

The Influence of Herd Mentality and Organizational Culture on Employee Performance in the Area Collection Unit of Bank BTN KC Cikarang

¹Yosua Permata Marpaung, ²Fa'uzobihi, ³Partimah

^{1,2,3}Universitas Pertiwi, Indonesia

Article Info

Article history:

Received: 12 April 2026

Publish: 01 Mei 2026

Keywords:

Herd Mentality;

Organizational Culture;

Employee Performance;

Abstract

This study aims to analyze the influence of herd mentality and organizational culture on employee performance at the BTN Bank Area Collection Unit, Cikarang Branch. Herd mentality is an individual's tendency to follow group thought patterns or actions without rational consideration, while organizational culture reflects shared values and norms in the work environment. Employee performance is measured based on quality, quantity, punctuality, and responsibility for work. The research method used is quantitative with a survey approach by distributing questionnaires to 50 respondents. Data were analyzed using multiple linear regression to determine the simultaneous and partial effects of independent variables on dependent variables. These findings provide an influence for management to create a positive work culture and understand social dynamics over time as an effort to improve performance.

This is an open access article under the [Lisensi Creative Commons Atribusi-BerbagiSerupa 4.0 Internasional](#)



Corresponding Author:

Yosua Permata Marpaung

Universitas Pertiwi, Indonesia

Email Correspondent: 21120150@pertiwi.ac.id

1. INTRODUCTION

In the current era of globalization, companies are competing intensely to achieve their organizational goals, and one of the main strategies used to sustain competitiveness is improving the quality of human resources. Human resources are an essential element that cannot be separated from any organization, whether an institution or a company, because they function as the driving force behind the achievement of organizational objectives. In essence, human resources refer to the individuals who work within an organization and contribute their energy, skills, and ideas to support its operations and long-term development. For this reason, organizations are required to manage their workforce optimally. Considering the central role of employees, companies must ensure that they possess qualified and high-performing personnel who are able to make a maximum contribution to organizational success. Since employees are the main factor within a company, organizational success or failure is highly dependent on the quality of its workforce. Therefore, labor management must be carried out properly, effectively, and systematically (Nadya, 2020).

In an increasingly dynamic and competitive work environment, employee performance has become one of the main indicators of organizational success. Every company seeks to continuously enhance employee performance in order to achieve predetermined goals. Employee performance plays a crucial role because the success of the company is closely linked to how well employees carry out their duties. Employees with high performance are generally considered productive, whereas those whose performance does not meet expectations are categorized as less productive or low performing.

Employee performance can be understood as the work results achieved by an employee, both in terms of quality and quantity, in carrying out duties according to the responsibilities assigned to them (Prasetyono et al., 2023). However, optimal performance is not determined solely by individual competence or motivation. It is also strongly influenced by the broader work environment, including organizational culture and social behavior in the workplace. One aspect that is often overlooked is the extent to which the social environment and organizational culture shape individual performance.

One psychological phenomenon that emerges in the modern workplace is herd mentality, which refers to the tendency of individuals to follow the decisions, behavior, or mindset of the majority group, often without careful personal analysis or independent judgment. In an organizational context, herd mentality may appear when employees make decisions based on what their colleagues are doing rather than on rational consideration or professional values. This phenomenon may take various forms, such as conforming to established work habits even when they are unproductive, adjusting excessively to dominant workplace norms, or simply following group decisions that may not be the most appropriate. Herd mentality may produce a dual effect within organizations. On the one hand, it can accelerate adaptation and strengthen social cohesion in the workplace. On the other hand, if not managed properly, it may hinder creativity, reduce the quality of decision-making, and even create stagnation in performance. Employees who follow the group without critical reflection may ignore opportunities for innovation or hesitate to express different opinions that could actually benefit the organization (Chica et al., 2023).

In addition to herd mentality, organizational culture also plays a significant role in shaping work behavior and influencing employee performance. Organizational culture refers to the system of values, beliefs, norms, and practices that prevail within an organization. A strong and positive culture creates a supportive work environment, enhances employee loyalty, and encourages employees to perform at their best. In contrast, a weak culture or a culture that does not align with employees' personal values may lead to job dissatisfaction, internal conflict, and declining productivity (Erdi et al., 2022). In practice, a healthy organizational culture functions as a form of social control that consistently directs employee behavior toward supporting the company's vision and mission. Therefore, companies seeking to maintain and improve employee performance must be able to create and sustain an adaptive, inclusive, and performance-oriented organizational culture (Akhsan & Pendrian, 2024).

