

From Organizational Culture to Branch Performance: How Boundary Spanning, Team Collaboration & Resources Orchestration Drive Branch Success

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Abstract

The intensification of competition in the banking industry and the growing complexity of the business environment demand that bank branches go beyond routine operational functions to manage their resources adaptively and strategically. However, most prior research has focused on corporate-level performance, while studies at the branch level as a strategic operational unit remain comparatively limited. Moreover, the mechanisms through which cross-boundary organizational activities and internal factors are converted into branch performance through managerial capabilities have not been extensively tested empirically. This study examines the effects of Boundary Spanning Activity and Team Collaboration on Branch Performance, with Resource Orchestration as an intervening variable, at the level of banking branch offices. The study is grounded in the perspectives of dynamic capability and resource orchestration theory, which emphasize the importance of managerial capabilities in managing, integrating, and leveraging resources adaptively to achieve sustained performance advantage. A quantitative explanatory approach is employed with the branch office as the unit of analysis and Branch Managers as respondents; data were collected using a six-point Likert-scale questionnaire and analyzed using PLS-based SEM. Organizational Culture emerged as the strongest driver of Team Collaboration. Together with Boundary Spanning Activity, this collaboration enhances Resource Orchestration, which in turn directly impacts Branch Performance. The results confirm a serial mediation model: the internalization of an open work culture and effective cross-boundary activities convert internal capabilities into sustained operational and financial performance advantages at the branch level.

Keywords: organizational culture boundary spanning activity; team collaboration; resource orchestration; branch performance.

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1. Introduction

The Indonesian banking industry faces intensifying competition, rapid digitalization, shifting customer behavior, and tight efficiency and regulatory pressures. In this context, branch offices as the front-line operational unit play a strategic role as the link between corporate strategy and service delivery at the local level. Branch performance is no longer understood merely in terms of financial target achievement; it also encompasses service quality, internal process effectiveness, business growth, and the capacity to adapt to environmental dynamics. Accordingly, the overall success of a bank is significantly determined by the ability of its branches to manage resources adaptively and collaboratively.

Conceptually, branch performance is the result of the interaction between internal and external organizational factors. From the internal side, performance is influenced by the effectiveness of team collaboration in supporting work processes and goal achievement. The literature demonstrates that team collaboration plays an important role in enhancing coordination, communication, and efficient task completion, thereby contributing to performance improvement. However, most prior research has focused on the organizational level in aggregate, leaving the mechanism at the branch level as an operational unit relatively underexplored empirically.

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From the external side, branch offices are required to build and manage cross-boundary organizational relationships through boundary spanning activity. This activity enables branches to obtain market information, develop strategic relationships, and identify environmental opportunities and threats. Nevertheless, previous research has primarily positioned boundary spanning at the top management or supply chain level, limiting discussion of its role at the branch level in enhancing operational performance. Moreover, cross-boundary activities do not automatically improve performance without the internal capacity to manage and leverage the resources obtained.

From a dynamic capability perspective, the adaptive capacity of an organization is realized through a managerial process known as resource orchestration the activity of structuring, combining, and strategically leveraging resources. Competitive advantage is not determined by resource ownership alone, but by the ability of an organizational unit to effectively orchestrate those resources. However, research on resource orchestration at the banking branch level remains relatively limited, particularly studies that integrate it with boundary spanning activities and team collaboration within a single model.

A research gap exists because most prior studies have examined boundary spanning activity, team collaboration, and resource orchestration separately. Few studies have integrated all three within a comprehensive conceptual framework at the branch office level as a strategic operational unit. Furthermore, the mediation mechanism through which boundary spanning activities influence performance through team collaboration and resource orchestration has rarely been empirically tested in the Indonesian banking context.

Based on this critical literature gap, this study aims to establish a dual-path integration model that evaluates how bank branches achieve superior operational performance. Specifically, the study analyzes the internal organizational driver (Organizational Culture) and the external adaptive driver (Boundary Spanning Activity) as primary antecedents. It examines how Organizational Culture acts through Team Collaboration, and how both drivers interact dynamically with managerial Resource Orchestration capabilities to determine multidimensional Branch Performance. By tracking these integrated pathways within a unified PLS-SEM framework, this study clarifies the internal and external mechanisms required for operational branch success.

2. Literature Review

2.1. Dynamic Capability & Resource Orchestration Theory

The dynamic capability perspective emphasizes an organization's fundamental ability to configure, build, and restructure internal and external competencies in response to a rapidly changing business environment. In a competitive and highly regulated banking industry, this capability is no longer a static asset but an ongoing process requiring high operational flexibility. Organizations with strong dynamic capabilities are able to identify new market opportunities, anticipate digital disruption risks, and make rapid structural adjustments to sustain competitive advantage.

As an operational extension of dynamic capabilities, Resource Orchestration Theory (ROT) provides a more specific framework for how managers actively manage their resource portfolios. The theory divides the management process into three critical stages: structuring (assembling and acquiring resource portfolios), bundling (combining various resources into unique capabilities), and leveraging (exploiting those capabilities in the market to realize value). At the operational level of bank branches, ROT clearly explains that abundant resource ownership alone does not produce optimal performance impact without active regulation, alignment, and mobilization by branch managers.

2.2. Organizational Culture and Team Collaboration

Organizational culture is a system of shared values, norms, and basic assumptions that has historically formed within an organization, guiding how members think, behave, and act in their daily work activities. Schein (2010) defines organizational culture as a pattern of shared basic assumptions learned by a group in solving problems of external adaptation and internal integration, which has proven successful enough to be considered valid and taught to new members. Denison (1990) operationalizes organizational culture through four dimensions involvement, consistency, adaptability, and mission which together form a cultural profile that predicts organizational performance. Pramudika et al. (2023) found that an organizational culture oriented toward cooperation and learning contributes to improved operational effectiveness and service quality.

