founding of De Javasche Bank (DJB) on January 24, 1828, by King Willem I of the Netherlands as a circulation and commercial bank for the colonial Dutch East Indies. DJB performed central banking functions and opened numerous branch offices in various major cities, even overseas. After Indonesian independence, the government attempted to nationalize DJB through the formation of a Nationalization Committee. In 1951, the majority of DJB shares were taken over by the state, and then, through Law Number 11 of 1953, DJB was officially changed to Bank Indonesia (BI), which began operating as the central bank on July 1, 1953. In its early days, BI had a dual function, namely as a monetary authority and executor of commercial banking activities.

Entering the Guided Democracy era in the late 1950s to the mid-1960s, Bank Indonesia (BI) was integrated into the political system, with the Governor serving in the cabinet, and monetary management functions carried out directly by the government. It was also during this period that the concept of "Bank Berjuang" emerged, where BI and several other state-owned banks were merged into a coordinated national banking system. This situation changed during the New Order era with the issuance of Law Number 13 of 1968, which reaffirmed BI's position as a central bank independent of commercial activities and focused on monetary control, as well as holding state treasuries.

In 1988, the government, along with Bank Indonesia (BI), issued the October 27, 1988 Policy Package (Pakto '88) to deregulate the banking sector and facilitate bank establishment, which spurred significant growth in the financial services sector. However, the Asian monetary crisis that hit Indonesia in 1997–1998 prompted major reforms in the financial system, including banking restructuring and changes in exchange rate policy. In response to the crisis, Law No. 23 of 1999 was passed, establishing Bank Indonesia as an independent institution with one primary objective: maintaining the stability of the rupiah.

Subsequently, amendments through Law No. 3 of 2004 strengthened BI's independence and expanded its role in financial system stability. In 2008, through a Government Regulation in Lieu of Law (Perppu), which was later ratified as Law No. 6 of 2009, BI was given the authority to act as lender of last resort, particularly in maintaining the stability of the national financial system. The next development was the establishment of the Financial Services Authority (OJK) through Law No. 21 of 2011, which took over BI's microprudential oversight function, while BI retained responsibility for macroprudential oversight and payment system regulation.

Over the past decade, Bank Indonesia (BI) has continued to strengthen its role in addressing global economic challenges, digitalization, and the impact of the COVID-19 pandemic. Through Law No. 4 of 2023 concerning the Development and Strengthening of the Financial Sector (PPSK Law), BI's role in maintaining macroeconomic stability was reaffirmed, including strengthening the macroprudential policy framework and expanding coordination between financial institutions. BI is not only active at the national level but also internationally, such as its involvement in Project Nexus, a cross-border payment initiative. Over a long and dynamic history, Bank Indonesia has evolved from a colonial bank into a modern, independent central bank that is adaptable to changing times.

Bank Indonesia's status and position as an independent state institution underwent a new chapter with the enactment of Law Number 23 of 1999 concerning Bank Indonesia, which has been amended several times, most recently through Law Number 4 of 2023 concerning the Development and Strengthening of the Financial Sector (PPSK Law). Through this provision, Bank Indonesia is designated as an independent state institution in carrying out its duties and authorities. This independence means that in carrying out its functions, Bank Indonesia is free from intervention or interference from the government or other parties, except for certain matters expressly stipulated in the law.

Bank Indonesia is granted full autonomy to formulate and implement policies, both in the monetary sector, payment systems, and financial system stability. Any form of external intervention is prohibited, and BI is obligated to reject and ignore any form of pressure or influence that could interfere with the implementation of its duties. This institutional independence is a fundamental principle to ensure the effectiveness and efficiency of Bank Indonesia's performance as the national monetary authority.

In addition to being an independent state institution, Bank Indonesia also holds the status of a legal entity, both public and civil. As a public legal entity, BI has the authority to establish generally binding regulations to implement laws in accordance with its duties and authorities. These regulations apply to all members of the public and economic actors in order to maintain monetary and financial system stability. Furthermore, as a civil legal entity, Bank Indonesia has the legal capacity to act on its own behalf, both in and out of court, in carrying out its institutional functions.

With this special position, Bank Indonesia occupies a strategic position in the Indonesian state structure as the guardian of the stability of the rupiah and the regulator of the national

financial system, as well as being the legal basis for the implementation of its central functions independently and responsibly.

The following are the identification results of respondents who have filled out the questionnaire distributed to 100 employees at Bank Indonesia in the Jakarta area.

Table Description of Respondents: Bank Indonesia employees in the Jakarta region
(source: processed primary data, 2025)

No	Respondent Characteristics		Number of Respondents	Percentage
1	Gender	Man	65	65%
		Woman	35	35%
2	Religion	Islam	88	88%
		Hindu	5	5%
		Buddha	1	1%
		Christian	6	6%
		Other	0	0%
4	Age	20-24 years old	15	15%
		25-30 years	21	21%
		31-35 years old	25	25%
		>36 years	39	36%
5	Work	Employee	100	100%
6	last education	D3	5	5%
		S1	88	88%
		S2	6	6%
		S3	1	1%
7	Length of work	<1 year	0	0%
		1-3 years	2	2%
		4-6 years	11	11%
		>6 years	87	87%
8	Domicile	Jakarta	79	79%
		Outside Jakarta	21	21%
9	Position	Administrator of the power	20	20%
		Head of Unit	18	18%
		Group Head	1	1%
		Head of PUR section	14	14%
		Executor	32	31%
		Staff	15	15%

In this study, 100 respondents provided their assessments of the statements in the distributed questionnaire. Based on the table containing the description of Bank Indonesia employees in the Jakarta Region, it is known that the majority of respondents were male (65%), while only

35% were female. This indicates that the study participants were predominantly male. In terms of religion, the majority of respondents were Muslim (88%), while the remainder were divided into Hindus (5%), Christians (6%), and Buddhists (1%), with no respondents from other religions. This condition reflects the dominance of Muslims within Bank Indonesia Jakarta.

