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The Impact of Leadership, Employee Competence and Organizational Work Culture on Employee Performance at Bank Jatim

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Abstract

Performance is an indicator of good or bad management decisions in decision making. Good or high performance can help the company make a profit, on the other hand if the performance goes down it can be detrimental to the company. This study aims to determine the effect of leadership, employee competence, and organizational culture on employee performance at Bank Jatim, Jember Branch. The research population is 54 bank employees. Questionnaires were submitted to all employees with a return rate of 41 questionnaires. This type of research is quantitative with multiple regression analysis method. The results showed that partially leadership and employee competence had a significant effect on employee performance at Bank Jatim, Jember Branch, while organizational culture had no significant effect on employee performance.

Keywords

leadership; organizational culture; employee competency; employee performance; bank



I. Introduction

In general, life in a company, regardless of its form and nature, whether it is engaged in trade or services, will always try to achieve the goals that have been set previously effectively and efficiently. This problem requires company management to plan, organize, mobilize, and supervise the resources owned more precisely and successfully. As the main key, human resources can determine the success of implementing activities within the organization (A.A. P. Mangkunegara, 2017). Therefore, the success or failure of an organization or institution or agency will be determined by the human factor or its employees in achieving its goals. An employee who has high and good performance (work or work produced) can support the achievement of goals and targets set by a company (Azhad et al., 2015). Increasing business competition makes an organization have to work hard to improve organizational performance in order to win the competition or at least survive.

Performance is an indicator of good or bad management decisions in decision making (Mu'ah, 2002). Good or high performance can help the company make a profit, on the other hand if the performance goes down it can be detrimental to the company. Performance or performance is a measure of how efficient and effective an organization or a manager is in achieving adequate goals (Handoko, 2015). Performance is something that cannot be separated from the company. Support from the company in the form of direction from a leader, motivation given as an encouragement to employees, rules that are applied, a comfortable working atmosphere and resource support such as providing adequate equipment as a means to facilitate the achievement of the goals to be achieved are very necessary for employee performance. To improve organizational performance,

the performance of employees in the organization must be seen. Factors that can improve employee performance include leadership, competence and organizational work culture.

According to (Simamora, 2012), leadership is the ability of a person to influence other people to work to achieve goals and objectives. Leadership can also be interpreted as the ability to influence that a leader has which will determine the method used by employees in achieving work results (Nurul Qomariah, 2020). This is based on the argument which states that a leader has authority in planning, directing, coordinating, and supervising employee behavior in accordance with the function of management. The relationship between leadership and performance is very close. Leaders who can set a good example for their subordinates will be a motivator for their subordinates to work even better as exemplified by their superiors. Research conducted by (Hasibuan, 2019), (N. \Maliarosa Hasibuan, 2019), (Bakker et al., 2022), (Riyadi, 2020), (Ishak et al., 2019), (Listiani et al., 2020), (Chandra et al., 2020), (Yohana et al., 2020), (Priyono et al., 2019), (Fikri & Setiawati, 2021), (Mohammad et al., 2022), (Haffi et al., 2018), (Abbas et al., 2020), (Ayuningtyas & Utami, 2019) states that leadership can improve employee performance. There is still research that also discusses the problem of the relationship between leadership and employee performance, including: (Andriani et al., 2018), (Hadiana & Maya Sari, 2019), (Kurniawati & Tobing, 2019), (Atikah & Qomariah, 2020), (Nurul Qomariah, Hermawan, et al., 2020), (Khan et al., 2021), (Arijanto et al., 2022), (Majali et al., 2022), (Udin et al., 2022), (Retno Widiastuti et al., 2018), (Panjaitan & Kristiana, 2019), (Siswanti & Muafi, 2022), (Simbolon, 2017), (Siagian, 2018), (Fonseca & Costa, 2020), (Maesaroh et al., 2020), (Yuniarti & Suprianto, 2020), (Pancasila et al., 2020), (Priyono et al., 2018), (Bentar et al., 2017), (Wardani et al., 2017), (Suryani et al., 2020), (Asbari et al., 2020), (Purba et al., 2023), (N. Qomariah, Friyanti, et al., 2020), (Nurul Qomariah, Warsi, et al., 2020), (Khayin et al., 2022), (Kurniawan et al., 2021), (Nurul Qomariah et al., 2021), (Wiguna et al., 2022), (Nurul Qomariah, Friyanti, et al., 2020), (Senjaya & Anindita, 2020), (Nurul Qomariah et al., 2022), (Nursaid et al., 2022), (A. Setiawan et al., 2022), (Alamanda et al., 2022), (Nurul Qomariah, Hermawan, et al., 2020), (Lapatta & Temaluru, 2023) the result is that leadership can influence the performance of employees in an organization. Meanwhile the research of (Nurul Qomariah, 2012), the result is that leadership no effect to the performance of employee.

