

The Role of Business Orientation and Consumer Satisfaction on Business Performance and Moderating Organizational Culture at BPR Laksana Abadisunggal

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Abstract: Rural Banks (BPRs) are banks like commercial banks, but have a specialty, namely serving the needs of people in rural areas and micro and small businesses (UMK) in the form of savings (savings and deposits). BPR Laksana Abadisunggal is one of the companies engaged in the banking industry. This researcher aims to find out about the “role of business orientation and customer satisfaction on organizational culture and its effect on business performance. The population of this research is the entire customer of BPR Laksana Abadisunggal . The technique used in this study uses probability sampling or random sampling with a representative, so the number of this study is 100 respondents who were taken from some customers in BPR laksana EternalSingle . The analytical technique used is path analysis with the help of the Smart PLS 3.0 Program. Based on the test results of this study, it can be seen that the variables of business orientation and customer satisfaction have a positive and significant effect on business performance and moderating culture as intervention variables at BPR Laksana Abadisunggal

Keywords *competence, employee behavior, self-efficacy, employee performance*

1. Introduction

The company as a forum for a developing and advanced business must be supported by a clear and directed strategy, where with a clear and directed strategy, the company can be said to have had a clear direction and had a clear goal, namely where the company wants to be directed to the future. In determining the direction of the company, a clear vision and mission is needed and in accordance with the business orientation to be involved, where the vision and mission is one of the things that can be seen from the pace of the organization or company today , so that with the vision and mission, business development can be reviewed in accordance with the vision and mission or not. One company that applies a clear foundation is a company engaged in financial services, where this company has various types, one of which is Rural Banks. These BPRs are located in various parts of the archipelago, and one of them is in Sunggal Deli Serdang, namely BPR Laksana Abadisunggal, where BPRs generally have a different business orientation compared to other banks. However, the business orientation carried out did not provide any real impact or results for the community, because BPR Laksana

Abadisunggal in making the vision and mission did not pay attention to the behavior of consumers who wanted low-interest financing and were still oriented to consumers from the MSMEs , while in this BPR the refund was returned. still use relatively high interest rates, making it difficult for consumers to repay loan funds, so with this high interest, they cannot increase returns properly, thus making the number of consumers to use financing products from BPR Laksana Abadisunggal continues to decline. This situation affects the performance of the business or business that has been built to become unproductive, so that BPR Laksana Abadisunggal still has an unsatisfactory performance, thus hampering the moderation of the organizational culture that has been built that wants to be oriented to medium and large class businesses to be hampered due to poor focus or business orientation. controlled is still in the MSME segment.

Literature Review

Business Orientation

According to [1] business orientation is a philosophy carried out by entrepreneurs in running their business by bringing

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their business in the right direction. According to [2] business orientation is a vision aimed at organizations or companies, where the owner of the organization or the company will prepare a strategy to be able to bring the organization or company into an advanced institution and have superior performance.

Consumer behavior

Consumer behavior is something that relates to consumer psychology that can be known by business owners to be able to produce its products, and to prepare a strategy to compete creates a superior product. According to [3] consumer behavior can be seen from consumer attitudes towards the products produced, when consumers want to decide to buy and use the products to be produced.

Organizational Culture Moderation

According [4] moderation of organizational culture is something that makes it be changed any organization working order, so as to create a new change for increasing the performance. According to [5], moderation of organizational culture creates a new culture that adopts a culture that is adapted to current and future conditions and situations, with the aim of surviving and being able to create innovations to improve business performance.

Business Performance

According to [6] business performance is a measurement of the work productivity of the business being built, both from the level of business presence, the ability of the business to generate profits, and the ability of the business to reduce high costs to save capital in order to increase production in the future. which will come. According to [7], business performance can be measured by how capable the business is built to develop and generate maximum profits in order to increase operational costs for the production process in the future.

2. Name Of The Section

2.1. Method

The method used in this study is a quantitative research method using the *Path Analysis* method using PLS 3.0, where according to [8] the quantitative research method using the *Path Analysis* method is a research method with statistical techniques which is a combination of factors and correlations, where this method is carried out to examine the relationship between variables and their influence either directly or indirectly.