Organizational culture plays a strategic role in shaping the collaborative behavior of organizational members. Maalouf (2019) showed that organizational culture functions as a facilitator of team collaboration by creating a work environment

that supports trust, openness, and effective communication. Paredes-Saavedra et al. (2024) confirms that an adaptive and collaboration-oriented organizational culture enhances an organization's ability to manage resources and navigate environmental dynamics. Through the Input-Process-Output (IPO) model perspective, Körner et al. (2015) demonstrated that organizational culture influences organizational outcomes entirely through teamwork mechanisms, affirming the position of team collaboration as the processual mechanism that converts cultural values into tangible performance. Tadesse Bogale & Debela (2024) also showed in a cross-sector study that organizational culture is consistently associated with teamwork, collective learning, and cross-functional innovation. Accordingly, organizational culture is positioned as an important antecedent to the formation of effective team collaboration at the branch level.

2.3. Boundary Spanning Activity and Resource Orchestration

Boundary spanning activity (BSA) refers to the activities of individuals or organizational units that actively build, maintain, and manage cross-boundary organizational relationships to obtain information, resources, and opportunities relevant to organizational goal achievement. Wang et al. (2021) assert that boundary spanning behavior manifests in three main dimensions: external representation (activities of representing and advocating to external parties), internal influence (initiatives to build internal communication and coordination), and service delivery (providing services oriented to customer needs). Atkinson (2023) affirms that boundary spanning is a key activity that enables organizations to bridge internal and external boundaries through processes of communication, coordination, and information exchange across units.

From a dynamic capability perspective, Ahmed et al. (2021) confirm that boundary spanning activity is an important component of organizational dynamic capabilities, as it enables the identification of environmental changes, access to external resources, and effective internal response organization. Ariwibowo et al. (2024) empirically demonstrated that boundary spanning activity positively influences resource orchestration and branch performance at Indonesian state-owned bank branches. However, cross-boundary activities do not automatically yield better performance without the internal capacity to manage and utilize the resources obtained. Therefore, resource orchestration serves as the conversion mechanism between boundary spanning activities and branch performance achievement.

2.4. Team Collaboration and Resource Orchestration

Team collaboration is a joint work process involving information exchange, action coordination, and collective commitment among team members to effectively achieve shared goals. Salas et al. (2015) defines team collaboration as a structured and ongoing interaction among team members characterized by intensive communication, shared responsibility, and a collective problem-solving orientation. Through the Relational View perspective (Dyer & Singh, 1998), effective collaboration generates relational rent value jointly created that cannot be produced by individual parties alone forming the foundation for improved service quality and operational efficiency at the branch level.

Resource orchestration is the managerial capability to manage resources through three primary processes: structuring (managing and organizing resource portfolios), bundling (integrating resources into capabilities), and leveraging (utilizing capabilities to achieve superior performance) (Sirmon et al., 2007, 2011). Research shows that team collaboration serves as a micro foundation in resource orchestration. Meyers et al. (2023) demonstrated that teams with high levels of collaboration are better able to integrate diverse competencies and information. Xu & Pero (2023) confirmed that collaboration facilitates knowledge exchange that forms the basis of the bundling and leveraging processes. Andersén (2021) added that orchestration of organization-specific human resources becomes the primary source of value creation when supported by strong collaborative practices. Accordingly, team collaboration is positioned as an important determinant of resource orchestration capability at the operational unit level.

2.5. Resource Orchestration and Branch Performance

Resource orchestration is the dynamic capability that determines how an organization leverages its resources to achieve superior performance. Competitive advantage is not solely determined by resource ownership, but by the ability to manage those resources effectively (Sirmon et al., 2007). In the context of operational units such as branch offices, resource orchestration is a critical factor in improving operational efficiency, service quality, and business target achievement. Alinejad & Anvari (2019) demonstrated that organizations with high resource orchestration capability tend to exhibit superior performance. Salam (2017) emphasized that the performance of operational units is influenced by organizational capability to strategically manage resources. Andersén (2021) added that the effectiveness of resource

orchestration is highly dependent on social interaction, collaboration, and cross-role coordination within the organization.

2.6. Team Collaboration and Branch Performance

Team collaboration has a direct influence on organizational performance, particularly in service contexts requiring cross-functional coordination. Tadesse Bogale & Debela (2024) demonstrated that teams with high levels of collaboration tend to exhibit better productivity and service quality. Adekiya et al. (2025) showed that team collaboration enhances a unit's ability to solve problems collectively and adaptively. In the banking context, collaboration among units such as tellers, customer service staff, and marketing personnel is a key factor in creating a consistent customer experience. Chayomchai (2023) found that effective team collaboration contributes to improved decision quality and operational problem-solving. Overall, these findings confirm that team collaboration is a key mechanism bridging internal organizational factors with performance achievement, making it relevant to position as a strategic mediating variable in this study.

3. Research Method and Materials

3.1. Sampling

The population of this study comprises branch offices of state-owned (BUMN) banks in Indonesia that function as the front-line operational units for organizational strategy implementation and customer service delivery. The research context is the Indonesian banking industry, which is characterized by intense competition, regulatory pressure, and accelerating digitalization, making it relevant to examine branch performance and organizational capabilities. The unit of analysis is the branch office, while the unit of observation is the branch manager or equivalent managerial position. The selection of branch managers as respondents is based on the consideration that they possess comprehensive understanding of organizational culture, cross-boundary activities, team collaboration dynamics, and resource management at the branch level. The sampling technique used is purposive sampling with specific criteria: (1) respondents hold managerial positions at the branch level, (2) have experience in managing branch operations, and (3) are involved in strategic decision-making related to performance and resource management. This technique ensures that the data obtained are relevant to the research objectives. A final sample of 110 branch managers from Indonesian state-owned (BUMN) banks was successfully obtained and used for analysis. According to Hair et al. (2019), this sample size satisfies the minimum power requirements for PLS-SEM. Given that the maximum number of arrows pointing to an endogenous construct in our structural model is 3 (pointing to Resource Orchestration and Branch Performance), the "10-times rule" requires a minimum of 30 observations. Our sample of $N = 110$ substantially exceeds this threshold, ensuring robust statistical power (minimum power of 80% at a 5% significance level) and strong validity for generalizability within the state-owned banking sector. The respondent profile includes demographic and professional characteristics such as age, education level, length of service, and managerial experience. This information provides contextual background on respondents and supports interpretation of the research finding.

