



Influence of Organisational Culture and Management Support on Digital Transformation: Evidence from PT BNI KC Palopo, Indonesia

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ABSTRACT

Purpose: This study examines the influence of organizational culture (X1) and Management support (X2) on Digital Transformation (Y) at PT.BNI KC Palopo.

Methodology: A quantitative explanatory survey was conducted involving 40 permanent employees using saturated sampling. Data were collected using five-point likert scale questionnaire and analyzed using multiple linear regression in SPSS. **Results:** Organizational culture showed no significant effect on digital transformation ($\beta = 0.122$, $p = 0.367$), while management support had a positive and significant effect ($\beta = 0.692$, $p < 0.001$). Together, the variables explained 49.5% of the variance ($R^2 = 0.495$). **Findings:** Management support is the branch level, whereas organizational culture has not yet contributed meaningfully. **Novelty:** This study highlights the strategic role of managerial commitment in supporting digital transformation within branch-level banking operations. **Originality:** The findings offer practical insights for strengthening digital strategies through employee capacity building and the development of an adaptive work culture. **Conclusion:** Digital transformation at PT.BNI KC Palopo is mainly driven by management support, while organizational culture remains less influential. Enhancing Iradership and employee readiness is essential to sustain digital progress. **Type of Paper:** Research Article

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INTRODUCTION

Digital transformation has become a strategic imperative for organizations operating in highly dynamic and technology-driven environments, particularly within the banking sector. Rapid technological advancements have reshaped service delivery, customer interaction, and internal operations. Consequently, banks must adopt digital technologies while creating internal conditions that enable continuous adaptation and change. Digital transformation is thus increasingly recognized as an organizational change process rather than merely a technological upgrade (Verhoef et al., 2021).

The banking industry is among the sectors most profoundly affected by digital disruption due to rising customer expectations for fast, secure, and accessible services, stringent regulatory requirements, and increasing competition from fintech and digital-based financial institutions (Putri

& Tarantang, 2025). To remain competitive, banks continuously invest in digital technologies to enhance operational efficiency and service quality (Kusdianto et al., 2022). However, empirical evidence suggests that many digital initiatives fail to deliver optimal outcomes when organizational readiness is overlooked. Leadership commitment and a supportive organizational culture are therefore critical in ensuring that digital strategies are effectively implemented and sustained (Putra & Mahendrawathi, 2024).

Organizational culture and management support serve as critical enablers of digital transformation. An adaptive culture fosters innovation, collaboration, and openness to new technologies, while management support provides strategic direction, resource allocation, and employee motivation (Edi Tedi, 2025). Without these enablers, digital initiatives risk being fragmented or resisted by organizational members (Rahmi et al., 2024).

At PT. Bank Negara Indonesia (Persero) Tbk, particularly at the BNI KC Palopo branch, digital transformation challenges are contextual and complex. Data from 2021 indicate that although BNI KC Palopo served 283,170 customers, only 15% utilized mobile banking services, and merely 34% of those users conducted active transactions (Pebrianty, 2022). This gap highlights that technology availability alone is insufficient; organizational culture, employee readiness, and managerial support influence the translation of centralized policies into operational practice (Alfitro et al., 2022).

This study is grounded in Dynamic Capabilities Theory (DC), which explains an organization's ability to sense opportunities, mobilize resources, and reconfigure internal processes in response to changing environments (Teece et al., 1997). DC Theory suggests that internal capabilities, such as adaptive culture and management support, jointly enhance an organization's ability to implement digital transformation. However, prior studies have mostly examined these factors separately, leaving a gap in understanding their combined effect at branch-level units. The Competing Values Framework (CVF) complements this view by emphasizing that organizations with adaptive, collaborative, and creative cultures are better equipped to manage change (Cameron & Quinn, 2021). Meanwhile, the Technology–Organization–Environment (TOE) framework highlights that internal readiness, managerial involvement, and organizational alignment are key determinants of technology adoption success (Gui et al., 2020). Together, these frameworks suggest that organizational culture (X1) and management support (X2) are central drivers of digital transformation (Y).

