

Organizational Culture and Its Impact on Marketing Strategies for Business Success: Insights from Bank Tabungan Negara, Makassar

Isma Azis Riu^{1*}

¹Department Of Management, University State Of Makassar

*Correspondence: [1*ismaazisriu@unm.ac.id](mailto:ismaazisriu@unm.ac.id)

Abstract

Organizational culture refers to the values, norms, beliefs, and behaviors that exist within an organization. It reflects the organization's unique identity and characteristics, and influences the way people interact and work within it. Organizational culture can shape the work atmosphere, employee motivation, and overall organizational performance. Organizational culture can have an impact on many things, such as employee morale, productivity, work quality, employee loyalty, and the organization's ability to adapt to change. Organizations must build and maintain a culture that aligns with their values and goals and creates a positive and supportive environment for their members. Therefore, organizational culture is a characteristic that distinguishes other companies. The research conducted aims to determine the role of organizational culture in marketing strategy in achieving the success of the Makassar City State Savings Bank company. This study uses a qualitative method by collecting data through interviews with one of the employees of the State Savings Bank. The role of organizational culture in marketing strategy in achieving the success of the Makassar City State Savings Bank in several ways, namely customer orientation, innovation, team collaboration, open communication and Corporate Values and Identity.

Keywords: *Organizational Culture, Marketing Strategy, Corporate Success*

INTRODUCTION

Companies do not rely on equipment, infrastructure, and modern tools to achieve their goals but rather on the individuals who perform the work. The performance of each employee in an organization significantly impacts its success. Every company or organization strives to enhance employee performance to achieve its objectives. Companies must have the ability to develop and improve performance in their workplaces. To improve employee performance, managers and employees must understand the company's work motivation and prevailing work culture. Furthermore, the most critical factor determining the success or failure of a business is the quality of its executives.

Organizational culture is the most significant motivational factor influencing behaviors that inspire employees and organizational units to work better and harder. A strong organizational culture is inseparable from its promotion. While a strong culture is undoubtedly a prerequisite for business success, culture also serves as a significant tool guiding the attitudes and actions of people within a company or organization. A company's ability to develop individuals toward excellence while working toward corporate goals heavily depends on organizational culture (Putra et al., n.d.).

According to Robbins (2006), organizational culture is the way of life and way of working within an organization that reflects the values and beliefs upheld by its members. Fred Luthans (2015) argues that organizational culture is a pattern of basic assumptions created or developed by a particular group as they adapt to external problems and internal integration. These patterns are considered valuable and taught to new members to help them understand, think, and feel regarding those issues. Robbins (2017) stated that culture is a set of meanings and beliefs shared by organizational members, determining most of the ways they interact with each other and others (Marlius & Sari, 2023).

Organizational culture refers to the values, norms, beliefs, and behaviors adopted and shared by members of an organization. Organizational culture reflects the identity and personality of the organization and influences how people interact, work, and make decisions within it. Organizational culture is a critical factor that supports employee performance in a company, serving as a guide for all employees in their behavior and work. Organizational culture provides opportunities to develop human resources by changing attitudes and behaviors to adapt to current and future challenges.

Organizational culture is an invisible social force that can motivate people within an organization to perform their work tasks. Indirectly, all organization members understand the dominant culture within their organization. Particularly for new employees, they strive to be accepted in the work environment, understanding what is prohibited and allowed, what is good, and what is bad. Organizational culture is thus transmitted to organizational members or employees. A strong organizational culture can support corporate goals, whereas a weak organizational culture hinders them. In companies with a strong organizational culture, most members understand, share, and uphold common values (Oktavia & Fernos, 2023).

Every organization undoubtedly has its own culture, as it is a distinguishing characteristic or identity. Culture emerges from the founders' philosophy. This philosophy includes assumptions, concepts, artifacts, and values that must first be selected. The purpose of this selection is to establish appropriate criteria. The result of this selection characterizes the organizational culture. After this activity, top management decides what will be implemented and what should be discarded. Additionally, the internal employee process undergoes stages of social processes. Organizational culture significantly influences the success or failure of an organization or business.