3.2. Data Collection

Data were collected using a structured questionnaire designed based on theoretical constructs and prior research. The research instrument was developed by adapting indicators that have been validated in the literature and subsequently adjusted to the operational context of bank branch offices. Measurement was carried out using a six-point Likert scale, ranging from 1 (strongly disagree) to 6 (strongly agree). This scale was used to avoid neutral responses and to encourage respondents to provide more decisive assessments. The data collection process was conducted through direct and online questionnaire distribution, depending on accessibility and organizational policies. Prior to the main data collection, a pilot test was conducted to evaluate instrument clarity and to preliminarily assess validity and reliability. Pilot test results were used to refine the questionnaire and minimize measurement error. To maintain data quality, this study also employed measures such as ensuring respondent anonymity, providing clear instructions, and formulating unambiguous questions.

To mitigate potential Common Method Bias (CMB) associated with the single-informant design, this study relied on combined procedural and empirical safeguards. Theoretically, Branch Managers were selected as the sole unit of observation because they hold the definitive strategic capacity and macro-level oversight necessary to accurately evaluate branch-level culture, external spanning, and multidimensional performance metrics concurrently.

Procedurally, following Podsakoff et al. (2003), the instrument incorporated complete respondent anonymity, utilized a 6-point Likert scale to eliminate neutral mid-points, and randomized items across sections to minimize standard response patterns. Statistically, a post-hoc diagnostic was applied using Kock's (2015) Full Collinearity Assessment Approach. According to this framework, if all inner model Variance Inflation Factors (VIFs) are equal to or lower than 3.3, the data is confirmed to be free from common method variance threats. As reported in Table 4, the highest VIF in our model is 1.909, which comfortably sits below the 3.3 threshold. This empirical result rigorously validates that common method variance does not compromise the structural estimations.

3.3. Variable Measurement

Organizational Culture was measured through four dimensions: support for innovation, open communication, shared work values and norms, and commitment to organizational goals. Boundary Spanning Activity was measured through indicators reflecting external information exchange, stakeholder coordination, internal cross-unit interaction, and the search for new opportunities. These indicators reflect the degree of branch involvement in managing relationships with the external environment. Team Collaboration was measured through aspects of communication, work coordination, inter-member trust, and orientation toward shared goals. These indicators reflect the effectiveness of teamwork in supporting branch operational activities. Resource Orchestration was measured based on three main dimensions: structuring (resource management and organization), bundling (resource combination and integration), and leveraging (resource utilization to achieve strategic goals). These dimensions represent managerial capability in optimizing resources. Branch Performance was measured multidimensionally, encompassing financial performance, operational efficiency, service quality, and business growth. This approach provides a comprehensive picture of branch performance. Data analysis in this study employed Structural Equation Modelling (SEM) based on Partial Least Squares (PLS). This method was selected because it can simultaneously test complex relationships among latent variables and is appropriate for predictive research models. Reliability was assessed using Cronbach's alpha and composite reliability, while validity assessment encompassed convergent validity (average variance extracted) and discriminant validity. Additionally, structural model testing was performed to examine research hypotheses and causal relationships among variables.

4. Results and Discussion

PLS-SEM analysis was carried out to simultaneously test the effects of exogenous on endogenous variables. The analysis consisted of outer model testing to assess construct validity and reliability, and inner model testing to examine structural relationships among latent variables. According to Joseph F. Hair Jr., PLS-SEM evaluation covers measurement model and structural model assessments to ensure research model quality (Hair et al., 2019). Based on the conceptual model framework and research variable structure, the SEM-PLS model in this study employs reflective indicators; accordingly, outer model testing followed reflective outer model evaluation procedures.

4.1. Outer Model Testing

Outer model testing in PLS-SEM aims to evaluate the validity and reliability of constructs used in the study. For a PLS-SEM model with reflective indicators, the outer model analysis involves assessing indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. These four stages ensure that indicators can validly and reliably measure their respective constructs, making the measurement model suitable for structural analysis. These evaluation stages are described by Joseph F. Hair Jr. in *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (Hair et al., 2019).

4.1.1. Indicator Reliability

Indicator reliability in PLS-SEM is used to assess the extent to which the variance of an indicator can be explained by the latent construct it measures. According to Joseph F. Hair Jr., the recommended outer loading value is above 0.708, as it indicates that the construct can explain more than 50% of the indicator variance, while indicators with loadings between 0.40 and 0.708 may be considered for removal if their elimination improves construct reliability and validity. However, indicators with loadings below 0.40 should be eliminated from the measurement model as they indicate low indicator reliability (Hair et al., 2019).

