

## The Influence of Work Dynamics, Organizational Culture on Employee Performance Through KPI

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### A b s t r a c t

*The Key Performance Indicators is an indicator for measuring employee performance. The effectiveness of the Key Performance Indicators as a execution measuring tool is certainly determined by many factors including changes in work dynamics and organizational culture. Based on this, the aim of this inquire about is to discover out and get empirical evidence of the impact of work dynamics and organizational culture on employee work performance through key performance indicators. The research was carried out in the work area of the Digital Development Division of PT. Bank Negara Indonesia Tbk with a research population of 139 employee respondents in the 2022-2023 period and using the path analysis method. From the research results, the results show that Key Performance Indicators cannot always moderate work dynamics and organizational culture on worker execution. KPIs need to adjust to changes in work dynamics and organizational culture. So that the KPI achievements developed can reflect employee performance.*

#### Keywords:

*Work Dynamics, Organizational Culture, Employee Performance, and Key Performance Indicators (KPI)*

## INTRODUCTION

In recent years, State-Owned Enterprises has prioritized innovation to adapt to trends developing in society. One of which is developing human resources, included increasing employee competency or skills, so that work performance and productivity continues to increase in implementing work patterns or dynamics and good organizational culture, because organizational culture can encourage individual development and growth, which will later influence employee achievement motivation (Hadju & Adam, 2019). The employee organization is the leading spearhead in providing services and implementing programs that have been created by the company. Therefore, a study of aspects related to improving employee work performance is very important to carry out. According to Dharma, employee work performance is an employee's work standard which is related to what a person must do and learn to improve their competence and increase various knowledge and abilities through various targets or work plans (Sulistiyono, 2021).

According to (Jopang, 2018), the variables that influence employee performance results are expressed through internal and external attribution theory, where those that are internal or dispositional are related to the person's characteristics, for example ability, motivation, task, and good luck. Meanwhile, those that are external or situational are usually related to the environment, for example behavior, attitudes, actions of co-workers, work dynamics, work culture, organizational culture.

Of the many variables that greatly impact representative execution, the researcher chose work dynamics and organizational culture factors as variables to be studied through

the Key Performance Indicators as a directing variable, this is because the work dynamics factors are very closely related to changes that occur within the organization or a company and also organizational culture which is closely related to the habits or values that exist in an organization or company and standards for assessing employee work performance which are closely related to deciding the determinants of worker work execution. Based on the explanation regarding variables that influence employee performance, there are points that are of concern to researchers, namely work dynamics and organizational culture. Work dynamics and organizational culture are important variables that have a strong influence on individual attitudes, behavior and motivation towards the work they do (Rahmat, 2023: 37).

Organizational culture is one of the variables that influences individual performance (Simanjuntak, 2011). Furthermore, according to (Al-Ghamdi et al., 2022) an employee's performance depends on a high level of knowledge by understanding the correct way to do work. The application of organizational culture principles in the Company if there are still deficiencies will affect the assessment of employee work performance if seen based on the Key Performance Indicators realization data. So the decline in employee achievement scores can be suspected to be due to adaptation to the implementation of the latest work dynamics and organizational culture which have not been implemented properly and thoroughly adjusted to the Key Performance Indicators that have been determined by company management.

Key Performance Indicators should be determined by the condition of the results of the company's Key Result Indicators which are then explained through Performance Indicators and then actions are taken in accordance with the Key Performance Indicators so that performance achievements can take place in a dramatic and spectacular manner (Pardede & Pramesworo, 2023)

There is Research Gap between the two free factors, to be specific work dynamics and organizational culture which influence employee work performance as the dependent variable and the Key Performance Indicators as the moderating variable. Where in previous investigate it was found that: simultaneously organizational culture and organizational commitment have a positive and critical impact on representative significant effect on employee work performance (Kosasih & Hartanti, 2022) with the title "Analysis of the Influence of Organizational Culture and Organizational Commitment on Employee Work Performance", then investigate conducted by (Anita, 2023a) with the title "The Influence of Key Performance Indicators (KPI) and Work Environment on the of Tazbiya Brands Employees". The results of this inquire about appear that Key Performance Indicators and the Work Environment have a significant simultaneous effect on employee performance. And investigate conducted by (Marpaung, 2022a) with the title "Work Dynamics of PT Employees. AMM Jakarta: Analysis of the Influence of Work Motivation". The research comes about appear that there's a critical impact of work motivation on employee work dynamics. The three previous studies explained that work dynamics and organizational culture influence employee performance or work performance. The Key Performance Indicators and work

dynamics also influence employee performance or employee work performance.