A preliminary survey conducted among employees of Bank BTN KC Cikarang, particularly in the Area Collection Unit, illustrates the relevance of these issues. The survey results show that 28 employees, or 56%, tend to follow group decisions without considering their own opinions or personal analysis. This finding indicates a strong tendency toward herd mentality in the workplace. Employees appear more likely to "go with the flow" than to voice differing views, which may negatively affect decision-making effectiveness and limit innovation. In addition, 24 employees, or 48%, reported feeling hesitant to express their ideas because they were afraid of being different from their coworkers. This suggests that the work environment has not fully encouraged openness or diversity of opinion. Fear of appearing different becomes a barrier to the development of new ideas that could enhance performance. On the other hand, 30 employees, or 60%, stated that the organizational culture supports openness and collaboration. Although this figure represents more than half of the respondents, it also means that 40% of employees still feel that the organizational culture has not fully created a supportive environment. This should become an important concern for management in strengthening a more inclusive and participatory work culture. With regard to performance, only 32 employees, or 64%, were able to meet work targets, while 18 employees, or 36%, failed to do so. This indicates that more than one-third of employees have not yet achieved the level of performance expected by the company, which may reflect the social and psychological conditions present in the work environment.

Based on this background, this study is intended to examine the effect of herd mentality and organizational culture on employee performance in the Area Collection Unit of Bank BTN KC Cikarang. This study specifically seeks to determine whether herd mentality affects employee

performance, whether organizational culture affects employee performance, and whether herd mentality and organizational culture simultaneously influence employee performance. The novelty of this research lies in its attempt to position herd mentality as an independent variable in the field of human resource management, particularly within a formal workplace setting such as banking, where this concept has rarely been studied. Previous studies have more commonly examined herd mentality in the context of market behavior, consumer behavior, or social trends in digital environments. By combining herd mentality with organizational culture, this study offers a more comprehensive perspective by linking psychological pressure within work groups to shared organizational values and practices. The research setting is also distinctive, as it focuses on the Area Collection Unit of Bank BTN KC Cikarang, a division characterized by high workloads and strict performance targets. This context makes the study particularly relevant for understanding how social conformity and organizational culture may directly shape employee productivity. In addition to contributing theoretically to the development of human resource management and organizational behavior literature, this study is also expected to provide practical input for management in building a healthier work culture and better understanding the social interaction patterns that influence employee performance.

2. LITERATURE REVIEW

Literature Review

Herd Mentality

Herd mentality is the tendency of individuals to follow the actions, decisions, or views of the majority without considering their own analysis or reflection. In an organizational context, herd mentality arises when employees prefer to conform to the work group, even when the decision is not necessarily the right one. This can be caused by a fear of ostracism, a desire to be accepted by the group, or the assumption that group decisions are safer.

According to Setiawan (2020), herd mentality in the workplace can influence individual behavior in completing tasks, making decisions, and dealing with work pressure. When directed positively, this mentality can strengthen solidarity and accelerate team coordination. However, if not managed properly, it can lead to excessive conformity, negatively impacting employee productivity and creativity.

Organizational Culture

Organizational culture is the values, norms, and customs that guide behavior within an organization. Organizational culture is a system of shared meaning held by members and distinguishes the organization from other organizations. Organizational culture reflects the organization's identity and influences how employees think, act, and respond to change (Dunggio, 2020). A strong and positive culture will encourage employees to be more productive, loyal, and oriented toward achieving organizational goals. Conversely, a weak or negative culture will trigger conflict, low motivation, and resistance to change (Febriani & Ramli, 2023).

Employee performance

Employee performance is the result of individual work measured against specific standards or indicators established by the organization. Employee performance is influenced by ability, motivation, discipline, and the work environment. Good performance is reflected in target achievement, work quality, time efficiency, and contribution to the team or organization (Ruth Silaen et al., 2021). In the context of this study, employee performance is measured by productivity and effectiveness in carrying out tasks at the Area Collection Unit of Bank BTN KC Cikarang. According to (Suryawan & Salsabilla, 2022), employee performance is the result of employees' work that contributes to the company and carries out work in accordance with their responsibilities.

Conceptual Framework and Hypotheses

Research Conceptual Framework

The conceptual framework of this study is built on the assumption that employee performance is not only shaped by individual capability, but also by social and organizational factors within the workplace. One of the key variables is herd mentality, which refers to the tendency of employees to follow the behavior, decisions, or views of the majority without sufficient personal analysis. In organizational settings, this tendency may influence how employees respond to tasks, make decisions, and deal with work pressure. As noted by Setiawan (2020), herd mentality may strengthen solidarity and coordination when it is positively directed, but it may also create excessive conformity that reduces creativity and productivity when it is poorly managed.

Another important variable in this framework is organizational culture, which represents the shared values, norms, and practices that guide employee behavior within an organization. Organizational culture shapes how employees think, act, and respond to change, while also reflecting the identity of the organization (Dunggio, 2020). A strong and positive culture is expected to improve loyalty, motivation, and goal orientation, whereas a weak culture may lead to conflict and low performance (Febriani & Ramli, 2023). Therefore, this study proposes that herd mentality and organizational culture influence employee performance, which is reflected in productivity, work effectiveness, quality, and responsibility in carrying out tasks (Ruth Silaen et al., 2021; Suryawan & Salsabilla, 2022).