Population and Sample

The population of this research is several customers (consumers) of BPR Laksana Abadisunggal who are in the Medan, Deli Serdang and Binjai areas, totaling 250 people, most of whom are MSMEs. The sampling technique is using a probability sampling system or systematic random sampling where according to [9] the probability sampling technique or systematic random sampling is random sampling, where the sample is taken through representatives

from each existing population and meets certain requirements. . The sample of this study was 100 respondents who were taken from customers (consumers) of BPR Laksana Abadisunggal.

2.2. Result

Test Results R, Square (R²)

The test results of R Square (R²) of the influence of the independent variable on the dependent variable is as follows:

The Influence of Business Orientation and Consumer Behavior on Business Performance

Table 1. R Test between Independent Variables and Dependent Variables

Items	R Square	R Square Adjusted
Business Performance at BPR Laksana Abadisunggal	0.755	0.723

Source: PLS Data Processing Results 2020

From the results of the R Square , a value of 0.755 is obtained , where this value means that the business orientation variable and consumer behavior have a strong influence on the business performance variables of BPR Laksana Abadisunggal by 75.5 % , where the remaining 24.5 % is influenced by other factors in beyond those discussed in this study.

The Influence of Business Orientation and Consumer Behavior on Organizational Culture Moderation

Table 2 R Test between Independent Variables and Intervening Variables

Items	R Square	R Square Adjusted
Business Performance at BPR Laksana Abadisunggal	0.760	0.728

Source: PLS Data Processing Results 2020

From the results of R Square obtained a value of 0.760, where this value means that the variables of Business orientation, and consumer behavior have a strong influence on the moderating variable of organizational culture at BPR Laksana Abadisunggal by 76%, where the remaining 24% is influenced by other factors outside those discussed in this research.

F test

The Influence of Business Orientation and Consumer Behavior on Business Performance

Table 3 R Test between Independent Variables and Dependent Variables

	db	JK	KT	F	Sig. F
Regression	2	7,244	6,766	120,231	0.002
Residual	97	0.360	0.052		
Total	100	7,580			

Source: PLS Data Processing Results 2020

Based on the table above, it can be concluded that the value of sig. F of 0.002 is smaller than the significant level of 0.005, which means that simultaneously the variables

of Business Orientation and Consumer Behavior have a strong influence on the business performance variables of BPR Laksana Abadisunggal .

The Influence of Business Orientation and Consumer Behavior on Organizational Culture Moderation

Table 3. R Test between Independent Variables and Intervening Variables

	db	JK	KT	F	Sig. F
Regression	2	6,454	6,245	115,345	0.002
Residual	97	0.237	0.065		
Total	100	7,235			

Source: PLS Data Processing Results 2020

Based on the table above, it can be concluded that the value of sig. F of 0.002 is smaller than the significant level of 0.005 which means simultaneously the variables of

Business Orientation and Consumer Behavior have a strong influence on the moderating variable of organizational culture in BPR Laksana Abadisunggal.

t test

The Influence of Business Orientation and Consumer Behavior on Business Performance

Table 4. R Test between Independent Variables and Dependent Variables

Predictors	Coefficient	StDev	T	p-Value
Business Orientation (X ₁)	0.145	0.139	4,455	0.7 55
Consumer Behavior (X ₂)	0.082	0.214	4,225	0.667
Business Performance (Y)	0.245	0.138	0.226	0.750

Source: PLS Data Processing Results 2020

Based on the table above, it can be seen that the T value for the business orientation variable is 4.455, which is greater than the significant level of 0.005, which means that the business orientation variable partially affects the business performance variable at BPR

Laksana Abadisunggal . For the T value of the consumer behavior variable of 4.225, it is greater than the significant level of 0.005, which means that the consumer behavior variable partially affects business performance at BPR Laksana Abadisunggal.