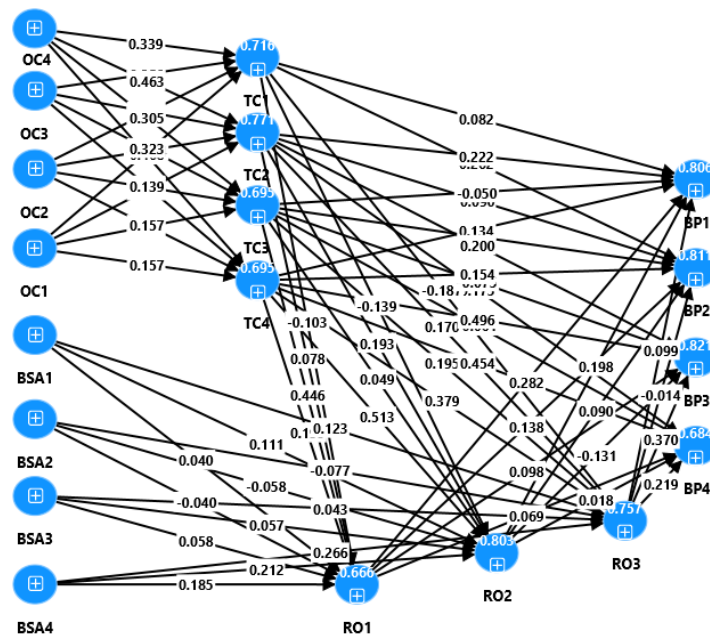


Figure 1. Outer Model Estimation Results

Table 1. Indicator Reliability Test Results.

No	Construct	Indicator (LV Score)	Loading Factor	Indicator Reliability
1	Branch Performance (BP)	BP1	0.905	> 0.708 (retained)
2		BP2	0.925	> 0.708 (retained)
3		BP3	0.672	0.4 – 0.708 (considered for removal)
4		BP4	0.834	> 0.708 (retained)
5	Boundary Spanning Activity (BSA)	BSA1	0.886	> 0.708 (retained)
6		BSA2	0.882	> 0.708 (retained)
7		BSA3	0.572	0.4 – 0.708 (considered for removal)
8		BSA4	0.797	> 0.708 (retained)
9	Organizational Culture (OC)	OC1	0.839	> 0.708 (retained)
10		OC2	0.865	> 0.708 (retained)
11		OC3	0.380	< 0.4 (removed)
12		OC4	0.782	> 0.708 (retained)
13	Resource Orchestration (RO)	RO1	0.938	> 0.708 (retained)
14		RO2	0.930	> 0.708 (retained)
15		RO3	0.657	0.4 – 0.708 (considered for removal)
16	Team Collaboration (TC)	TC1	0.805	> 0.708 (retained)
17		TC2	0.890	> 0.708 (retained)
18		TC3	0.679	0.4 – 0.708 (considered for removal)
19		TC4	0.776	> 0.708 (retained)

After eliminating indicator OC3, which had an outer loading below 0.40, the second-iteration indicator reliability results in Table 1 show that all remaining indicators have loading values above 0.50. Several indicators fall within the 0.40–0.708 range such as BP3 (0.672), BSA3 (0.572), RO3 (0.657), TC1 (0.805), TC3 (0.679), and TC4 (0.776) and were retained because their loadings exceed 0.50 and their elimination does not substantially improve construct quality. All

remaining indicators are deemed suitable for the subsequent stages of outer model testing. Furthermore, as emphasized by Hulland (1999), retaining these items secures vital content validity, ensuring that the empirical instruments comprehensively reflect the multi-faceted nature of operational branch performance and external boundary activities.

4.1.2. Internal Consistency Reliability

Internal consistency reliability in PLS-SEM is used to assess the degree of consistency among indicators in measuring the same construct. According to Joseph F. Hair Jr., composite reliability and Cronbach's alpha values between 0.70 and 0.90 indicate good reliability, while values above 0.95 suggest indicator redundancy that may reduce construct validity. In addition, rhoA is also recommended as a reliability measure, as it is considered more accurate and falls between the conservative Cronbach's alpha and the more liberal composite reliability (Hair et al., 2019).

The internal consistency reliability test results (Table 2) show that all constructs in the model have Cronbach's alpha values ranging from 0.720 to 0.857, rhoA values between 0.795 and 0.890, and composite reliability values between 0.821 and 0.904. All values fall within the 0.70–0.95 range, indicating good reliability without evidence of indicator redundancy. Accordingly, all constructs in the model are declared reliable and internally consistent in measuring their respective latent constructs.

Table 2. Internal Consistency Reliability

No	Construct	Cronbach's Alpha	RhoA	Composite Reliability	Conclusion
1	Branch Performance (BP)	0.857	0.890	0.904	Reliable
2	Boundary Spanning Activity (BSA)	0.798	0.837	0.870	Reliable
3	Organizational Culture (OC)	0.720	0.795	0.821	Reliable
4	Resource Orchestration (RO)	0.800	0.852	0.885	Reliable
5	Team Collaboration (TC)	0.797	0.809	0.869	Reliable

4.1.3. Convergent Validity

Convergent validity in PLS-SEM is used to assess the extent to which a construct can explain the variance of the indicators that form it. According to Joseph F. Hair Jr., convergent validity testing uses the Average Variance Extracted (AVE) value, with a recommended minimum of 0.50. An AVE value of ≥ 0.50 indicates that the construct can explain more than 50% of the indicator variance, and is therefore declared to possess good convergent validity (Hair et al., 2019).

Table 3. Convergent Validity Result

No	Construct	AVE	Conclusion
1	Branch Performance (BP)	0.706	Valid (AVE $\geq 0,50$)
2	Boundary Spanning Activity (BSA)	0.631	Valid (AVE $\geq 0,50$)
3	Organizational Culture (OC)	0.552	Valid (AVE $\geq 0,50$)
4	Resource Orchestration (RO)	0.725	Valid (AVE $\geq 0,50$)
5	Team Collaboration (TC)	0.626	Valid (AVE $\geq 0,50$)

The convergent validity test results show that all constructs in the model have AVE values above 0.50. The highest AVE value was obtained by the Resource Orchestration construct (0.725), and the lowest by Organizational Culture (0.552), which still meets the minimum threshold. This demonstrates that all constructs can explain more than 50% of the variance in their forming indicators and are therefore declared to possess good convergent validity.