The next important variable that also gets attention in improving employee performance in an organization is competence. According to (Dessler, 2016), competence can be interpreted as personal characteristics that can be demonstrated such as knowledge, skills and personal behavior such as leadership. Meanwhile (Hutapea, 2008) states that competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. According to (Edison et al., 2016), competence is an individual's ability to carry out a job properly and has advantages based on matters relating to knowledge, skills, and attitudes. Based on the definitions that have been put forward related to competence, it can be concluded that competence is the ability and characteristics of a person in carrying out work or tasks that are based on the knowledge, skills and behavior possessed by individuals with effectiveness. The competencies possessed by these employees are allegedly able to improve performance, this is evidenced by the results of research conducted by: (Y. Setiawan & Qomariah, 2022), (Rusmayanti et al., 2022), (Kotamena et al., 2020), (Raffie et al., 2018) the result is that the competencies possessed by employees can improve employee performance. Other studies that also address competency issues are those conducted by: (Renyut et al., 2017), (Kurniawan et al., 2021), (Wahyudi et al., 2022), (Hapsari et al., 2022), (Mustikawati & Qomariah, 2020), where the result is that

performance can be improved by increasing the competency of its employees. While the research which results that competency does not affect performance is carried out by (Utomo et al., 2019).

Cultural factors are also a determining factor for an employee's performance. Culture is a set of values, guiding beliefs about something, understanding and ways of thinking that are brought together by members of the organization and accepted by the new members completely (Dessler, 2016). Organizational culture is the behavioral, social, and moral norms that underlie every action in the organization and is shaped by the beliefs, attitudes, and priorities of its members (Robbins, 2011). Organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. Good habits that are then applied in an organization will usually have a good impact on the organization as well. Thus, culture is allegedly able to provide an increase in employee performance. Research result (Adha et al., 2019), (Yateno et al., 2022), (Safitri, 2022), (Rina & Perdana, 2017), (Rantesalu et al., 2017), (Manggis et al., 2018) states that organizational culture has a positive impact on employee performance. while the research results (Nurul Qomariah, Hermawan, et al., 2020), (Atikah & Qomariah, 2020) states that work culture has no impact on employee performance.

This study discusses the impact of leadership, employee competence and organizational work culture on the performance of bank employees conducted at the Bank Jatim Jember Branch. In accordance with the data obtained, the overall performance of the Jember Branch of Bank Jatim is presented in Table 1.

Table 1. Bank Jatim Performance Based on Profit and Total Assets

No.	Year	Net profit (Rp)	Total Assets (Rp)
1.	June 2021	803.415 million	100.723.330 million
2.	June 2022	815.368 million	108.925.019 million

Source: Bank Jatim 2023.

Based on the data in Table 1, it can be seen that the net profit growth was 1.49% as of June 2022 from the initial Rp. 803,415 million as of June 2021 to Rp. 815,368 million as of June 2022. Meanwhile total assets recorded a growth of 8.14% as of June 2022 from originally 100,723,330 million per June 2021 to Rp.108,925,019 million per June 2022. The performance achievements as described above are an interesting thing to be further investigated, related to what are the causes, because it is understood that the company's performance is also the achievement of employees who work optimally. Furthermore, based on the phenomena that occur, this study aims to analyze and determine the influence of leadership, organizational culture and employee competence on the performance of Bank Jatim Jember Branch employees.