This investigate was conducted at the Digital Division of PT Bank BNI DGL division use Key Performance Indicators matrix (V. B. Trukhmanov.et.al,2021) to review employee performance and use Balanced Scorecard (BSC) model. In implementing project completion activities there were obstacles found that affected employee work performance.

The work performance achievements of Digital Division employees for the 1st and 2nd semester period of 2022 based on Key Performance Indicators or employee assessment standards that have been set by the Digital Division of PT. Bank Negara Indonesia Tbk. In semester 1 of 2022, the work Execution of the Digital Division received a total score of 96 with the conclusion that it was included in the *Higher is Better* category, which means getting the best quality rating of A, called "*Club46*" performance. Meanwhile, in semester 2 there was a decline in employee work performance, namely getting a score of 60 with the conclusion that they were included in the *Lower is Better* category, which means getting the lowest quality rating of C, which is called "*Tier 2*" performance. Meanwhile, another scoring is included in the special scoring category, which means getting a B quality assessment, so the performance is called "*Tier 1*".

*Scoring Nature Standard*

Scoring nature standard	Measurement	Qualification	Description
86 – 100	Target of performance vs Realization	A	Higher is Better
66 – 85	Target of performance vs Realization	B	Special Scoring
50 – 65	Target of performance vs Realization	C	Lower is Better

Source : *Data Retrospective Tool KPI Semester I & II Divisi DGL, 2022*

Based on this background, it is important to identify variables that affect the Employee of BNI Digital Division. The objectives of this research are analyze and provide empirical evidence of effect of Work Dynamics and Organization culture through Key Performance Indicators on Employee Performance at BNI Digital Division.

**LITERATURE**

**THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES**

**Work Dynamics, Key Performance Indicators and Employee Performances**

Jean Parry from the University of Southampton said that currently the world of work is changing, including changes in trends in the labor market, unemployment rates in the workforce, digital technology replacing skilled labor, as well as substantial changes in organizations, including the nature and experience of employees. Furthermore, Jean Parry said that work dynamics are influenced by conditions: a. On-going globalisation, specifically the emergence of new global divisions of production and labour, b. Digitization of information and communication, alongside the diversification and proliferation of devices and applications, resulting in the phenomenal growth in scale and speed of data generation, storage and circulation, c. Economic crisis, recession and austerity, leading to

rises in unemployment, d. Demographic change - the aging population.

There are issues that become study factors in work dynamics, including: a) Structural changes in the labor market; b) New organizational forms; c) New, emerging and newly-visible groupings of work and workers; d) Unpaid work in public and private domains; e) Unemployment, worklessness and welfare; f) Education, training and skills; g) Transitions into, through and out of the labor market; h) Subjectivities of work and well-being; i) Identity, culture and citizenship (Parry, 2016).

According to (Tjiptono & Diana, 2017) work dynamics is a form of change that is related to certain conditions or circumstances experienced by employees in carrying out work activities within an organization or company. Work dynamics include: Change, strength, development and value.

These work dynamics will influence employee performance assessments and their performance indicators (Key Performance Indicators). Performance measures are meaningless unless they are linked to the organization's existing Critical Success Factors (CSF), the Adjusted Scorecard (BSC) perspective, and the organization's strategic goals (Parmenter, 2007).

According to (KAPLAN et al., 2010), the Key Performance Indicators used, namely the balanced scorecard, may be a unused system for coordination different measures inferred from for integrating various measures derived from company methodology. In addition to past financial measures, the Adjusted Scorecard too presents drivers of future budgetary execution financial performance. Performance drivers, which incorporate client viewpoints, inside trade forms, and learning and development, internal business processes, and learning and growth, are derived from an explicitly implemented corporate strategy translation process. Key Performance Indicators and employee performance targets are closely related (KAPLAN et al., 2010). *Key Performance Indicators* have a big impact on the company if they are implemented with a good structure and systematic. The following are some of the positive impacts that companies get when implementing *Key Performance Indicators*. 1) It is easier for companies to measure or evaluate employee performance, and can reduce the element of subjectivity because employee performance appraisals are measured more objectively. 2) Employees have the motivation to work more optimally to achieve company targets. 3) The more measurable performance results can be used as a reference to reward employees with better performance. In addition, employees can be punished if their performance is not good. 4) *Key Performance Indicators* can provide a reference for a company to achieve its goals because there are good guidelines for every employee and company. (Atikno et al., 2021). *Key Performance Indicators* framework permits not as it were to "digitize" the comes about of staff movement, but too to evaluate the commitment of each of them to the company thriving. Key Performance Indicators could be a instrument for measuring the accomplishment of organizational goals so that the objectives of the Key Performance Indicators must meet SMART criteria (particular, quantifiable, achievable, pertinent to the reason, timely), the so-called "shrewd" targets) (Trukhmanov et al., 2021)