4.1.4. Discriminant Validity (Heterotrait-Monotrait Ratio)

Discriminant validity in PLS-SEM is used to assess the extent to which a construct is empirically distinct from other constructs in the research model. According to Joseph F. Hair Jr., discriminant validity testing is more appropriately

conducted using the Heterotrait-Monotrait Ratio (HTMT) compared to the Fornell-Larcker criterion, with a threshold of < 0.90 for conceptually similar constructs and < 0.85 for conceptually distinct constructs. HTMT values below these thresholds indicate that constructs have good discriminant validity and can be clearly distinguished from one another in the research model (Hair et al., 2019).

The discriminant validity test results using HTMT show that all construct pairs in the model have HTMT values below 0.90. The highest HTMT value is found in the TC $\leftrightarrow$ BP pair (0.896), which approaches the threshold but remains acceptable given the conceptual proximity of the two constructs. Accordingly, all constructs are declared to possess good discriminant validity and can be empirically distinguished from one another within the research model.

4.2. Inner Model Testing

The Inner model testing in PLS-SEM aims to evaluate structural relationships among latent constructs in the research model. According to Joseph F. Hair Jr., inner model testing consists of several stages: assessing collinearity in the structural model, testing the significance and relevance of inter-variable relationships, assessing the explanatory power of the model, evaluating the predictive power of the model, and comparing models. These stages ensure that the structural model has good capability in explaining and predicting relationships among research constructs (Hair et al., 2019).

4.2.1. Collinearity Issue (Multicollinearity Test)

Collinearity testing in the PLS-SEM inner model aims to ensure that there is no excessively high correlation among predictor constructs that could bias path coefficient estimates. According to Joseph F. Hair Jr., this test is conducted using the Variance Inflation Factor (VIF), with values above 5 indicating potential collinearity issues in the structural model. The research model must therefore meet collinearity criteria so that the estimation of inter-variable relationships is more accurate and credible (Hair et al., 2019).

Table 4. Collinearity Test (VIF)

No	Variable	VIF	Conclusion
1	BSA $\rightarrow$ RO	1.909	No multicollinearity
2	OC $\rightarrow$ TC	1.000	No multicollinearity
3	RO $\rightarrow$ BP	1.824	No multicollinearity
4	TC $\rightarrow$ BP	1.824	No multicollinearity
5	TC $\rightarrow$ RO	1.909	No multicollinearity

Before investigating the hypothesized pathways, structural collinearity was formally assessed using Variance Inflation Factor (VIF) metrics. High multi-collinearity could distort standard errors and destabilize path estimates. The multicollinearity test results in Table 4 show that all VIF values in the inner model are below the threshold of 5, with the highest value of 1.909 on the BSA $\rightarrow$ RO and TC $\rightarrow$ RO paths, and the lowest value of 1.000 on the OC $\rightarrow$ TC path. Accordingly, no collinearity issues were found in the structural model, and path coefficient estimation can proceed without risk of bias. In addition to the path coefficients, the explanatory power of the structural model was evaluated using the coefficient of determination (R^2), which is visually documented inside the construct spheres in Figure 2. The model exhibits a robust explanatory capacity across all endogenous constructs. Specifically, the R^2 value for Team Collaboration (TC) is 0.306, indicating a moderate baseline effect driven by Organizational Culture. Furthermore, the R^2 value for Resource Orchestration (RO) reaches 0.497 showing that a substantial portion of its variance is explained by the combination of Boundary Spanning Activity and Team Collaboration. Crucially, the R^2 value for Branch Performance (BP) is 0.657, which demonstrates that 65.7% of the variance in operational and financial success at the branch level is accounted for by the integrated structural framework. According to Hair et al. (2019), these values reflect a solid and acceptable explanatory power for behavioral and management research in an operational context.

4.2.2. Hypothesis Testing (Direct and Indirect Effect)

Significance and relevance testing of relationships in the PLS-SEM inner model aims to assess the strength, direction, and meaningfulness of relationships among latent constructs in the research model. According to Joseph F. Hair Jr., this testing is conducted using bootstrapping to obtain t-statistics, p-values, or confidence intervals to determine the significance of path coefficients. Furthermore, path coefficient values approaching +1 indicate a strong positive relationship, while values approaching -1 indicate a strong negative relationship among variables in the structural model (Hair et al., 2019).