Conceptually, the relationships among the variables examined in this study are illustrated as follows:

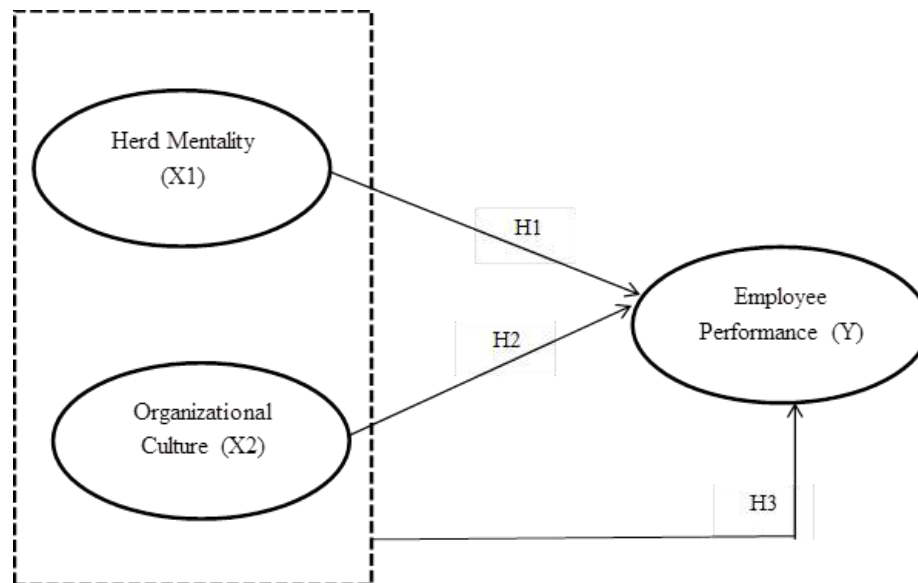


Figure 1. Research Model

This model emphasizes relationship herd mentality and organizational culture on employee performance .

Research Hypotheses

Herd mentality refers to an individual's tendency to follow the actions, decisions, or opinions of the majority without sufficient independent consideration. In organizations, this tendency may influence the way employees make decisions, respond to work pressure, and complete their tasks. Herd behavior can have both positive and negative effects. On the positive side, it may strengthen cooperation and coordination. However, excessive conformity may reduce critical thinking, limit creativity, and weaken individual initiative, which may ultimately influence employee performance (Chang et al., 2023; Chica et al., 2023). This argument is also in line with the view that social influence and conformity can shape behavior and outcomes in collective settings (Raaifalah, 2021). Based on these arguments, the hypotheses of this study are formulated as follows:

H1: *Relationship Herd mentality has a significant effect on employee performance (Y).*

Another important factor is organizational culture, which refers to the shared values, norms, and beliefs that guide employee behavior within an organization. A strong and positive organizational culture can encourage discipline, loyalty, motivation, and commitment to achieving organizational objectives, thereby improving employee performance (Dunggio, 2020; Asnora, 2020). Previous studies have also shown that organizational culture has a positive role in enhancing employee commitment, engagement, and work outcomes (Erdi et al., 2022; Febriani & Ramli, 2023; Akhsan & Pendrian, 2024). Based on these arguments, the hypotheses of this study are formulated as follows:

H2: *Relationship Organizational Culture has a significant employee performance (Y).*

Employee performance is influenced not only by individual factors but also by social and organizational conditions in the workplace. Herd mentality reflects employees' tendency to follow group decisions and dominant behavior, which may strengthen coordination, solidarity, and compliance when managed positively, although excessive conformity may also limit independent thinking (Chang et al., 2023; Chica et al., 2023). In contrast, organizational culture refers to the shared values, norms, and beliefs that guide employee behavior and shape commitment, loyalty, discipline, and motivation within the organization (Dunggio, 2020; Asnora, 2020). Previous studies have shown that a strong organizational culture contributes positively to employee performance (Erdi et al., 2022; Febriani & Ramli, 2023; Akhsan & Pendrian, 2024). Therefore, when herd mentality and organizational culture work together, they are expected to create a combined effect on employee performance. Based on this reasoning, third hypotheses is proposed

H3: *Herd Mentality and Organizational Culture have a significant influence on Employee Performance*

3. RESEARCH METHODS

This study employs a quantitative research design as a systematic plan to guide the research process from beginning to end, including the strategies, methods, and procedures used to collect, analyze, and interpret data. The purpose of this design is to ensure that the study is conducted in a structured, efficient, and valid manner in answering the research questions. In line with Sugiyono (2019), quantitative research is rooted in positivist philosophy, which assumes that social phenomena can be measured objectively through numerical data. This approach is used to examine a defined population or sample and to test previously formulated hypotheses through statistical analysis. In this study, the design combines descriptive and associative research. Descriptive research is used to provide a factual and systematic picture of the influence of herd mentality and organizational culture on employee performance in the Area Collection Unit of Bank BTN KC Cikarang, while associative research is applied to examine the relationships and effects among the variables under study (Sugiyono, 2019).