So based on the explanation there is several hypotheses formulation as follows:

H1: Work Dynamics have a significant effect on Key Performance Indicators

H2: Work Dynamics have a significant effect on employee performance

### **Organizational Culture, Key Performance Indicators, and Employee Performance**

Key Performance Indicators present a series of measures that focus on aspects of organizational performance that are most important for the organization's current and future success. Furthermore, also explained that organizational culture greatly influences the determination of Key Performance Indicators (David Permenter in Cyrilla *et al* (2020). According to Robbins (2022; 101) organizational culture could be a framework of meaning, core values, principles and organizational traditions that are held intensively and shared by members so as to distinguish the characteristics of the organization from other organizations. Employee performance is greatly influenced by management support where management is obliged to create a supportive work climate through building and implementing organizational culture (Simanjuntak, 2011) .Organizational culture can be linked to organizational goals and objectives through performance management, then organizational culture can be changed through changes in the way employees work daily (Scandura, 2020)

The indicators of organizational culture according to Robbins in (Kuswati, 2020) are innovation takes risk into account, pay attention to every small problem, oriented to all interests of organizational members, aggressive in completing all work, pay attention to and maintain stability at work.

Performance comes from the definition of performance as the result of work or work achievement, but performance is broader including how the work process takes place. According to Dharma, the definition of work execution could be a appearance of the work carried out by an individual or organization which is then used as a basis for evaluating the work carried out by that individual or organization. Work performance is referred to as the manifestation or result of work carried out by an individual or organization which will later be used as a basis for assessment and evaluation by paying attention to the importance of the quality of work, quantity of work and the time required to complete the work (2023; 147). The indicators for employee performance assessment according to (Sekar et al., 2018) are :

- a. Quantitative measurements, which involve output from the process or implementation of work activities, are related to the amount of output produced
- b. Qualitative measurement, output that reflects the measurement of the "level of satisfaction" namely how well a work project was completed
- c. Timeliness measurement is a special type of measurement of a quantity that determines the completion of a particular work project

From the explanation above, several hypotheses can be formulated as follows:

H3: Organizational culture has a significant effect on Key Performance Indicators

H4: Organizational culture has a significant effect on employee performance

H5: Key Performance Indicators have a significant effect on employee performance

**Influence of Work Dynamics, Organizational Culture, Employee Work Performance, and Key Performance Indicators**

Furthermore, performance measures are meaningless unless they are linked to the organization's existing Critical Success Factor or CSF, the Balanced Scorecard (BSC) perspective and the organization's strategic goals (David Parmenter, 2010). Where these work dynamics will influence employee performance assessments and performance indicators (KPI). So that work dynamics theoretically influence employee work performance through key performance indicators.

Likewise, organizational culture greatly influences the assessment of employee performance and also influences the determination of Key Performance Indicators.

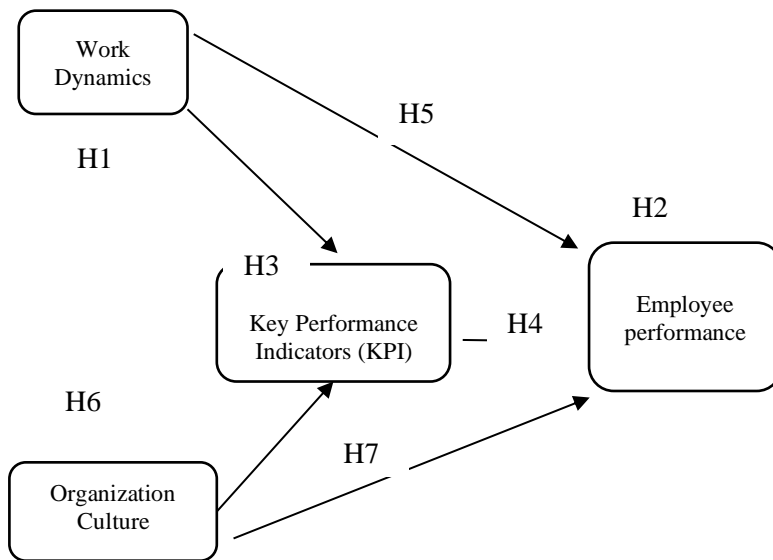
Based on this explanation, there is several hypotheses formulation as follows:

H6: Work dynamics influence employee work performance through key performance indicators (KPI),

H7: Organizational culture influences employee performance through key performance indicators.

The conceptual framework of this research is depicted as follows:

**Conceptual Framework**



**RESEARCH METHODS**

Based on the investigate goals, this investigate is informative through hypothesis testing to test the causal relationship between the factors of work dynamics, organizational culture, and employee work performance through customer satisfaction. The information

utilized in this investigate is essential information by conducting a overview by conveying surveys to clients of the Advanced Improvement of PT. Bank Negara Indonesia Tbk. The information examination strategy utilized is way investigation.

In this research the author used descriptive and verification methods. By using descriptive and verification research methods, significant relationships between the variables under study can be identified, resulting in conclusions that clarify the picture of the object under study.

**Population & Sample**

Concurring to (Sugiyono 2022) populace may be a generalized zone comprising of objects or subjects that have certain qualities and characteristics determined by analysts to be considered and after that conclusions drawn. The populace within the think about were all workers of.

From this population, a sampling technique using saturated sampling was used. Saturated sampling is a sampling technique when all members of the population are used as samples. The number of samples in this research were all employees in the Digital Development Division area of PT. Bank Negara Indonesia Tbk, numbering 139 people in 2022 who are divided into several positions/levels of office.

**Data Analysis Model**

**a. Descriptive analysis**

Table of descriptive analysis results

No.	Variables	Score	Conclusion	
1	Work dynamics	4,49	High	Well Receive
2	Organizational culture	4,58	High	Well Receive
3	Key Performance Indicators	4,54	High	Well Receive
4	Work Performance	4,58	High	Well Receive

Source : Author calculation

This analysis aims to find out the answers from respondents to each variables: of work dynamics, organizational culture, work performance, and Key Performance Indicators. From the analysis result, respondents’ work dynamics, organizational culture, Key Performance Indicators and Work Performance level of the average score can be placed as “high”, in this condition shows that all the variables are well received.

**Validity and reliability**

Validity test

The validity test in this study is a tool for measuring that can be used to show the level of validity or not indicator of each. This validity test uses SPSS by comparing r calculated and r table. The r table in the study was obtained from N with sig.  $\alpha = 0.05$  or

5%. This test with the number of respondents 139 people

Based on the calculation results, a comparison between the R-calculation and the cut off value for each statement item for each indicator of the work dynamics variable, it can be said that all statement items for each indicator are valid. This can be evaluated from the comparison between the R-count and the cut off value for each statement item at  $\alpha 0.05 = 0.300$  (Sugiyono, 2018: 218), where the R-count > The cut off value indicates that all statement items from each - each indicator of the work dynamics variable is valid.

**Validity Test Results on Work Dynamics Variable**

Variables	R-calculation	Person Correlation	Result
x1.1	0,526	0,300	Valid
x1.3	0,716	0,300	Valid
x1.4	0,538	0,300	Valid
x1.5.	0,780	0,300	Valid
x1.6	0,702	0,300	Valid
x1.7	0,656	0,300	Valid
x1.8	0,684	0,300	Valid
x1.9	0,556	0,300	Valid

Source : Author calculation

**Validity Test Results on Work Corporate culture Variable**

Variables	R-calculation	Person Correlation	Result
x2.1	0,660	0,300	Valid
x2.2	0,714	0,300	Valid
x2.3	0,647	0,300	Valid
x2.4	0,725	0,300	Valid
x2.5	0,660	0,300	Valid
x2.6	0,741	0,300	Valid
x2.7.	0,647	0,300	Valid
x2.8	0,725	0,300	Valid
x2.9	0,732	0,300	Valid
x2.10	0,817	0,300	Valid
x2.11	0,755	0,300	Valid
x2.12	0,750	0,300	Valid