Despite extensive research, several gaps remain. First, most studies examine organizational culture or management support in isolation, limiting understanding of their combined influence on digital transformation outcomes. Second, branch-level research is scarce, even though these units face unique operational, structural, and social challenges that may hinder implementation of centralized strategies. Third, quantitative studies using primary data from internal actors are limited, making it difficult to capture real-world insights on employee readiness and managerial practices. These gaps underscore the need for an integrated study investigating the simultaneous effect of organizational culture and management support on digital transformation.

Therefore, this study aims to examine the partial and simultaneous influence of organizational culture and management support on digital transformation at PT. BNI KC Palopo.

Organization Culture

Organizational culture is a shared set of values, norms, and behavioral expectations guiding how members respond to change. In digital transformation, it shapes employees' willingness to adopt technologies, innovate, and collaborate (Pradana et al., 2022). Cultural traits such as innovation orientation, collaboration, and responsiveness enhance transformation success (Hoffman et al., 2024). Organizations with cultures that support learning and innovation are better positioned to integrate digital technologies into operational processes (Dewi & Rerung, 2024). Cultures that support learning better integrate digital technologies and openness to technology adoption increases digital readiness (Bindel Sibassaha et al., 2025). Branch-level units face structural and contextual challenges, making local cultural alignment essential (Alfitro et al., 2022). Consistent

with organizational behavior theory, organizational culture can be operationalized through dimensions such as innovation and risk-taking, outcome orientation, people orientation, team orientation, and aggressiveness (Wahyuddin, 2022).

H₁. Organizational culture has a positive and significant influence on digital transformation.

Management Support

Management support refers to the extent to which organizational leaders endorse and facilitate digital transformation through strategic direction, resource allocation, and a supportive work environment (Ginting et al., 2025). Leadership commitment, strategic policies, continuous training, and a conducive work climate reduce resistance to change and enhance employee engagement in digitization. Effective support includes consistent leadership endorsement, cross-unit coordination, and alignment of human resources, operational systems, and policies. At BNI KC Palopo, branch-level management plays a key role in translating centralized digital policies into practice, as structural and social barriers may impede implementation when local leaders are not actively involved (Alfitro et al., 2022). Management support is operationalized through equity and fairness, compensation, accountability, internal communication, and provision of facilities and supportive work environments (Slamet, 2020).

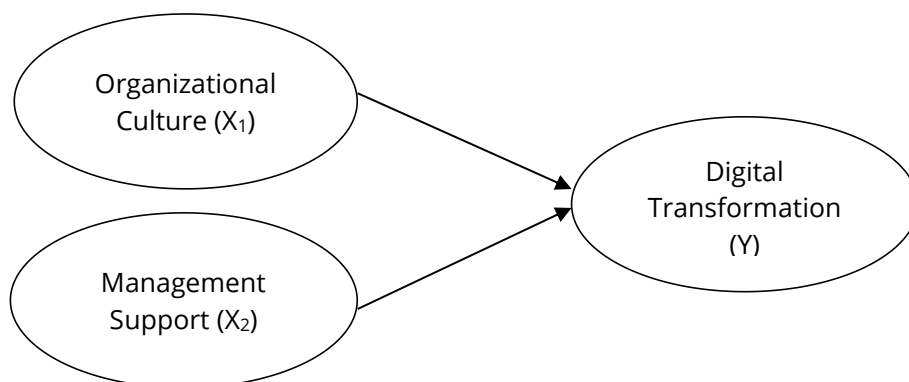
H₂. Management support positively and significant influences digital transformation.