Marketing strategy is the logic a company uses to achieve its marketing goals. A company's marketing strategy involves determining marketing costs, the marketing mix, and marketing allocations according to anticipated competitive conditions. Companies must conduct careful analysis and observations of the components that can influence their marketing strategy to ensure its success.

Bank Tabungan Negara (BTN) is a state-owned limited liability company operating in banking services, focusing on non-subsidized housing financing. BTN's ability to adapt to environmental changes and technological advancements is reflected in its continuous development, which has progressively enhanced the company's identity over time. In facing increasingly fierce competition among banks, supported by its unique advantages, BTN is encouraged to improve service quality and enhance its corporate image. This is expected to result in customer satisfaction and ultimately foster customer loyalty (Kristania et al., 2022).

Corporate culture provides the context related to the environment, working conditions, attitudes, behaviors, and perceptions of employees within the organization where they work. Behavior is part of performance culture because behavior enables individuals to achieve what they want and desire. Organizational culture facilitates employees in adapting to the company's environment and helps employees identify appropriate actions in accordance with the company's dominant values. The organizational culture of Bank BTN (Bank Tabungan Negara) is a set of values, norms, beliefs, and behaviors upheld and internalized by BTN members. This organizational culture reflects the identity, goals, and values embraced by BTN in its operations.

METHOD

The research method that will be used in researching the Role of Organizational Culture on Marketing Strategy in an effort to Achieve the Success of the Indonesian Savings Bank Company is a qualitative method. The research method is the pursuit of truth governed by logical considerations to obtain a systematic interrelation of facts in an effort to find explanations, discoveries, or validation of the truth of the matter. With the research method, questions that aim to find the truth will be easily answered. Qualitative method is a method that explains phenomena by going deep and collecting the data needed. The data collection used is interviews.

RESULT AND DISCUSSION

The results of an interview with customer service employee Mrs. Lulu Haryati Wulandari, S.E., at Bank Tabungan Negara (BTN) Makassar revealed that the organizational culture at BTN firmly upholds five core values: Trustworthy (Amanah), Harmonious (Harmonis), Collaborative (Kolaboratif), Competent (Kompeten), Loyal (Loyal), and Adaptive (Adaptif). These values are applied in the workplace to build a better future for Indonesian families. The organizational culture of BTN comprises a set of values, norms, beliefs, and behaviors embraced and practiced by its members. This culture reflects the identity, goals, and values upheld by BTN in its operations. Below are some characteristics of BTN's organizational culture:

1. Customer Service:

BTN has a strong culture of providing excellent service to customers. This includes a willingness to listen, offer effective solutions, and deliver a positive customer experience.

2. Professionalism:

BTN emphasizes professionalism in all aspects of its operations, including responsibility, integrity, a strong work ethic, and deep knowledge of the banking sector.

3. Collaboration and Teamwork:

BTN promotes a culture of teamwork and collaboration among employees. A solid and supportive work team is a highly valued aspect of its organizational culture.

4. Innovation and Progress:

BTN encourages innovation and progress to enhance services, work processes, and banking products. Employees are encouraged to think creatively, seek new solutions, and continuously improve.

5. Performance Orientation:

BTN's culture focuses on achieving targets and delivering outstanding results. Employees are incentivized and recognized for exceptional performance and encouraged to achieve goals effectively and efficiently.

6. Fairness and Transparency:

BTN's culture is based on the principles of fairness and transparency. Employees are treated fairly, and open and transparent communication is emphasized in work relationships.

PT Bank Tabungan Negara actively supports the government in improving the welfare of the Indonesian people through homeownership, realizing the dreams of millions of Indonesians by providing decent housing, becoming a home for the nation's best talents, and enhancing shareholder value by focusing on sustainable profitability growth as a blue-chip company with robust risk management principles. BTN implements three marketing strategies:

1. Brand Repositioning

Modernizing BTN through brand repositioning to be recognized as a savings bank and not merely as a mortgage lender.