Source : Author calculation

**Validity Test Results on Key Performance Indicator Variable**

Variables	R-calculation	Person Correlation	Result
x3.1	0,781	0,300	Valid
x3.2	0,862	0,300	Valid
x3.3	0,476	0,300	Valid
x3.4	0,847	0,300	Valid



Variables	R-calculation	Person Correlation	Result
x3.5	0,861	0,300	Valid
x3.6	0,842	0,300	Valid
x3.7	0,828	0,300	Valid
x3.8	0,567	0,300	Valid

Source : Author calculation

**Validity Test Results on Employee Performance Variables**

Variables	R-calculation	Person Correlation	Result
y1.1	0,633	0,300	Valid
y1.2	0,746	0,300	Valid
y1.3	0,737	0,300	Valid
y1.4	0,817	0,300	Valid
y1.5	0,756	0,300	Valid
y1.6	0,681	0,300	Valid
y1.7	0,679	0,300	Valid
y1.8	0,523	0,300	Valid

Source : Author calculation

**Reliability test**

Another test that needs to be carried out to see the quality of the data produced is to carry out reliability testing. This test was carried out by comparing the Conbrach alpha value with a value of 0.600. If the Conbrach alpha esteem is more noteworthy than 0.600 then it can be said that the question is reliable. The Conbrach alpha calculations use the SPSS version 27 program with the following results.

**Research Variable Reliability Test Results**

Variabel	Cronbach's Alpha	Result
Work Dynamics	0,751	Reliable
Organizational Culture	0,768	Reliable
Key Performance Indicator	0,779	Reliable
Employee Performance	0,777	Reliable

Source : Author calculation

Based alpha esteem is more noteworthy than n the table over, it is known that the Conbach Alpha esteem for work dynamics is 0.751, organizational culture is 0.768, key performance indicators are 0.779, and employee work performance is 0.777. This value is greater than 0.6 so it can be said that all research variables are dynamics. work, organizational culture, key performance indicators and employee work performance are reliable.

**b. Path Analysis**

Way examination is an expansion of different straight relapse investigation, or way investigation is the utilize of relapse investigation to assess the causal relationship between factors (casual demonstrate) that has been already set up based on hypothesis (Ghozali 2021). Relapse investigation with mediating factors is utilized to decide the full impact of the free variable on the subordinate variable which comprises of coordinate impact and circuitous impact, to be specific through interceding factors, with the equation (Ghozali 2021).

Direct effect =  $p1$

Indirect effect =  $p2 \times p3$

Total influence =  $p1 + (p2 \times p3)$

If the total influence value is greater than the direct influence, it means that the variable is an intervening variable.

**RESULT AND DISCUSSION**

To test the influence of mediating variables, the path analysis method is used. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships (causal models) between variables that have been previously determined based on theory (Ghozali, 2021). The path analysis in this research can be described as follows:

**1. Analysis of the Influence of Work Dynamics and Organizational Culture on Key Performance Indicators (KPI).**

According to (Lumbanraja 2016) the path coefficient uses standardized regression coefficients. The results of the regression analysis of the influence of Work Dynamics and Organizational Culture on Key Performance Indicators can be seen in the table below:

**Key Performance Indicators (KPI) Regression Analysis Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.319	4.568		5.070	0.000
	x1	0.506	0.040	0.693	3.023	0.000
	x2	0.586	0.074	0.723	7.940	0.000

a. Dependent Variable: x3

Source : Processed primary data, 2024

**Regression Results of Work Dynamics and Organizational Culture on Key Performance Indicators**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 <sup>a</sup>	0,574	0,559	2,57731

a. Predictors: (Constant), x2, x1

Source : Processed primary data, 2024

The regression analysis results shows the R2 (R Square) value of 0.574. This R2 value is used in calculating the e1 coefficient value. Coefficient e1 is a variant of the Key Performance Indicators which is not explained by Work Dynamics and Organizational Culture.

$$\text{Koefisien } e_1 = \sqrt{(1 + R^2)} = \sqrt{(1 - 0,574)} = \sqrt{0,426} = 0,652$$

Regression equation is as follows:

$$\begin{aligned} x_3 &= b_1X_1 + b_2X_2 + e_1 \\ x_3 &= 0,693X_1 + 0,723X_2 + 0,652e_1 \dots\dots\dots (1) \end{aligned}$$

The equation shows that:

- Every time there is an increase in Work Dynamics will be followed by an increase in the Key Performance Indicators of 0.693
- Every time there is an increase in Organizational Culture will be followed by an increase in the Key Performance Indicators of 0.723

So from equation (1) it can be seen that if the Work Dynamics, the Key Performance Indicators will increase. Likewise, as organizational culture increases, organizational commitment will increase.