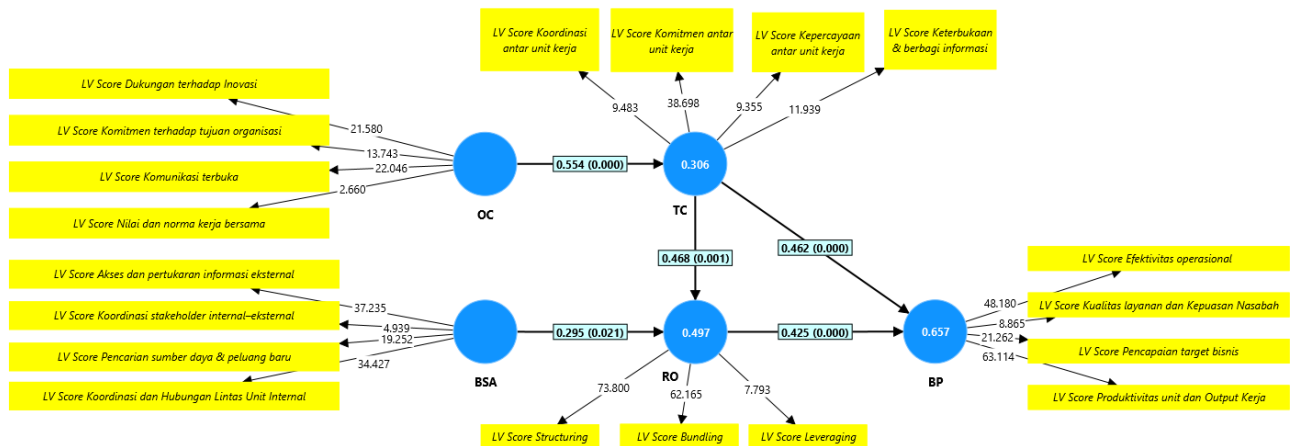


Figure 2. SEM PLS Model Estimation Results

Table 5. Direct Path Significance Test

No	Path	p-value	t-value	Path Coeff.	Conclusion
H1	OC → TC	< 0,001	8.651	0.554	Significant (+)
H2	BSA → RO	0.021	2.038	0.295	Significant (+)
H3	TC → RO	0.001	3.211	0.468	Significant (+)
H4	TC → BP	< 0,001	4.008	0.462	Significant (+)
H5	RO → BP	< 0,001	3.871	0.425	Significant (+)

Source: processed data (2026)

Based on Table 5, hypothesis testing results show that all relationships among variables in this research model are significant. Organizational Culture has a significant effect on Team Collaboration, with a p-value < 0.001 and a path coefficient of 0.554, indicating that the stronger the organizational culture implemented at the branch office, the higher the level of team collaboration achieved, thereby supporting H1. Likewise, Boundary Spanning Activity has a significant effect on Resource Orchestration, with a p-value of 0.021 and a path coefficient of 0.295, showing that the more actively branch managers engage in boundary spanning activities, the more effective the resource orchestration carried out, thereby supporting H2. Similarly, Team Collaboration is found to have a significant effect on Resource Orchestration, with a p-value of 0.001 and a path coefficient of 0.468, meaning that the higher the level of team collaboration at the branch office, the more optimal the resource orchestration capability exercised, thereby supporting H3.

Furthermore, Team Collaboration also has a significant effect on Branch Performance, with a p-value < 0.001 and a path coefficient of 0.462, indicating that the higher the quality of team collaboration at the branch office, the higher the branch performance achieved, thereby supporting H4. Finally, Resource Orchestration has a significant effect on Branch Performance, with a p-value < 0.001 and a path coefficient of 0.425, showing that the better a branch manager's ability to orchestrate resources, the higher the branch performance achieved, thereby supporting H5. Taken together, these findings confirm that all five hypotheses (H1 through H5) are fully supported by the data, with every tested path showing a positive direction of relationship.

Table 6. Indirect Path Significance Test

No	Indirect Effect Test	p-value	p1 × p2	CI (5%–95%)	Conclusion
H6	OC → TC → RO	0.003	0.259	[0.109, 0.408]	Significant
H7	TC → RO → BP	0.014	0.199	[0.076, 0.361]	Significant
H8	BSA → RO → BP	0.034	0.126	[0.029, 0.259]	Significant
H9	OC → TC → BP	< 0,001	0.255	[0.119, 0.368]	Significant
H10	OC → TC → RO → BP	0.022	0.110	[0.041, 0.207]	Significant

Source: processed data (2026)

The significance and relevance test of indirect relationships in PLS-SEM is used to determine the role of mediating variables in explaining the relationship between exogenous and endogenous variables. According to Joseph F. Hair Jr., mediation testing is conducted using a bootstrapping procedure on indirect effects by examining t-statistics, p-values, and confidence intervals, so that the Sobel Test method is no longer recommended. An indirect relationship is declared significant when the confidence interval does not pass through zero, or the p-value is < 0.05 , indicating the presence of a mediation effect in the research model (Hair et al., 2019).

The first stage involves testing the significance of the indirect effect ($p1 \times p2$); if not significant, no mediation occurs, which may be either direct-only mediation if the direct effect is significant, or no effect if the direct effect is also not significant. If the indirect effect is significant, the direct effect ($p3$) is then tested; if the direct effect is not significant, indirect-only mediation (full mediation) occurs, whereas if the direct effect is significant, partial mediation occurs, further classified as complementary mediation if the direction of the direct and indirect effects are the same (positive), or competitive mediation if the directions are opposite.

Based on Table 6, the mediation analysis reveals several significant indirect pathways through which the model variables operate. The indirect effect of Organizational Culture on Resource Orchestration through Team Collaboration (H6) is significant, with a p-value of 0.003 and an indirect coefficient of 0.259; since no direct $OC \rightarrow RO$ path exists in the model, this represents indirect-only (full) mediation, meaning Team Collaboration fully mediates the effect of Organizational Culture on Resource Orchestration, such that strengthening organizational culture improves resource orchestration primarily through enhanced team collaboration. Similarly, the indirect effect of Boundary Spanning Activity on Branch Performance through Resource Orchestration (H8) is significant, with a p-value of 0.034 and an indirect coefficient of 0.126; as there is no direct $BSA \rightarrow BP$ path, this is also full mediation, with Resource Orchestration fully transmitting the effect of boundary spanning activities on branch performance. Likewise, the indirect effect of Organizational Culture on Branch Performance through Team Collaboration (H9) is highly significant, with a p-value below 0.001 and an indirect coefficient of 0.255; in the absence of a direct $OC \rightarrow BP$ path, Team Collaboration again fully mediates this relationship, confirming that the influence of organizational culture on branch performance operates through the strengthening of team collaboration.