2. Increasing Digitalization

BTN focuses on mortgage digitalization. This strategy promotes the use of BTN Mobile as a hallmark of BTN. Additionally, the company strives to enhance service- and transaction-based funding sources, particularly for wealth management, digital banking, and corporate services.

3. Business Expansion

Expanding its housing ecosystem-based business by optimally contributing to the subsidized mortgage program and increasing non-subsidized

mortgages through partnerships with property agents and developers, as well as developing mortgage schemes targeting millennials.

Bank Tabungan Negara (BTN) in Makassar City exemplifies a business that considers workplace culture an essential element of its marketing strategy. In terms of marketing strategy, organizational culture influences the company's success in several ways:

1. Customer Orientation:

Developing a business culture that prioritizes customer satisfaction enables BTN Makassar to create marketing strategies focused on customer satisfaction. A culture that encourages employees to understand and promptly meet customer needs helps build long-term customer relationships and loyalty.

2. Innovation:

BTN Makassar's organizational culture, which promotes innovation, can impact the company's marketing strategies. A culture of innovation enables BTN Makassar to create new products and services and design unique and appealing marketing campaigns. This helps BTN differentiate itself from competitors and attract new customers.

3. Team Collaboration:

Marketing strategies succeed when a company culture fosters teamwork and collaboration across departments. Having well-coordinated marketing, sales, and other teams allows BTN Makassar to plan and implement integrated and effective marketing campaigns. Teamwork synergy helps the company achieve its marketing goals.

4. Open Communication:

A culture of open communication within BTN Makassar supports the company's marketing strategies. Good communication between various departments and organizational levels ensures the exchange of crucial information for creating and implementing effective marketing strategies. Strong collaboration and a clear understanding of marketing objectives support BTN Makassar's efforts to achieve its goals.

5. Corporate Values and Identity:

The way a company's culture embodies its values can influence its marketing strategy. BTN Makassar's culture values integrity, reliability, and sustainability. These values can be reflected in the company's communications and messaging. By incorporating these principles into its marketing strategies, BTN can build a strong brand image that appeals to customers.

Discussion

Organizational culture plays a pivotal role in shaping the strategic direction of companies, especially in competitive industries like banking. Bank Tabungan Negara (BTN) Makassar integrates its corporate values—Trustworthy, Harmonious, Collaborative, Competent, Loyal, and Adaptive—into its marketing strategies, which has proven essential for enhancing customer satisfaction, fostering innovation, and maintaining competitiveness. This section discusses the relationship between organizational culture and marketing strategies, supported by recent theories and studies.

1. Organizational Culture and Marketing Strategy Alignment

Organizational culture is described as a system of shared assumptions, values, and beliefs governing how individuals behave within an organization (Cameron & Quinn, 2021). A well-aligned organizational culture supports strategic initiatives, including marketing efforts. For example, Bank BTN's emphasis on customer service resonates with customer-centric culture frameworks, which have been shown to improve brand loyalty and customer retention (Cheng & Wang, 2019).

2. The Role of Innovation in Organizational Culture

Innovation is a critical aspect of organizational culture that fosters adaptability and creativity in marketing strategies. Research by Ahmad and Othman (2020) highlights that a culture promoting continuous learning and openness to change drives innovative product development and marketing campaigns. BTN's focus on digitalization and mortgage digitalization aligns with such findings, as embracing technology enhances customer experience and streamlines banking processes.

3. Collaboration and Team Dynamics

Collaboration across departments ensures effective implementation of integrated marketing strategies. According to Bolino et al. (2021), organizations with a culture of collaboration exhibit higher efficiency in achieving marketing goals due to improved communication and teamwork. BTN's emphasis on teamwork in its culture underpins the success of its marketing campaigns, particularly those requiring coordination between product development, customer service, and sales teams.

4. Open Communication as a Foundation for Marketing Excellence

Open communication is crucial for aligning organizational goals with marketing objectives. Studies suggest that transparency in organizational processes enhances employee engagement and contributes to cohesive strategic planning (Kim & Park, 2020). BTN's emphasis on open communication ensures that all team members are aligned with its vision, facilitating the successful execution of its marketing strategies.