**2. Analysis of the influence of Work Dynamics, Organizational Culture and Key Performance Indicators on Employee Work Performance**

**Results of Employee Performance Regression Analysis**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.064	4.742		2.966	0.000
	X1	0.217	0.108	0.239	2.006	0.000
	X2	0.211	0.111	0.326	1.899	0.000
	X3	0.287	0.138	0.309	2.631	0.000

a. Dependent Variable: Y

**Regression Results of Work Dynamics, Organizational Culture and Key Performance Indicators on Employee Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 <sup>a</sup>	0,294	0,256	2,67591

a. Predictors: (Constant), X3, X2, X1

The results of the regression analysis of the influence of work dynamics, organizational culture and key performance indicators on employee work performance show the R<sup>2</sup> (R Square) value of 0.294. This R<sup>2</sup> value is used in calculating the e<sub>2</sub> coefficient value. The e<sub>2</sub> coefficient is a variant of employee work performance that is not explained by work dynamics, organizational culture and key performance indicators.

$$\text{Result: Coefisient } e_2 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0,294)} = \sqrt{0,706} = 0,840.$$

Coefisient e<sub>2</sub> = 0,840

The regression equation can be seen as follows:

$$Y = b_1X_1 + b_2X_2 + b_3X_3 + e_2$$

$$Y = 0.239X_1 + 0.326X_2 + 0.309X_3 + 0.840e_2 \dots\dots\dots (2)$$

This equation shows that:

- Every time there is an increase in Work Dynamics will be followed by an increase in Work Execution of 0.239.
- Every time there is an increase in Organizational Culture will be followed by an increase in Employee Work Performance by 0.326.
- Every time there is an increase in the Key Performance Indicators will be followed by an increase in Employee Work Execution of 0.309.

**2. Hypothesis Testing**

**a. It is suspected that there is an influence of work dynamics on key performance indicators**

The analysis of effect of influence of work dynamics on key performance indicators, it was found that the t-calculated value of the work dynamics variable was 3.023, while the t-table was 1.671 with a significance value of 0.000. Thus t-count > t-table and the significance value is 0.000 < 0.005. Thus, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted at this real level. This provides the conclusion that work dynamics have a positive and significant effect on key performance indicators. Thus the first hypothesis is tested.

Based on the results of hypothesis testing, it shows that work dynamics can contribute to increasing key performance indicators. These results are in line with research that has been conducted by (Agba et al., 2020), (Anita, 2023b) , (Marpaung, 2022b), (Rutinaias Haholongan et al., 2022), (Latif, 2019).

**b. It is suspected that there is an influence of Organizational Culture on Key Performance Indicators**

The analysis of organizational culture on employee Key Performance Indicators, it was found that the t-calculated value for the organizational culture variable was 7.940, while the t-table was 1.671 with a significance value of 0.000. Thus t-count > t-table and the significance value is 0.000 < 0.005. Thus, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted at this real level. This provides the conclusion that organizational culture has a positive and significant effect on key performance indicators. Thus the second hypothesis is tested.

Based on the results of the hypothesis test, it shows that organizational culture can contribute to increasing key performance indicators, for the reason that the hypothesis test is accepted, then these results are in line with research that has been conducted by A.M.

Ogaboh Agba, Stepen I. Ocheni, Michael Sunday Agba (2020), (Mahfudhoh, 2018), Eka Nur Seftyarini (2021).

**c. It is suspected that there is an influence of Work Dynamics on Work Performance**

The analysis of effect of work dynamics on employee work performance, it was found that the t-calculated value of the work dynamics variable was 2.006, while the t-table was 1.671 with a significance value of 0.000. Thus  $t\text{-count} > t\text{-table}$  and the significance value is  $0.000 < 0.005$ . Thus,  $H_0$  is rejected and  $H_1$  is accepted at this real level. This provides the conclusion that work dynamics have a positive and significant influence on employee work performance. Thus the third hypothesis is tested.