The research was conducted in the Area Collection Unit of Bank BTN KC Cikarang, a strategic unit responsible for managing credit risk, handling collection activities, negotiating restructuring, and maintaining communication with debtors experiencing repayment problems. This context is relevant because the unit operates under high work demands, strict targets, and dynamic interactions, making it an appropriate setting for examining herd mentality, organizational culture, and employee performance. The study was carried out over several stages from May to July, including proposal preparation, proposal revision, proposal defense, supervision administration, writing chapters one to three, observation and questionnaire distribution, data analysis, and writing chapters four and five.

Data collection is a critical stage in research because the quality of findings depends on the validity and relevance of the data gathered. This study uses both primary and secondary data. Primary data were obtained directly from the research subjects through observation and questionnaires. Observation was conducted by directly examining employee activities in the Area Collection Unit. Questionnaires were distributed to respondents using Google Forms with a five-point Likert scale

ranging from strongly disagree to strongly agree. Secondary data were obtained from books, scientific journals, institutional documents, and previous studies relevant to the research topic. A literature study was also conducted to support the theoretical framework and strengthen the empirical analysis (Sugiyono., 2017, as cited in Julied Mery Chrismes Siregar et al., 2021).

The population of this study consists of all 50 employees of the Area Collection Unit at Bank BTN KC Cikarang. Because the population is relatively small, the study applies saturated sampling, meaning that all members of the population are used as respondents. This approach ensures that the entire population is represented in the study. The research includes two independent variables, namely herd mentality and organizational culture, and one dependent variable, namely employee performance. Herd mentality is measured through indicators such as following majority decisions, group influence, courage to express opinions, and social conformity (Raafifalah, 2021). Organizational culture is measured through value alignment, commitment to vision and mission, attitudes toward change, and loyalty (Asnora, 2020). Employee performance is measured through work quality, work quantity, timeliness, and responsibility (Yolanda et al., 2022).

Based on table 1, it can be concluded that the average age of the most employees is in the age range of 26-30 years which shows a percentage figure reaching 46% with a total of 23 employees, while the smallest percentage is in the age range of employees >30 years which is only 18% with a total of 9 employees and the number of employees aged 26-30 years is 18 with a percentage result of 34%. Then, there are more female employees than male employees, where the female gender shows a percentage figure reaching 64% with a total of 32 employees, while the male gender is 36% with a total of 18 employees.

Table 1. Demographics of Respondents

Age Range	Total
21-25	18
26-30	23
> 30	9
Gender	Total
Female	32
Male	18

The data analysis technique includes validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, hypothesis testing, and the coefficient of determination. Validity is tested by comparing the calculated correlation coefficient with the table value, while reliability is assessed using Cronbach's alpha, with a threshold above 0.60 considered reliable (Qomusuddin & Romlah, 2021). Classical assumption tests include normality, multicollinearity, and heteroscedasticity tests, following the criteria proposed by Nugraha (2022). Multiple linear regression is then used to analyze the influence of herd mentality and organizational culture on employee performance with the support of SPSS software. Hypothesis testing is conducted through t-tests for partial effects and F-tests for simultaneous effects at a significance level of 0.05. Finally, the coefficient of determination is used to assess how far the independent variables explain variations in the dependent variable (Nugraha, 2022).

Table 2. Operational variable scales with references

Variable	Sub Variable	Indicator	Instrument Number	References
Herd Mentality (X2)	Tendency to follow the majority	Tendency to follow majority decisions	1, 2	(Raafifalah, 2021)

	Group influence	Group-based decision making	3, 4	
	Courage to voice your opinion	Low courage to voice opinions	5, 6	
	Social conformity	Conformity to group norms	7, 8	
Organizational Culture (X1)	Personal & organizational values	Alignment of personal values with the organization	9, 10	(Asnora, 2020)
	Vision & Mission Commitment	Commitment to the organization's vision and mission	11, 12	
	Attitude towards change	Attitude towards change	13, 14	
	Loyalty	Loyalty to the organization	15, 16	
Employee Performance (Y)	Quality of work	Quality of work results	17, 18	(Yolanda et al., 2022)
	Quantity of work	Quantity of work	19, 20	
	Punctuality	Timeliness of task completion	21, 22	
	Responsibility	Responsibility for work	23, 24	

4. RESULTS AND DISCUSSION

4.1. Research Results

Data Quality Test (validity and reliability)

Validity testing is used to assess the reliability of a measurement tool. The goal is to ensure that the questions used in the measurement tool accurately reflect what is intended to be measured. Validity is declared valid if the correlation coefficient (r) is greater than the table value or if the significance (probability) is less than 0.05. Conversely, if the r value is less than the table value and the significance is greater than 0.05, the item is considered invalid.