The Influence of Business Orientation and Consumer Behavior on Organizational Culture Moderation

Table 5 R Test between Independent Variables and Intervening Variables

Predictors	Coefficient	StDev	T	p-Value
Business Orientation (X ₁)	0.156	0.145	4,560	0.758
Consumer Behavior (X ₂)	0.090	0.221	3,253	0.668
Organizational Culture Moderation (Z)	0.254	0.142	0.229	0.752

Source: PLS Data Processing Results 2020

Based on the table above, it can be seen that the T value for the business orientation variable is 4.560 which is greater than the significant level of 0.005, which means that the business orientation variable partially influences the moderating variable of organizational culture at BPR

Laksana Abadisunggal. For the T value of the consumer behavior variable of 3.253, it is greater than the significant level of 0.005, which means that partially the consumer behavior variable affects the moderating of organizational culture in BPR Laksana Abadisunggal.

Moderation Influence Organizational Culture through Business Performance

Tabel 5 R Test Through between intervening variable Dependent Variables

Predictors	Coefficient	StDev	T	p-Value
Organizational Culture Moderation (Z)	0.167	0.154	3,442	0.669
Business Performance (Y)	0.062	0.235	4,001	0.658

Source: PLS Data Processing Results 2020

Based on the table above, it can be concluded that the T value for the variable is 3.442 which is greater than the significant level of 0.005, which means that partially the moderating variable of organizational culture at BPR Laksana Abadisunggal has an effect on the business performance variable at BPR Laksana Abadisunggal .

Regression Equation

Based on the results of the t test, it can be seen that the regression equation for the PLS model is as follows:

$$Y = 0.245 + 0.145X_1 + 0.082X_2$$

$$Z = 0.254 + 0.156 X_1 + 0.090 X_2$$

$$Y = 0.062 + 0.167 Z$$

To determine the direct and indirect effect of each variable, it can be seen that: The influence of business orientation on business performance at BPR Laksana Abadisunggal can be seen from the coefficient value of 0.145, which means that business orientation is positive and states that business orientation has a positive and significant effect on business performance at BPR Laksana Abadisunggal. The influence of consumer behavior on business performance at BPR Laksana Abadisunggal can be seen from the coefficient value of 0.082, which means that consumer behavior is positive and states that consumer behavior has a positive and significant effect on business performance at BPR Laksana Abadisunggal. The influence of business orientation on the moderation of organizational culture at BPR Laksana Abadisunggal can be seen from the coefficient value of 0.156, which means that business orientation is positive and states that business orientation has a positive and significant effect on moderating organizational culture at BPR Laksana. The influence of consumer behavior on the moderation of organizational culture at BPR Laksana Abadisunggal can be seen from the coefficient value of 0.090, which means that consumer behavior is positive and states that consumer behavior has a positive and significant effect on moderating organizational culture at BPR Laksana Abadisunggal. The moderating influence of organizational culture on business performance at BPR Laksana Abadisunggal can be seen from the coefficient value of 0.167, which means that moderation of organizational culture is positive and states that moderation of organizational culture at BPR Laksana Abadisunggal has a positive and significant effect on business performance at BPR Laksana Abadisunggal

Indirect influence

The effect of business orientation on business

performance on organizational culture moderation can be seen from the coefficient value of 0.171 ($0.156 \times 0.145 \times 0.167 = 0.004 + 0.167 = 0.171$), which means that business orientation has a positive and significant effect on business performance through moderating organizational culture The influence of consumer behavior on business performance on organizational culture moderation can be seen from the coefficient value 0.168 ($0.090 \times 0.082 \times 0.167 = 0.001 + 0.167 = 0.168$), which means that consumer behavior has a positive and significant effect on business performance on organizational culture moderation

3. Conclusion

Based on the results of the partial test and the PLS regression equation, it can be concluded that partially the business orientation and consumer behavior variables have a positive and significant effect on the business performance variable at BPR Laksana Abadisunggal, and have a positive and significant effect on the moderating variable of organizational culture at BPR Laksana Abadisunggal, and indirectly the variables of business orientation and consumer behavior have a positive and significant effect on business performance variables at BPR Laksana Abadisunggal through the moderating variable of organizational culture at BPR Laksana Abadisunggal as an intervening variable.

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