Based on the results of the hypothesis test, it shows that work dynamics can contribute to increasing employee work performance for the reason that the hypothesis test is accepted, so these results are in line with research that has been conducted by A.M. Ogaboh Agba, Stepen I. Ocheni, Michael Sunday Agba (2020), Netti Natarida Marpaung (2022).

**d. It is suspected that there is an influence of organizational culture on employee work performance.**

From the analysis, it was found that the t-calculated value for the organizational culture variable was 1.899, while the t-table was 1.671 with a significance value of 0.000. Thus  $t\text{-count} > t\text{-table}$  and the significance value is  $0.000 < 0.005$ . Thus,  $H_0$  is rejected and  $H_1$  is accepted at this real level. This provides the conclusion that organizational culture variables have a positive and significant effect on employee work performance. Thus the fourth hypothesis is tested.

Based on the results of the hypothesis test, it shows that organizational culture can contribute to increasing employee work performance for the reason that the hypothesis test is accepted, so these results are in line with research that has been conducted by Niki Kosasih (2014), A.M. Ogaboh Agba, Stepen I. Ocheni, Michael Sunday Agba (2020), Mahfudoh (2018), Eka Nur Seftyarini (2021).

**e. It is suspected that there is an influence of Key Performance Indicators (KPI) on employee work performance.**

From the analysis, it was found that the t-calculated value of the key performance indicators variable was 2.631, while the t-table was 1.671 with a significance value of 0.000. Thus  $t\text{-count} > t\text{-table}$  and the significance value is  $0.000 < 0.005$ . Thus,  $H_0$  is rejected and  $H_1$  is accepted at this real level. This provides the conclusion that key performance indicators have a positive and significant effect on employee work performance. Thus the fifth hypothesis is tested.

Based on the results of the hypothesis test, it shows that key performance indicators can contribute to increasing employee work performance for the reason that the hypothesis test is accepted, so these results are in line with research that has been conducted by Nonzha Anita dan Etika Sabariah (2023), Rutinaias Haholongan (2022), Agus Abdul Latif (2021), (Dipura & Soediantono, 2022), (Susanto et al., 2023), (Ruli & Kristanto, 2021), Eka Nur Seftyarini (2021), Welly Atikno, Indra Setiawan, Deni Ahmad Taufik (2021)

**f. It is suspected that there is an influence of work dynamics on employee work**

**performance through Key Performance Indicators (KPI)**

$$x_1 \rightarrow x_3 \rightarrow Y = (\rho_{x_3x_1}) \times (\rho_{yx_3}) = 0,693 \times 0,309 = 0,214$$

In the work dynamics variable, the indirect influence value is obtained from the path coefficient value  $\rho_{x_3x_1}$  multiplied by the path coefficient value  $\rho_{yx_3}$ . The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value. These results indicate that key performance indicators cannot mediate work dynamics variables on employee work performance. Thus the sixth hypothesis is not tested.

Based on the results of the hypothesis test, it shows that the key performance indicators cannot have an impact on improving work dynamics and employee work performance for the reason that the hypothesis test was rejected, so these results are not in line with research that has been carried out by Nonzha Anita dan Etika Sabariah (2023), Rutinaias Haholongan (2022), Agus Abdul Latif (2021), Santana Dipura (2018), Candra Santoso (2023), Heru Kristianto (2021), Eka Nur Seftyarini (2021).

**g. It is suspected that there is an influence of organizational culture on employee work performance through Key Performance Indicators (KPI)**

$$x_2 \rightarrow x_3 \rightarrow Y = (\rho_{x_3x_2}) \times (\rho_{yx_3}) = 0,723 \times 0,309 = 0,223$$

In the work dynamics variable, the indirect influence value is obtained from the path coefficient value  $\rho_{x_3x_2}$  multiplied by the path coefficient value  $\rho_{yx_3}$ . The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value. These results indicate that key performance indicators cannot mediate organizational culture variables on employee work performance. Thus the seventh hypothesis is not tested.

Based on the results of the hypothesis test, it shows that the key performance indicators cannot have an impact on improving organizational culture and employee work performance for the reason that the hypothesis test was rejected, so these results are not in line with research that has been conducted by Nonzha Anita dan Etika Sabariah (2023), Rutinaias Haholongan (2022), Agus Abdul Latif (2021), Santana Dipura (2018), Candra Santoso (2023), Heru Kristianto (2021), Eka Nur Seftyarini (2021).