In contrast, the indirect effect of Team Collaboration on Branch Performance through Resource Orchestration (H7) is significant, with a p-value of 0.014, but because the direct $TC \rightarrow BP$ path is also significant (as established in H4), this constitutes partial mediation of the complementary type, where both the direct and indirect effects are positive, indicating that Resource Orchestration strengthens, rather than replaces, the effect of Team Collaboration on Branch Performance. Finally, the serial indirect path from Organizational Culture to Branch Performance through Team Collaboration and Resource Orchestration ($OC \rightarrow TC \rightarrow RO \rightarrow BP$, H10) is also significant, with a p-value of 0.022 and a coefficient of 0.110, demonstrating that Team Collaboration and Resource Orchestration jointly and sequentially mediate the effect of Organizational Culture on Branch Performance, providing an additional meaningful chain through which organizational culture exerts its influence on branch performance. Taken together, these findings confirm that H6 through H10 are all supported, illustrating that Team Collaboration and Resource Orchestration serve as critical mediating mechanisms, whether through full mediation, complementary partial mediation, or serial multiple mediation, in transmitting the effects of organizational culture and boundary spanning activities on branch performance.

4.3. Discussion

4.3.1. Effect of Organizational Culture on Team Collaboration

The research findings show that Organizational Culture has a positive and significant effect on Team Collaboration ($\beta = 0.554$; $t = 8.651$; $p < 0.001$). This finding confirms that the stronger the organizational culture implemented at branch offices, the higher the level of team collaboration manifested in daily work. This result is consistent with the proposition of Körner et al. (2015), which affirms that organizational culture functions as the primary enabler for the formation of effective teamwork through the creation of norms of trust, openness, and shared commitment. Theoretically, this finding is aligned with Organizational Culture Theory (Denison, 1990; Schein, 2010), which emphasizes that cultural values such as involvement and consistency serve as the foundation for the collaborative behavior of organizational members. Pramudika et al. (2023) showed that a culture oriented toward cooperation contributes to inter-employee synergy, while Maalouf (2019) confirmed that organizational culture facilitates cross-functional coordination through the creation of a climate of openness. In the context of BNI branch offices, the research findings of (Shoimah et al., 2023), which found a significant effect of work culture on teamwork among BNI employees, reinforce the findings of this study.

Safira & Tanjung (2024) research at BNI branches in Medan also confirmed that organizational culture has a positive effect on employee performance through improved teamwork. It is important to note that the OC → BP and OC → RO paths were not found to be directly significant, but were fully mediated by Team Collaboration (indirect-only mediation). This affirms that cultural values do not automatically produce performance or improved resource management, but must first be manifested in concrete and effective team collaboration practices. The managerial implication of this finding indicates that branch managers need to consistently strengthen the internalization of organizational cultural values, serve as role models in applying those values, and promote team building programs, coaching, and reward systems that include teamwork indicators as performance assessment criteria.

4.3.2. *Effect of Boundary Spanning Activity on Resource Orchestration*

The research findings show that Boundary Spanning Activity has a positive and significant effect on Resource Orchestration ($\beta = 0.295$; $t = 2.038$; $p = 0.021$). This finding demonstrates that the more actively branch managers conduct cross-organizational boundary activities including coordination with customers, regulators, head offices, and other external parties the more effective the resource orchestration they carry out. This is consistent with the dynamic capability perspective (Teece et al., 1997), which views boundary spanning as an external sensing mechanism that strengthens the organization's ability to integrate and reconfigure resources. This finding reinforces the proposition of Ariwibowo et al. (2024), who demonstrated that boundary spanning activity positively influences resource orchestration at Indonesian state-owned bank branches, as well as Ahmed et al. (2021), who confirmed that BSA is an important component of dynamic capabilities as it enables the identification of environmental changes and effective internal response organization. Although the BSA → RO path coefficient ($\beta = 0.295$) is more moderate than the TC → RO path ($\beta = 0.468$), its direction is still positive and significant, indicating that access to information and external resources obtained through boundary spanning activities serves as important fuel for the resource management process at the branch level. Furthermore, mediation testing confirms that BSA → BP occurs through indirect-only mediation via Resource Orchestration ($\beta = 0.126$; $p = 0.034$), meaning that cross-boundary activities do not automatically improve performance without an internal conversion mechanism in the form of resource orchestration. The managerial implication of this finding underscores the need to encourage branch managers to actively engage with external stakeholders, provide facilities and external communication training, and integrate information obtained from the external environment into branch decision-making and resource management systems.

While the positive linkage identified in this study aligns with the baseline findings of Ariwibowo et al. (2024) in a similar state-owned banking context, a critical theoretical distinction must be emphasized. Ariwibowo et al. (2024) observed this mechanism as an isolated, direct loop, leaving the internal social and cultural fabric of the branches unexplored. This study significantly advances that baseline framework by proving that external resource accumulation via boundary spanning does not occur in an organizational vacuum; rather, its operationalization requires a collaborative internal ecosystem driven by Organizational Culture and Team Collaboration. Thus, this study fills a vital gap by expanding a simple direct antecedent into an integrated macro-micro strategic model.

4.3.3. *Effect of Team Collaboration on Resource Orchestration*

The research findings show that Team Collaboration has a positive and significant effect on Resource Orchestration ($\beta = 0.468$; $t = 3.211$; $p = 0.001$). This finding demonstrates that the higher the quality of inter-unit collaboration at branch offices encompassing coordination, commitment, trust, and openness in information sharing the more optimal the Resource Orchestration capability exercised. With $R^2_{RO} = 0.497$, the model explains nearly 50% of the variance in Resource Orchestration, indicating that TC and BSA together are strong predictors of resource orchestration capability.