5. Values and Corporate Identity in Marketing

Corporate identity rooted in strong organizational culture fosters brand differentiation. According to Homburg et al. (2021), a company's ability to communicate its core values effectively influences customer perceptions and loyalty. BTN's commitment to values such as integrity and reliability not only strengthens its internal culture but also resonates with external stakeholders, enhancing its brand image.

Bank BTN Makassar demonstrates how organizational culture serves as the backbone for effective marketing strategies. By embedding core values into its strategic initiatives, fostering innovation, encouraging collaboration, maintaining open communication, and aligning corporate identity with customer expectations, BTN successfully navigates competitive pressures in the banking sector. These findings align with recent literature, underscoring the importance of integrating culture into strategic frameworks for sustained success.

CONCLUSION

Bank Tabungan Negara (BTN) is a state-owned limited liability company engaged in banking services with a focus on financing non-subsidized housing. The organizational culture of Bank BTN (Bank Tabungan Negara) is a collection of values, norms, beliefs, and behaviors held and lived by the members of Bank BTN. This organizational culture reflects the identity, purpose, and values adopted by Bank BTN in carrying out its operations. BTN is driven to improve its service quality and enhance its corporate image. This, in turn, is expected to generate customer satisfaction and ultimately foster customer loyalty. that the organizational culture in bank btn always upholds the 5 cultural values in bank btn namely Amanah, Harmonious, Collaborative, Competent, Loyal, Adaptive, are things that are applied to the work environment to build the future of Indonesian families. marketing strategy, organizational culture can affect the success of the company in several ways namely customer orientation, innovation, team collaboration, open communication and corporate values and identity.

REFERENCES

- Ahmad, S. Z., & Othman, M. N. (2020). Organizational culture and innovation: A study of SMEs. *Journal of Business Research*, 115, 60-70. <https://doi.org/10.1016/j.jbusres.2020.04.005>
- Bolino, M. C., Klotz, A. C., & Daniels, D. (2021). The impact of organizational culture on employee collaboration. *Academy of Management Perspectives*, 35(2), 189-204. <https://doi.org/10.5465/amp.2019.0047>
- Cameron, K. S., & Quinn, R. E. (2021). *Diagnosing and changing organizational culture: Based on the competing values framework* (4th ed.). Wiley.
- Cheng, J., & Wang, Q. (2019). Customer-centric culture and brand loyalty. *Marketing Intelligence & Planning*, 37(1), 54-67. <https://doi.org/10.1108/MIP-09-2018-0372>
- Homburg, C., Jozić, D., & Kuehnl, C. (2021). Enhancing brand differentiation through corporate values. *Journal of Marketing*, 85(5), 45-63. <https://doi.org/10.1177/00222429211000981>
- Kim, S., & Park, M. (2020). The influence of communication transparency on employee engagement and strategic alignment. *International Journal of Business Communication*, 57(3), 317-332. <https://doi.org/10.1177/2329488419861867>
- Kristania, V. J., Ogi, I. W. J., & Karuntu, M. M. (2022). Effect of service quality, customer satisfaction, and corporate image on customer loyalty at PT Bank Tabungan Negara (Persero) Tbk Manado Branch Office. *Jurnal EMBA*, 10(533).
- Marlius, D., & Sari, L. M. (2023). The influence of organizational culture and job rotation on employee performance at the West Sumatra Provincial Social Service. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen dan Kewirausahaan*, 3(1), 462-477.
- Oktavia, R., & Fernos, J. (2023). The influence of work environment and organizational culture on employee performance at the Population and Civil Registration Office of Padang City.. *SIRANCAK*, 2(4).
- Putra, B., Dotulong, L. O., & Pandowo, M. H. C. (n.d.). The influence of organizational culture, work environment, and workload toward employee performance at PT Uphus Khamang Indonesia.
- Robbins, S. P. (2006). *Teori organisasi: Struktur, desain, dan aplikasi*. (1st ed.). Jakarta: PT Indeks.