II. Review of Literature

2.1 Leadership

According to (A. A. P. Mangkunegara, 2018) the meaning of the word leadership is the ability to influence a group to achieve a vision or goal of an organization. Meanwhile, according to (Nurul Qomariah, 2020), in essence every human being is a leader for himself and his family, even though that person does not have an official position as a leader. Every leader basically has a different behavior in leading his followers, the behavior of the leaders is called leadership style (M. S. P. Hasibuan, 2016). A person's leadership usually

has a different style. So usually the leadership style is synonymous with the attitude of a leader in leading a company or organization.

2.2 Competence

According to (Edison et al., 2016), competence (ability) is a unit of knowledge and expertise that cannot be separated and added to attitude and all three are integrated into a tool to achieve goals. To fulfill the competency element, an employee must fulfill several elements, namely: 1) Knowledge, 2) Expertise, 3) Attitude. According to (Wibowo, 2012), competence is the ability possessed by someone to carry out the work that is owned by someone to carry out the work given to him properly. One has to do more than just learn about something, one has to be able to do the job well. Competence allows a person to realize work-related tasks necessary to achieve goals.

2.3 Organizational culture

According to (Robbins, 2011), a culture that grows to be strong can spur the organization towards better development. Cultural change can be done by making management behavior a fashion, creating new history, symbols and habits and beliefs according to the desired culture, selecting, promoting and supporting employees, redefining the socialization process for new values, changing the reward system with new values. new values, replacing unwritten norms with formal or written rules, randomizing sub-cultures through job rotation and increasing group cooperation. According to (Wibowo, 2012), organizational culture is the behavioral, social, and moral norms that underlie every action in the organization and are shaped by the beliefs, attitudes, and priorities of its members.

2.3 Employee Performance

Performance is an indicator of good or bad management decisions in decision making. Good or high performance can help a company make a profit, conversely if performance goes down it can be detrimental to the company. Performance or performance is a measure of how efficient and effective an organization or a manager is in achieving adequate goals (A. A. A. P. Mangkunegara, 2016). Performance is something that cannot be separated from the company. Support from the company in the form of direction from a leader, motivation given as an encouragement to employees, rules that are applied, a comfortable working atmosphere and resource support such as providing adequate equipment as a means to facilitate the achievement of the goals to be achieved are very necessary for employee performance.

Based on the theoretical study, the framework in this study can be presented in Figure 1.

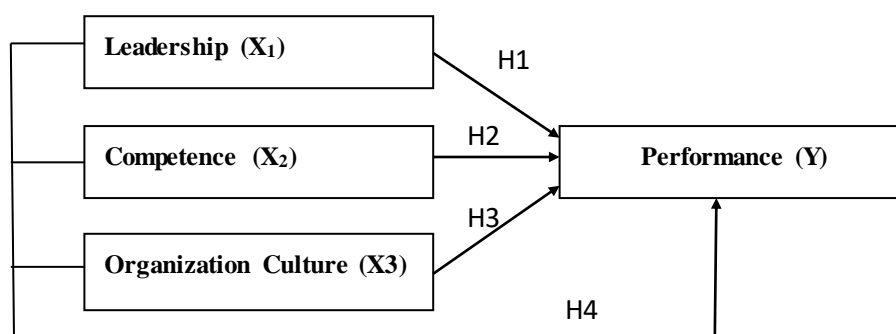


Figure 1. Theoretical Framework

- While the research hypotheses that can be developed in this study are:
- H1: Leadership at the Jember Branch of Bank Jatim can improve employee performance.
- H2: The competencies possessed by employees of the Bank Jatim Jember Branch can improve employee performance.
- H3: The organizational culture applied by the Bank Jatim Jember Branch can improve employee performance.