Theoretically, this finding is aligned with the Relational View (Dyer & Singh, 1998), which affirms that high-quality collaborative relationships generate inimitable capabilities that serve as a source of competitive advantage. (Xu & Pero, 2023) showed that team collaboration facilitates knowledge exchange that forms the basis of the bundling and leveraging processes, while (Andersén, 2021) affirmed that orchestration of human resources becomes effective when supported by strong collaborative practices. They also found that the effectiveness of resource orchestration is highly dependent on social interaction and cross-role coordination within the organization. The managerial implication of this finding emphasizes the need for managers to build cross-unit work systems that reduce silos, develop effective communication mechanisms, and build a culture of mutual trust as the foundation of sustainable collaboration

4.3.4. Effect of Team Collaboration on Branch Performance

The research findings show that Team Collaboration has a directly positive and significant effect on Branch Performance ($\beta = 0.462$; $t = 4.008$; $p < 0.001$), making TC one of the strongest determinants of branch performance in the model. This finding confirms that improving the quality of teamwork directly drives higher operational and service performance achievement, consistent with Tadesse & Debela (2024), who showed that teams with high collaboration levels have better productivity and service quality, and Adekiya et al. (2025) who demonstrated that collaboration improves a unit's ability to solve problems collectively and adaptively.

In the context of BNI branch offices, the research findings of (Shoimah et al., 2023), which found a teamwork regression coefficient of 0.581 on the performance of BNI Kramat Branch employees, and the research of (Napitupulu & Deri Chandra, 2021), which showed a positive effect of teamwork on BNI employee performance, reinforce the consistency of these findings. Rahmat et al. (2025) in the Indonesian banking sector also showed that synergy and inter-unit collaboration contribute to the growth of third-party funds and credit expansion. It is important to note that $TC \rightarrow BP$ is a significant direct path while the indirect path through RO is also significant ($\beta = 0.199$; complementary mediation), showing that team collaboration provides a dual contribution to performance directly and through the reinforcement of resource orchestration capability. The managerial implication of this finding emphasizes the need to strengthen teamwork through the formation of cohesive teams, periodic team performance evaluations, and improved operational coordination among work units.

4.3.5. Effect of Resource Orchestration on Branch Performance

The research findings show that Resource Orchestration has a positive and significant effect on Branch Performance ($\beta = 0.425$; $t = 3.871$; $p < 0.001$). The branch manager's ability to structure, bundle, and leverage resources strategically is proven to significantly contribute to improved branch performance. With $R^2 BP = 0.657$, the model explains 65.7% of the variance in Branch Performance, indicating substantial explanatory power. This finding is consistent with Ariwibowo et al. (2024), who demonstrated that resource orchestration positively influences branch performance at Indonesian state-owned bank branches, and Alinejad & Anvari (2019) who confirmed that organizations with high resource orchestration capability tend to exhibit superior performance.

Mukherjee et al. (2003) showed that banking performance improvement can be achieved through the formation of collective capabilities that integrate various resources. Seidu (2012) emphasized that managerial discretion in utilizing organizational capabilities is a critical factor in translating resources into better performance. Furthermore, Resource Orchestration also proved to serve as an important mediator: fully mediating the effect of BSA on BP (indirect-only mediation; $\beta = 0.126$; $p = 0.034$), partially mediating the effect of TC on BP (complementary mediation; $\beta = 0.199$; $p = 0.014$), and forming part of the serial mediation path $OC \rightarrow TC \rightarrow RO \rightarrow BP$ ($\beta = 0.110$; $p = 0.022$). Overall, these findings affirm that resource orchestration is a strategic managerial capability that bridges organizational antecedent factors with the achievement of superior and sustainable branch performance. The managerial implication of this finding emphasizes the need to strengthen the managerial capacity of branch managers in resource management through resource management training, improvement of management information systems, and the development of effective cross-functional coordination mechanisms.

5. Conclusion

Organizational Culture was found to have a positive and significant effect on Team Collaboration ($\beta = 0.554$; $p < 0.001$), but no direct effect on Branch Performance or Resource Orchestration. The effects of OC on both variables are fully mediated by Team Collaboration (indirect-only mediation), affirming that cultural values only produce performance impact when manifested in concrete team collaboration practices. Boundary Spanning Activity has a positive and significant effect on Resource Orchestration ($\beta = 0.295$; $p = 0.021$), while its effect on Branch Performance occurs through full mediation by Resource Orchestration ($\beta = 0.126$; $p = 0.034$). Team Collaboration has a positive and significant effect on Resource Orchestration ($\beta = 0.468$; $p = 0.001$) and directly on Branch Performance ($\beta = 0.462$; $p < 0.001$), with Resource Orchestration partially mediating the relationship between the two (complementary mediation; $\beta = 0.199$; $p = 0.014$). Resource Orchestration has a positive and significant effect on Branch Performance ($\beta = 0.425$; $p < 0.001$). A significant serial mediation mechanism was also confirmed along the path $Organizational\ Culture \rightarrow Team\ Collaboration \rightarrow Resource\ Orchestration \rightarrow Branch\ Performance$ ($\beta = 0.110$; $p = 0.022$). The structural model explains 65.7% of the variance in Branch Performance, 49.7% of the variance in Resource Orchestration, and 30.6% of the variance in Team Collaboration.

Theoretically, this study contributes to the development of dynamic capability research at the banking operational unit level by demonstrating that resource orchestration and team collaboration are strategic mediation mechanisms that convert organizational antecedent factors into superior branch performance. Practically, these findings provide implications for branch managers to: (1) consistently internalize organizational cultural values as the foundation of team collaboration; (2) increase the intensity of boundary spanning activities to strengthen access to resources and external information; (3) build effective cross-unit work systems that minimize silos; and (4) optimize managerial capabilities in the structuring, bundling, and leveraging of branch resources. Future research is recommended to expand the sample scope to various types of banks and financial services sectors, and to consider moderating variables such as leadership style and competitive environmental dynamics.

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