Digital Transformation

Digital transformation is a comprehensive organizational change process encompassing digitization, digitalization, and full digital transformation, involving technological integration, business model innovation, and organizational process redesign (Verhoef et al., 2021 a). In banking, it is both a market necessity and a regulatory requirement, aiming to improve service accessibility, operational efficiency, and customer experience (Triyunita et al., 2025). Internal factors, including adaptive culture and managerial commitment, significantly influence transformation outcomes (Butt et al., 2024). Branch offices often face challenges in applying centralized strategies, highlighting the importance of local readiness (Alfitro et al., 2022). Quantitative evidence indicates that adaptive culture and strong managerial support jointly improve digital adoption (Bindel Sibassaha et al., 2025). In this study, digital transformation is measured through digital strategy formulation, digital leadership, organizational culture, communication and monitoring, and technology utilization (Elfrida et al., 2024).

H₃: Organizational culture and management support simultaneously have a positive and significant effect on digital transformation.

Figure 1. Conceptual Framework



METHOD

ANALYSIS METHOD

Research Design

This study employed a quantitative explanatory survey design to analyze the influence of organisational culture (X1) and management support (X2) on digital transformation (Y) at PT BNI KC Palopo.

Population and Sample

The population consists of all permanent employees across operational, administrative, service, and internal leadership units. Given the relatively small and accessible population, a saturated sampling (census) technique was applied, resulting in a total of 40 respondents.

Data Collection

Primary data were collected using a structured questionnaire developed from validated indicators for each variable. Responses were measured using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Secondary data were obtained from relevant books, journals, scientific publications, and organizational documents.

Instrument Validity and Reliability

Validity was assessed using item-total correlation, with all items exceeding the critical r-value at $p < 0.05$. reliability was evaluated using Cronbach's Alpha, with all construct demonstrating acceptable internal consistency ($\alpha > 0.70$).

Data Analysis

Multiple linear regression analysis was conducted using SPSS to examine the predictive relationship between the independent variables (organizational culture and management support) and the dependent variable (digital transformation).

Ethical Considerations

All participants provided informed consent prior to participation. Respondent anonymity and data confidentiality were maintained throughout the research process.

RESULTS AND DISCUSSION

RESULTS

Validity and Reliability Tests

Evaluating research measurement instruments, conducting validity and reliability tests. The validity test aimed to assess the accuracy of the items in table used to measure the construct, where items were declared valid if the calculated r value was significance at the 5% level ($p\text{-value} < 0.05$). Concurrently, reliability was evaluated using Cronbach's Alpha with criteria of <0.60 (low), $0.60\text{--}0.79$ (fair), and >0.80 (good).

Table 1. Validity and Reliability Tests Results

Variable	Item	r-count	r-tabel	Cronbach's Alpha	Description
Organizational Culture (X1)	BO1	0.742	0.3120	0.813	Valid
	BO2	0.782	0.3120		Valid
	BO3	0.893	0.3120		Valid
	BO4	0.836	0.3120		Valid
	BO5	0.558	0.3120		Valid
Management Support (X2)	DM1	0.542	0.3120	0.637	Valid
	DM2	0.513	0.3120		Valid
	DM3	0.560	0.3120		Valid
	DM4	0.558	0.3120		Valid
	DM5	0.604	0.3120		Valid
	DM6	0.578	0.3120		Valid
	DM7	0.627	0.3120		Valid
Digital Transformation (Y)	TD1	0.849	0.3120	0.712	Valid
	TD2	0.457	0.3120		Valid
	TD3	0.735	0.3120		Valid
	TD4	0.630	0.3120		Valid
	TD5	0.611	0.3120		Valid
	TD6	0.506	0.3120		Valid
	TD7	0.566	0.3120		Valid

Source: Data Processed, 2025

The validity and reliability tests were conducted to evaluate the accuracy and consistency of the research instruments. The validity test results indicate that all measurement items for Organizational Culture (X1), Management Support (X2), and Digital Transformation (Y) have r-count values exceeding the r-table value of 0.3120, confirming that all items are valid. Furthermore, the reliability test results show that the Cronbach's Alpha values for Organizational Culture (0.813), Management Support (0.637), and Digital Transformation (0.712) meet acceptable reliability criteria. Therefore, all measurement instruments used in this study are considered valid and reliable and are suitable for further statistical analysis.