III. Research Method

This type of research uses associative research which is research that aims to determine the relationship between two or more variables (Sugiyono, 2017). This study will look at the influence and causal relationship between the independent variables, namely the variables of leadership, organizational culture, and competence with the dependent variable, namely the employee performance of Bank Jatim, Jember Branch. The population of this study were all permanent employees at Bank Jatim Jember Branch, which totaled 67 employees. Based on the total number of employees, 67 were given questionnaires to fill out. The return rate for the questionnaires was 61%, namely 41 questionnaires that were still good and could be used. According to (Kerlinger & Lee, 2000) suggested as many as 30 samples as the minimum number of samples in quantitative research. Data analysis uses descriptive statistical analysis and inductive statistics.

IV. Result and Discussion

4.1 Statistical Results of Validity and Reliability Tests

Table 2. Validity and Reliability Test Results

Variable	Item	r-count	r-table	Sig	Information
Leadership (X ₁)	X1.1	0,890	0,3081	0,000	Valid
	X1.2	0,934		0,000	Valid
	X1.3	0,840		0,000	Valid
	X1.4	0,855		0,000	Valid
	X1.5	0,795		0,000	Valid
	X1.6	0,933		0,000	Valid
	X1.7	0,764		0,000	Valid
	X1.8	0,877		0,000	Valid
	X1.9	0,805		0,000	Valid
	X1.10	0,831		0,000	Valid
Competence (X ₂)	X2.1	0,788	0,3081	0,000	Valid
	X2.2	0,735		0,000	Valid
	X2.3	0,696		0,000	Valid
	X2.4	0,573		0,000	Valid
	X2.5	0,808		0,000	Valid
	X2.6	0,666		0,000	Valid
	X2.7	0,695		0,000	Valid
	X2.8	0,411		0,008	Valid
	X2.9	0,566		0,000	Valid
	X2.10	0,468		0,002	Valid

Organization Culture (X ₃)	X3.1	0,698	0,3081	0,000	Valid
	X3.2	0,797		0,000	Valid
	X3.3	0,473		0,002	Valid
	X3.4	0,750		0,000	Valid
	X3.5	0,737		0,000	Valid
	X3.6	0,460		0,002	Valid
	X3.7	0,465		0,002	Valid
	X3.8	0,852		0,000	Valid
	X3.9	0,821		0,000	Valid
	X3.10	0,744		0,000	Valid
Employee Performance (Y)	Y1.1	0,612	0,3081	0,000	Valid
	Y1.2	0,694		0,000	Valid
	Y1.3	0,674		0,000	Valid
	Y1.4	0,762		0,000	Valid
	Y1.5	0,678		0,000	Valid
	Y1.6	0,650		0,000	Valid
	Y1.7	0,739		0,000	Valid
	Y1.8	0,687		0,000	Valid
	Y1.9	0,700		0,000	Valid
	Y1.10	0,719		0,000	Valid

Based on the statistical calculations presented in Table 2, all questionnaire questions (40 questions) variable X1 (Leadership), X2 (Employee Competence), X3 (Organizational Culture), and Y (Employee Performance) have a significance value of <0.05 and $r \text{ count} > r$ table, so all of them are considered valid.

4.2 Research Reliability Test Results

Table 3. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0.953	40

Based on the results of the research reliability test presented in Table 3, it can be seen that the Cronbach Alpha value is 0.953 for all research variables consisting of leadership (X1), competence (X2) and organizational culture (X3) and employee performance variables (Y) while the limit for the value of reliability for this study is 0.7. Thus the instruments used in each of these research variables can be considered reliable.

4.3 Classical Assumption Test Results

Multicollinearity is tested using tolerance and VIF values, where if the tolerance value is > 0.1 or VIF value < 10 then there are no symptoms of multicollinearity. The results of the multicollinearity test are presented in Table 4.