Table 3. Validity result of Herd Mentality

Statement Items	R-table	R-count	Explanation
X1_1	0.278	0.887	Valid
X1_2	0.278	0.898	Valid
X1_3	0.278	0.795	Valid
X1_4	0.278	0.878	Valid
X1_5	0.278	0.847	Valid
X1_6	0.278	0.818	Valid

X1_7	0.278	0.785	Valid
X1_8	0.278	0.823	Valid
X1_9	0.278	0.800	Valid
X1_10	0.278	0.809	Valid
X1_11	0.278	0.851	Valid
X1_12	0.278	0.763	Valid

Based on the data above, the correlation coefficient value obtained from the herd mentality test obtained $r_{count} > r_{table}$, so from these results the validity test is declared valid.

Table 4. Validity result of Organizational Culture

Statement Items	R-table	R-count	Explanation
X2_1	0.278	0.809	Valid
X2_2	0.278	0.749	Valid
X2_3	0.278	0.641	Valid
X2_4	0.278	0.681	Valid
X2_5	0.278	0.692	Valid
X2_6	0.278	0.693	Valid
X2_7	0.278	0.653	Valid
X2_8	0.278	0.720	Valid
X2_9	0.278	0.820	Valid
X2_10	0.278	0.807	Valid
X2_11	0.278	0.712	Valid
X2_12	0.278	0.768	Valid

Based on the data above, the correlation coefficient value obtained from the Organizational culture validity test obtained $r_{count} > r_{table}$, so from these results the validity test is declared valid.

Table 5. Validity result of employee performance

Statement Items	R-table	R-count	Explanation
Y_1	0.278	0.888	Valid
Y_2	0.278	0.893	Valid
Y_3	0.278	0.902	Valid
Y_4	0.278	0.934	Valid
Y_5	0.278	0.879	Valid
Y_6	0.278	0.885	Valid
Y_7	0.278	0.896	Valid
Y_8	0.278	0.911	Valid
Y_9	0.278	0.887	Valid

Y_10	0.278	0.899	Valid
Y_11	0.278	0.898	Valid
Y_12	0.278	0.867	Valid

Based on the data above, the correlation coefficient value obtained from the employee performance validity test obtained $r_{count} > r_{table}$, so from these results the validity test is declared valid.

Table 6. Reliability result each variable

Reliability Statistics	
Cronbach's Alpha	N of Items
.958	12
.920	12
.977	12

Based on the data reliability analysis, the tested data shows good reliability because the total Cronbach's alpha value exceeds the minimum value that has been set, namely 0.60. From the results of the table above, the reliability value of the Herd Mentality variable is 0.958, thus the Herd Mentality variable is declared reliable. Based on the data reliability analysis, the tested data shows good reliability because the total Cronbach's alpha value exceeds the minimum value that has been set, namely 0.60. From the results of the table above, the reliability value of the Organizational Culture variable is 0.920, thus the Organizational Culture variable is declared reliable. Based on the data reliability analysis, the tested data shows good reliability because the total Cronbach's alpha value exceeds the minimum value that has been set, namely 0.60. From the results of the table above, the reliability value of the Employee Performance variable is 0.977, thus the Employee Performance variable is declared reliable. Based on the overall analysis, it can be concluded that the questionnaire compiled meets the necessary requirements and assumptions and is proven to be valid and reliable. Thus, the questions in the reliability test are suitable for use in examining the influence of Herd Mentality and Organizational Culture on Employee Performance.

Multiple Linear Regression Test

The purpose of multiple linear regression analysis is to measure the strength of the relationship between independent variables, such as Herd Mentality and Organizational Culture, and Employee Performance.

Table 7. Multiple linear regression result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36.898	9.077		4.065	.000
	Herd Mentality (X1)	.745	.133	.530	5.595	.000
	Budaya Organisasi (X2)	.917	.168	.518	5.460	.000

a. Dependent Variable: TOTAL Y

Based on the table above, an equation model can be created as follows:

$$Y = 36.898 + 0.745 X1 + 0.917 X2$$

1. The coefficient a value of 36.898 represents a constant or the state when the Employee Performance variable (Y) is not influenced by other variables, namely Herd Mentality (X1) and Organizational Culture (X2). If the independent variable is absent, employee performance will not change.