Respondents' ages varied considerably, with those over 36 years old dominating at 36%,

Coefficientsa											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
	(Constant)	9,917	1,981		5,006	<,001					
	organizational culture	.311	.128	.366	2,437	.000	.464	.240	.218	.357	2,802
	organizational culture with religiosity	.003	.004	.122	.813	.002	.415	.082	.073	.357	2,802

Dependent Variable: employee performance

followed by those aged 31–35 (25%), those aged 25–30 (21%), and those aged 20–24 (15%). This data indicates that most respondents are of mature age, typically experienced in the workforce. Regarding occupation, the results showed that all respondents were employees (100%).

The respondents' highest educational attainment was dominated by bachelor's (S1) graduates (88%), followed by master's (S2) graduates (6%), diploma (D3) graduates (5%), and only 1% had a doctoral degree (S3). This indicates the respondents' high educational background and supports their capability in understanding the research instruments. In terms of length of service, 87% of respondents have worked for more than six years, 11% have worked for 4–6 years, 2% have worked for 1–3 years, and no respondents have worked for less than one year. This fact indicates that the majority of respondents have extensive work experience and high professional maturity.

The majority of respondents (79%) reside in Jakarta, while the remainder (21%) come from outside Jakarta, which is understandable considering the research location is within the Jakarta work area. Respondents held diverse positions, with the majority holding executive positions (32%), followed by administrative staff (20%), unit heads (18%), staff (15%), PUR section heads (14%), and group heads (1%). This composition indicates the diversity of respondents' positions, both structural and operational, providing a rich perspective in completing the questionnaire.

Overall, the respondents' characteristics indicate a predominance of Muslim men, mature age and work experience, higher educational backgrounds, with the majority holding bachelor's degrees, working in a variety of fields and positions, and residing primarily in Jakarta. These

conditions suggest that the respondents involved are sufficiently representative to support the reliability of the research results.

To find out how organizational culture influences employee performance, researchers have conducted data testing using IMB SPSS version 30 with the following results:

Researchers in this study hypothesized that organizational culture influences employee performance, considering religiosity as a moderating variable. The analysis showed that this influence was positive and significant.

Based on the results of the regression test, it is known that the significance value between the organizational culture variable and employee performance is 0.002, which means it is smaller than the significance limit of 0.05. This indicates that organizational culture has a significant influence on employee performance, both before and after including moderating variables. After being moderated by the religiosity variable, the influence of organizational culture on employee performance remains significant. This indicates that the religious values held by employees can strengthen the impact of organizational culture on improving performance. With religiosity, employees tend to have higher work motivation, work harder, and demonstrate stronger moral and ethical responsibility in carrying out their duties. Therefore, religiosity can be a supporting factor that strengthens the effectiveness of organizational culture in encouraging optimal employee performance.

Model Summary									
Model	R	R Square	Adjusted Square	Standard Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.469a	.550	.204	2,522	.220	13,701	2	97	<,001
a. Predictors: (Constant), organizational culture with religiosity, organizational culture									
b. Dependent Variable: employee performance									

Based on the research results, it is known that the R Square value is 0.550, which means that organizational culture contributes 55.0% to employee performance after including the religiosity variable as a moderating variable. This result indicates that the presence of religiosity as a moderating factor strengthens the relationship between organizational culture and employee performance. In other words, religiosity plays an important role in increasing the effectiveness of organizational culture in encouraging employee performance, because individuals who have religious values tend to work more disciplined, responsible, and uphold integrity. Therefore, it can be concluded that the stronger the religiosity in an employee, the more optimal the influence of organizational culture on improving performance will be. This finding emphasizes that spiritual and religious values can be an important supporting factor in building superior performance in the work environment.

4. Conclusion

Based on the results of testing the two formulated hypotheses, it can be concluded that organizational culture has a positive and significant influence on employee performance. This is evidenced by the rejection of the null hypothesis (H_{01}) and the acceptance of the alternative hypothesis (H_1), which states that there is an influence of organizational culture on employee performance with a significance value of 0.01. Furthermore, the results of testing the second hypothesis also show that religiosity plays a significant role as a moderating variable. The null hypothesis (H_{02}) is rejected and the alternative hypothesis (H_2) is accepted, which means that the existence of religiosity strengthens the influence of organizational culture on employee performance with a significance value of 0.02. The contribution of organizational culture to performance was recorded at 40.7%, and increased to 55.0% after the religiosity variable was included in the model. This finding is based on the results of the analysis of questionnaire data distributed to respondents at Bank Indonesia Jakarta Region. Therefore, it can be concluded that the stronger the organizational culture applied in the work environment, the higher the employee performance. The religious values held by individuals also deepen the internalization of organizational culture, thus having a positive impact on increasing productivity and overall work quality.

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