Multiple Linear Regression Analysis

Multiple regression analysis was conducted to examine the influence of organizational culture (X1) and management support (X2) on digital transformation (Y).

Table 2. Regression Results

Variable	B	Std. Error	t-value	p-value
(Constant)	6.466	3.432	1.884	0.067
Organizational Culture (X1)	0.022	0.134	0.913	0.367
Management Support (X2)	0.692	0.139	4.966	< 0.001

Source: Data Processed, 2025

The multiple linear regression analysis indicates that organizational culture does not have a significant influence on digital transformation ($B = 0.022$; $p = 0.367$). In contrast, management support has a positive and statistically significant influence on digital transformation ($B = 0.692$; $p < 0.001$). These results indicate that management support plays a more dominant role in driving digital transformation at PT. BNI KC Palopo.

t-test

A partial t-test analysis was conducted to examine the individual influence of each independent variable organizational culture (X1) and management support (X2) on digital transformation (Y). This analysis aims to determine whether each independent variable significantly influence the dependent variable when assessed separately. The criterion for significance was set at $p < 0.05$.

Table 3. Partial t-test Results

variable	B	Std. Error	Beta	t-value	p-value
(Constant)	6.466	3.432		1.884	0.067
Organizational Culture (X1)	0.022	0.134	0.118	0.913	0.367
Management Support (X2)	0.692	0.139	0.644	4.966	< 0.001

Source: Data Processed, 2025

The Partial t-test indicate that organizational culture (X1) does not have a statistically significant effect on digital transformation, as indicated by a t-value of 0.913 and significant level of 0.367. conversely, management support (X2) demonstrates a strong positive and statistically significant influence on digital transformation, with a t-value of 4.966 and a significance level below 0.001.

F test

The simultaneous F-test was conducted to examine the joint influence of organizational culture (X1) and management support (X2) on digital transformation (Y) at a 5% significance level.

Table 4. Simultaneous F-test Results

Model	Sum of Squares	df	Mean Square	F	p-value
Regression	435.053	2	217.526	18.109	< 0.001 ^b
Residual	444.447	37	12.012		
Total	879.500	39			

Source: Data Processed, 2025

The F-test results demonstrate that organizational culture (X1) and management support (X2) collectively exert a statistically significant influence on digital transformation initiatives, because the F count value is $(18.109) > F$ table and the significance value is < 0.001 , which indicates that the result is lower than 0.05. This finding indicates that the constructed regression model is valid and reliable in explaining the contribution of independent variables to Digital Transformation.

Coefficient of Determination (R^2)

The determination coefficient test was conducted to quantify the contribution of the independent variables, including Organizational Culture (X2) and Management Support (X2), in explaining the variance observed in the dependent variable, Digital Transformation (Y). The value used to determine the extent of this contribution is R Square (R^2).

Table 5. Determination Coefficient Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.703	0.495	0.467	3.466

Source: Data Processed, 2025

The determination calculation results show an R-squared value of 0.495, indicating that the combined influence of Organizational Culture (X1) and Management Support (X2) variables collectively explain 49.5% of the variation in Digital Transformation (Y), consequently, the remaining 50.5% of variation is attributable to factors outside the current research model. The adjusted R Square of 0.467 indicates that the regression model constructed has a fairly good level of accuracy in relationship between several factors.

DISCUSSION

The Influence of Organizational Culture on Digital Transformation

Based on the statistical analysis, Organizational Culture shows no significant influence on Digital Transformation (Sig 0.367 > 0.05). This finding indicates that although organizational culture is often considered an important element in organizational change, in the context of PT. BNI KC Palopo, it has not been a dominant factor in driving digitalization. Theoretically, this result aligns with insights from the Competing Values Framework (CVF), which suggests that cultures emphasizing control and stability may resist change unless actively reshaped. At the branch level, the existing culture may remain oriented toward routine and procedural adherence, rather than innovation and agility.