2. The beta coefficient value for the Herd Mentality variable (X1) of 0.745 indicates that Herd Mentality has a positive influence on employee performance. This means that
3. it influences employee performance by 0.745, assuming that other variables were not examined in this study.
4. The beta coefficient value for the Organizational Culture variable (X2) of 0.917 indicates that Organizational Culture has a positive influence on employee performance. This means that Organizational Culture influences employee performance by 0.917, assuming that other variables were not examined in this study.

Partial and simultaneous hypothesis test

Partial hypothesis testing is aimed at determining the influence of each independent variable on the dependent variable, while the F or simultaneous test is aimed at determining the effects that work on the entire research model.

Table 8. partial hypothesis result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36.898	9.077		4.065	.000
	Herd Mentality (X1)	.745	.133	.530	5.595	.000
	Budaya Organisasi (X2)	.917	.168	.518	5.460	.000

a. Dependent Variable: TOTAL Y

Based on table 8, the partial t-test results show that the significance value of the influence of Herd Mentality (X1) on Employee Performance (Y) is $0.00 > 0.05$ and the calculated t value is $5.595 > t$ table 1.676, so H_0 is rejected and H_{a1} is accepted. This means that there is a significant influence of Herd Mentality (X1) on Employee Performance (Y). The partial t-test results also show that the significance value of the influence of Organizational Culture (X2) on Employee Performance (Y) is $0.00 > 0.05$ and the calculated t value is $5.460 > t$ table 1.676, so H_0 is rejected and H_{a1} is accepted. This means that there is a significant influence of Organizational Culture (X2) on Employee Performance (Y).

Table 9. F-test result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3506.606	2	1753.303	32.278	.000 ^b
	Residual	2553.014	47	54.319		
	Total	6059.620	49			

a. Dependent Variable: TOTAL Y
b. Predictors: (Constant), TOTAL X2, TOTAL X1

Based on table 9, it can be seen that the significance value for the influence of Herd Mentality (X1) and Organizational Culture (X2) on Employee Performance (Y) is $0.000 < 0.05$ and the calculated f value is $54.319 > f$ table value of 4.047. Thus, it can be simultaneously concluded that Occupational Safety (X1), Herd Mentality (X1) and Organizational Culture (X2) have a significant influence on Employee Performance (Y).

Coefficient of Determination (R^2)

The coefficient of determination (R^2) indicates how much of the change in the dependent variable (Y) can be explained by the independent variable (X). Its function is to measure the strength of the influence of the independent variable on the dependent variable. The higher the R^2 value, the greater the percentage of the total variation in the dependent variable that can be explained by the independent variable.

Table 10. R-Square (R^2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.579	.561	7.370
a. Predictors: (Constant), TOTAL X2, TOTAL X1				
b. Dependent Variable: TOTAL Y				

Table 10 above shows a coefficient of determination or adjusted R² value of 0.579. This indicates that 57.9% of the variation in employee performance can be explained by the herd mentality and organizational culture variables. The remaining percentage (42.1%) is explained by other factors not included in the equation.

4.2. Discussion

This study aims to determine the extent to which Herd Mentality (X1) and Organizational Culture (X2) influence Employee Performance (Y) at the Area Collection Unit of Bank BTN Kc Cikarang.

H1: Relationship Herd Mentality has a positive effect on Employee Performance

The first hypothesis test regarding the influence of Herd Mentality (X1) on Employee Performance shows a positive and significant influence. And based on the statistical test, the calculated t value for the work environment is greater than the t table value (calculated t 5.595 > t table 1.676), and the significance value (Sig.) is 0.000 < 0.05. Thus, based on this hypothesis test, it can be concluded that herd mentality has a positive and significant influence on employee performance at the Bank BTN KC Cikarang Area Collection Unit. Specifically, these results indicate that the higher the tendency of employees to follow majority decisions, adjust to group norms, and consider the opinions of colleagues in the decision-making process, the higher their performance will be. This phenomenon shows that in a work environment that has strong social interactions such as at the Bank BTN KC Cikarang Area Collection Unit, herd mentality behavior can create uniformity of action and increase the effectiveness of teamwork. Furthermore, this positive influence also reflects that a sense of togetherness and a tendency to follow group behavior patterns can encourage employees to work with greater discipline, adapt to prevailing performance standards, and avoid behavior that deviates from organizational norms. Thus, in this context, herd mentality serves as a driving factor for achieving better work results, as long as it is positively guided by organizational culture and policies.