**DATA ANALYSIS AND DISCUSSIONS*****The influence of work dynamics on key performance indicators***

Work dynamics affect Key Performance Indicators, which means that in developing Key Performance Indicator factors the dynamics of work are very influential, so that the measures and standards used will adjust to the dynamics of the work that occurs.

The dynamics of work is something that is going on today especially in the midst of rapid changes in technology. This is in line with the changes in industry 4.0 stated by (Adnan et al., 2019). Where there will be changes in the type of work, there will be new jobs that appear and those that will disappear.

***The influence of Organizational Culture on Key Performance Indicator***

Organizational culture affects Key Performance Indicators, meaning that in developing Key Performance Indicators considering Organizational Culture so that the measures and standards used will adjust to the Organizational Culture that occurs and changes that occur. Organizational culture can be linked to organizational goals and objectives through performance management. Organizational culture can change according to changes in the way of daily work so that it has an impact on changes in Key Performance Indicators.

### ***The influence of Work Dynamics on Employee Work Performance***

Work dynamics greatly affect employee performance, meaning that in assessing employee performance must pay attention to the dynamics of work that occurs, so that in determining employee performance achievements it is necessary to pay attention to changes and work dynamics. As stated by Claus Scwabb (2016) in Industrial Revolution 4.0 that changes in work dynamics that occur due to the industrial revolution 4.0 will also change the achievements of employee performance.

### ***The influence of organizational culture on employee work performance***

Organizational culture greatly affects employee performance, this is because organizational culture will affect employee work behavior, where organizational culture is the basis for employees to work and behave in carrying out their work. Organizational culture can bear fruit by changing the way employees work, which in turn will affect employee performance.

### ***The influence of Key Performance Indicators (KPI) on employee work performance***

Key Performance Indicators greatly affect employee performance. Because the indicators made in the KPI will determine the achievement of the performance targets charged to employees. Key Performance Indicators can be very difficult to achieve so that employee performance looks less good when using the indicators in the Key Performance Indicators. Or vice versa, employee performance looks very good if key performance indicators are used that are too easy to achieve.

### ***The influence of work dynamics on employee work tperformance through Key Performance Indicators (KPI)***

The results showed that Key Performance Indicators could not moderate the influence of employee work dynamics on employee performance. This means that the influence of work dynamics directly on employee performance is stronger than through Key Performance Indicators. Even if Key Performance Indicators are made if they do not immediately adapt to the work dynamics that occur, it will be meaningless because changes in work or work dynamics directly affect employee performance.

### ***The influence of organizational culture on employee work performance through Key Performance Indicators***

Organizational culture strongly influences employee performance, without being moderated by Key Performance Indicators. This shows that Key Performance Indicators that do not adapt to organizational culture will be meaningless because it turns out that the influence of Organizational Culture is stronger on Employee Performance without being strengthened by Key Performance Indicators.

## CONCLUSION, LIMITATION AND SUGGESTION

Based on the results of regression analysis and path analysis, it is found that work dynamics and organizational culture can contribute to having an impact on increasing key performance indicators on Digital Development Division employee of Bank Negara Indonesia. And based on the results of regression analysis and path analysis, it shows that key performance indicators can contribute to increasing employee work performance.

Based on the results of hypothesis testing, it shows that key performance indicators cannot have an increasing impact on work dynamics and employee work performance. And based on the results of hypothesis testing, it shows that key performance indicators cannot have an increasing impact on improving organizational culture and employee work performance. Referring to the hypothesis tests, the results showed that the hypothesis was not proven, which means the hypothesis was rejected. The hypothesis shows that key performance indicators cannot have an impact on improving work dynamics, organizational culture and employee work performance, this makes the author suggest that in determining key performance indicators it is better to adapt to the development of work dynamics and employee organizational culture currently occurring and most recently developing in the Digital Development Division area of PT. Bank Negara Indonesia Tbk. An example of work dynamics that occurs is flexible working hours where work project completion can be faster when implementing Work From Home (WFH), although it does not rule out the possibility that when Working From Office (WFO) the work is completed according to the targets set by the company. The same thing applies to organizational culture, key performance indicators do not influence organizational culture because determining key performance indicators must be flexible and not rigid.

The limitation of this study for measuring Employee Performance is only using limited periode, and use only two independent variables work dynamics and organizational culture, meanwhile work performance influenced by many factors. Thus there are still many others variables that affect the performance of employee performance that have not been included in this study. The suggestion for future research may include other variables, such as compensation and benefit.

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