Moreover, this outcome can be interpreted through Dynamic Capabilities Theory. An organization's capacity to transform depends on its ability to reconfigure resources and routines. A culture that does not explicitly encourage learning, risk-taking, and collaboration may limit this reconfiguring capability. Therefore, without complementary managerial intervention, organizational culture alone does not significantly advance digital transformation at PT. BNI KC Palopo.

The Influence of Management Support on Digital Transformation

The analysis reveals that Management Support has a statistically significant positive influence on Digital Transformation (Sig <0.001). This underscores the critical role of leadership in guiding, resourcing, and legitimizing digital initiatives. Within the Technology-Organization-Environment (TOE) framework, management support constitutes a vital organizational readiness factor that directly enables technology adoption and process innovation.

From a Dynamic Capabilities perspective, management support functions as a key mechanism for "seizing" digital opportunities through strategic alignment, resource allocation, training, and the creation of a supportive climate. This finding is consistent with prior studies (Nayernia, 2025) that highlight leadership commitment as a decisive enabler of digital transformation, especially in structured environments like banking.

The Influence of Organizational Culture and Management Support on Digital Transformation

Simultaneous regression analysis confirms that Organizational Culture and Management Support together exert a significant influence on Digital Transformation ($F = 18.109$, $p < 0.001$). Although Organizational Culture alone is not a significant predictor, its combination with Management Support produces a synergistic effect. This aligns with Dynamic Capabilities Theory, which posits that adaptive change arises from the interplay of cultural and leadership factors.

In practice, this synergy suggests that while the current organizational culture at PT. BNI KC Palopo may not be inherently digital-ready, active management support can help reshape cultural norms and behaviors over time. Effective leadership can thus act as a catalyst, gradually fostering a more innovative and adaptive workplace culture conducive to sustained digital progress.

Managerial and Policy Implications

The findings offer several practical implications for branch management and corporate leadership. First, strengthening digital leadership is essential—managers should communicate a clear digital vision, secure necessary resources, and provide continuous learning opportunities for employees. Second, efforts to cultivate an adaptive culture should be intentional, through initiatives

such as innovation awards, cross-functional digital projects, and values-based recruitment. Third, policy alignment between headquarters and branches is crucial; corporate digital strategies should be complemented with localized implementation support, allowing branch managers some autonomy to adapt tools and processes to local contexts. Finally, performance and incentive systems should be updated to recognize and reward digital contribution, thereby embedding transformation into daily practice.

Limitations and Future Research

This study has certain limitations, including a relatively small sample size (N=40) and a single-branch focus, which may affect the generalizability of results. Future research could expand by involving multiple branches or banks, employing mixed-methods designs to gain deeper qualitative insights into cultural dynamics, and examining potential mediating variables such as digital literacy or employee change readiness. Longitudinal studies would also be valuable to assess how the relationship between culture, management support, and digital transformation evolves over time.

CONCLUSION

This study investigated the influence of organizational culture and management support on digital transformation at PT. BNI KC Palopo. The findings indicate that management support is a significant and positive driver of digital transformation, while organizational culture, in this specific context, does not exhibit a significant partial effect. Collectively, both factors explain 49.5% of the variance in digital transformation outcomes, highlighting the importance of managerial leadership in branch-level digital initiatives.

The primary practical implication is that enhancing digital transformation requires committed leadership that provides strategic direction, resources, and continuous support. For branches like PT. BNI KC Palopo, managerial actions such as clear communication of digital goals, investment in employee training, and the creation of an enabling environment are more immediately impactful than relying on existing cultural norms alone.

This study is limited by its relatively small sample size and single-branch focus, which may affect the generalizability of the results. Future research should expand to multiple branches or similar service sectors, employ mixed-methods designs to explore cultural dynamics in greater depth, and consider longitudinal approaches to assess how the relationships among culture, leadership, and digital transformation evolve over time.

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