H2: Relationship Organizational Culture has a positive effect on Employee Performance

The second hypothesis test regarding the influence of Organizational Culture (X2) on Employee Performance shows a positive and significant influence. And based on the statistical test, the calculated t value for the work environment is greater than the t table value (calculated t 5.460 > t table 1.676), and the significance value (Sig.) is 0.000 < 0.05. Thus, based on this hypothesis test, it can be concluded that organizational culture has a positive and significant influence on employee performance in the Area Collection Unit of Bank Btn Kc Cikarang. The results of this study confirm that a strong organizational culture plays an important role in shaping employee behavior, attitudes, and work ethic. The values, norms, and habits that apply in the work environment can create direction and guidelines for employees in carrying out their duties. When employees understand and adapt to the prevailing organizational culture, they tend to work more consistently, are committed to the company's goals, and show high loyalty to the agency where they work. In addition, a positive organizational culture also fosters a sense of belonging to the company, increases work motivation, and strengthens cooperation among team members. This has a direct impact on improving employee quality and productivity. Therefore, the better the implementation of organizational culture at the BTN Bank Area Collection Unit, Cikarang Branch, the higher the level of employee performance that can be achieved.

H3: Herd Mentality and Organizational Culture simultaneous influence on Employee Performance

The third hypothesis test shows that this hypothesis is acceptable, from the results of simultaneous testing obtained a calculated f value of $54.319 > f$ table value of 4.047 which means that the variables Herd Mentality (X1), and Organizational Culture (X2) have a simultaneous effect on Employee Performance (Y) in the Area Collection Unit of Bank BTN Kc Cikarang. Herd mentality and organizational culture are able to provide a significant contribution in improving employee performance. When employees have a tendency to follow the direction of a positive work group and adapt to organizational values and norms, a harmonious, productive, and directed work environment is created towards achieving company goals. Herd mentality encourages employees to adapt to the majority work pattern thereby minimizing conflict and increasing the effectiveness of teamwork. Meanwhile, organizational culture acts as a foundation of values that regulate employee behavior and performance expectations. The combination of these two factors strengthens work motivation, increases discipline, and accelerates the process of adaptation to change and the achievement of work targets.

5. CONCLUSION

Based on the findings presented throughout this study, it can be concluded that herd mentality and organizational culture both play important roles in influencing employee performance at the Area Collection Unit of Bank BTN KC Cikarang. First, the results of the first hypothesis test indicate that herd mentality has a positive and significant effect on employee performance. This finding means that when employees tend to align themselves with majority decisions, group norms, and social influences in the workplace, their performance tends to improve. In this context, herd mentality appears to function positively by strengthening teamwork, enhancing discipline, and encouraging employees to achieve organizational targets more effectively. Therefore, collective behavior, when guided in a constructive direction, can become a valuable factor in improving work outcomes.

Second, the results of the second hypothesis test show that organizational culture also has a positive and significant effect on employee performance. A stronger and more consistent organizational culture contributes to higher employee performance by creating a supportive and conducive work environment. Shared values, norms, and work habits help strengthen employee commitment, foster a sense of belonging, and improve both productivity and work quality. This suggests that the successful implementation of a positive organizational culture can directly support the achievement of organizational goals.

In addition, the simultaneous test confirms that herd mentality and organizational culture together have a positive and significant effect on employee performance. This finding highlights that both variables complement one another in promoting employee effectiveness. When a strong organizational culture is supported by collective employee behavior that is aligned with organizational values, a productive synergy is created within the workplace.

Based on these conclusions, several recommendations can be proposed. Management should continue to build and maintain a strong and positive organizational culture through training, team-building activities, and internal communication forums. The company should also direct herd mentality toward professionalism, integrity, and productive teamwork through effective leadership and positive role modeling. Employees, on the other hand, are expected to balance teamwork with critical thinking and personal responsibility. For future researchers, it is recommended to expand the scope of the study to other branches or organizations, include additional variables such as motivation, leadership, and job satisfaction, and consider qualitative or mixed-method approaches to gain a deeper understanding of social and cultural dynamics in the workplace.

6. ACKNOWLEDGMENTS

The author would like to express his sincere appreciation to Universitas Pertiwi for providing academic support and an environment conducive to the completion of this research. The author is

deeply grateful to Fa'uzobihi, S.Pd., M.Pd and Partimah, S.Sos, M.M. as his thesis supervisors for their invaluable guidance, constructive feedback, and continuous encouragement throughout the research and writing process. Their academic insights greatly contributed to the rigor and quality of this study.

7. BIBLIOGRAPHY

- Akhsan, L., & Pendrian, O. (2024). Pengaruh budaya organisasi dan motivasi kerja terhadap kinerja karyawan di era industri 4.0. *Journal of Economics and Business UBS*, 13(1), 259-268. <https://doi.org/10.52644/joeb.v13i1>
- Asnora, F. H. (2020). Pengaruh budaya organisasi, beban kerja dan disiplin kerja terhadap produktivitas kerja karyawan pada CV. Akademi Mandiri Medan. *Ecobisma (Jurnal Ekonomi, Bisnis Dan Manajemen)*, 7(2), 72-79. <https://doi.org/10.36987/ecobi.v7i2.1551>
- Chang, Y. Y., Wannamakok, W., & Lin, Y. H. (2023). Work conformity as a double-edged sword: Disentangling intra-firm social dynamics and employees' innovative performance in technology-intensive firms. *Asia Pacific Management Review*, 28(4), 439-448. <https://doi.org/10.1016/j.apmrv.2023.01.003>
- Chica, M., Rand, W., & Santos, F. C. (2023). The evolution and social cost of herding mentality promote cooperation. *IScience*, 26(10). <https://doi.org/10.1016/j.isci.2023.107927>
- Dunggio, S. (2020). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai di Kantor Camat Dungingi Kota Gorontalo. *PUBLIK: Jurnal Manajemen Sumber Daya Manusia, Adminstrasi dan Pelayanan Publik*, 7(1), 1-10. <https://doi.org/10.37606/publik.v7i1.114>
- Erdi, H., Bambang, R., & Kulsum, U. (2022). Pengaruh budaya organisasi terhadap komitmen organisasi dan kinerja karyawan Dinas Kesehatan Kabupaten Lampung Selatan. *Jurnal Aplikasi Bisnis dan Manajemen*, 8(2), 565-565. <https://doi.org/10.17358/jabm.8.2.565>
- Febriani, F. A., & Ramli, A. H. (2023). Pengaruh budaya organisasi terhadap kinerja karyawan melalui keterikatan karyawan. *Jurnal Ilmiah Manajemen Kesatuan*, 11(2), 309-320. <https://doi.org/10.37641/jimkes.v11i2.1999>
- Hanum Pertiwi, A., & Panuntun, B. (2023). Pengaruh herding behavior, cognitive bias, dan overconfidence bias terhadap keputusan investasi. *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Manajemen*, 2(3), 112-129. Retrieved from <https://journal.uui.ac.id/selma/article/view/29762>
- Julied Mery Chrismes Siregar, I., Meri, L., Sitingjak, Z., & Fitri Rostina, C. (2021). Pengaruh Pelatihan Kerja, Disiplin Kerja dan Motivasi Terhadap Kinerja Karyawan pada PT. Sabas Indonesia. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 5(2), 564-578. <https://doi.org/10.31955/mea.v5i2.1151>
- Nadya, S. I. (2020). *Pengaruh Self Esteem, Self Efficacy terhadap Kinerja Karyawan dengan Kepuasan Kerja Sebagai Variable Intervening di Balai Teknik Perkeretaapian Wilayah Sumatera Bagian Barat* (Doctoral dissertation, Universitas Putra Indonesia YPTK).
- Nugraha, B. (2022). *Pengembangan Uji Statistik: Implementasi Metode Regresi Linier Berganda dengan Pertimbangan Uji Asumsi Klasik* (A. M. Susanto, Ed.). Pradina Pustaka.
- Prasetyono, A., Indriasih, D., & Hanfan, A. (2023). Pengaruh self esteem dan self efficacy terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening (Studi kasus pada PT. Bank Syariah Indonesia Tbk di Kota Tegal). *Journal of Information System & Business Management (ISBM)*, 1(1), 19-33.
- Qomusuddin, I. F., & Romlah, S. (2021). *Analisis Data Kuantitatif dengan Program IBM SPSS Statistic 20.0*. CV Budi Utama.
- Raafifalah, I. B. (2021). Pengaruh herd behavior dan heuristic (representativeness, anchoring, overconfidence, dan availability bias) terhadap investment decision investor mahasiswa di kota

- malang. *Parsimonia-Jurnal Ekonomi dan Bisnis*, 8(2), 20-34. <https://doi.org/10.33479/parsimonia.v8i2.543>
- Rizky, M. (2022). Faktor–Faktor Yang Mempengaruhi Motivasi: Gaya Kepemimpinan, Kepuasan Kerja & Budaya Organisasi (Suatu Kajian Studi Literatur Manajemen Sumberdaya Manusia). *Jurnal Ilmu Manajemen Terapan*, 3(3), 290-301. <https://doi.org/10.31933/jimt.v3i3>
- Ruth Silaen, N., Chairunnisah, R., Rizki Sari Elida Mahriani, M., Tanjung, R., Triwardhani, D., Haerany Anis Masyuroh, A., Gede Satriawan, D., Sri Lestari Opan Arifudin, A., Rialmi, Z., & Putra, S. (2021). *Kinerja Karyawan*. www.penerbitwidina.com
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabeta
- Suryawan, I. N., & Salsabilla, A. (2022). Pengaruh kepuasan kerja, disiplin kerja dan motivasi kerja terhadap kinerja karyawan. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 8(1), 137-146. <https://doi.org/10.37905/aksara.8.1.137-146.2022>
- Yolanda, P., Widiana, H. S., & Sari, E. Y. D. (2022). Kinerja Karyawan: Faktor-Faktor yang Memengaruhi. *Jurnal Diversita*, 8(2), 148–157. <https://doi.org/10.31289/diversita.v8i2.5788>