Table 4. Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Information
Leadership (X1)	0,410	2,437	no symptoms of multicollinearity

Competence (X2)	0,507	1,974	no symptoms of multicollinearity
Oragnization Culture (X3)	0,441	2,268	no symptoms of multicollinearity

Based on the calculation results presented in Table 4, it can be concluded that the regression model does not show symptoms of multicollinearity (the independent variables in the model are strongly correlated).

The Glejser heteroscedasticity test was carried out by regressing the independent variables with their residual absolute values. If the significance value between the independent variables and the absolute residual is greater than 0.005, then there is no heteroscedasticity problem. The results of the Glejser heteroscedasticity test are shown in Table 5.

Table 5. Glejser Heteroscedasticity Test Results

Independent Variable	Sig.	Information
Leadership (X1)	0,681	There were no signs of heteroscedasticity
Competence (X2)	0,926	There were no signs of heteroscedasticity
Oragnization Culture (X3)	0,749	There were no signs of heteroscedasticity

Based on the results of the calculations presented in Table 5, it is concluded that there are no symptoms of heteroscedasticity (the existence of the variance of the residual values for all observations in the regression model).

The Kolmogorov Smirnov Normality Test was carried out to find out whether the residual values were normally distributed or not, a good regression model is one that has normally distributed residual values. The test is carried out on the basis of decision making if the significance value is > 0.05 then the residual value is normally distributed. The results of testing the Kolmogorov Smirnov normality test regression model are presented in Table 6.

Table 6. Kolmogorov Smirnov Normality Test Results

One- Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		41
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	284.602.691
Most Extreme differences	Absolute	.069
	Positive	.069
	negative	.033
Test Statistic		.069
Asymp. Sign.(2-tailed)		.200 ^{c,d}

Based on the normality test results presented in Table 6, it is known that the significance value is $0.200 > 0.05$, it can be concluded that the residual values are normally distributed.

4.4 Multiple Linear Regression Analysis

Multiple Linear Regression Analysis is used to determine whether or not there is an influence of two or more independent variables (X) on the dependent variable (Y). The results of multiple linear regression analysis are presented in Table 7.

Table 7. Results of Multiple Linear Regression Analysis

Dependent Variable	Independent Variable	t-count	t-table	Sig.	Information
Employee Performance (Y)	Leadership (X1)	2,041	2,023	0,048	Significant
	Competence (X2)	4,086	2,023	0,000	Significant
	Oragnization Culture (X3)	-0,948	2,023	0,349	Not Significant

Based on the results of multiple linear regression analysis in Table 7, to determine the effect of the independent variables partially on the dependent variable. If the t table is greater than the t count or the significance value is greater than 0.005 then H0 is accepted and Ha is rejected, and vice versa.

4.5 The Influence of Leadership on Employee Performance

Based on the results of the hypothesis test, it is known that the influence of the leadership variable (X1) on employee performance at the Bank Jatim Jember Branch has a significance value of 0.048 with the t-count value greater than t-table ($2.041 > 2.023$), so the hypothesis states that leadership affects employee performance is accepted (H1 is accepted) and H0 is rejected. Thus it can be concluded that leadership has a significant effect on employee performance at the Bank Jatim Jember Branch. This means that the performance of employees at the Bank Jatim Jember Branch is influenced by the leadership that is applied. So the better the leadership, the better the employee's performance, and vice versa, the worse the leadership, the worse the employee's performance. This is consistent with research (Arijanto et al., 2022), (Majali et al., 2022), (Mohammad et al., 2022), which says leadership has a significant effect on employee performance.

4.6 The Effect of Employee Competence on Employee Performance

Based on the results of the hypothesis test, it is known that the effect of the competency variable (X2) on employee performance at the Bank Jatim Jember Branch has significance value of 0.000 with a t-count value greater than t-table ($4.086 > 2.023$), so the hypothesis states that competence has an effect on employee performance is accepted (H2 is accepted) and H0 is rejected. This means that the employee performance at the East Java Regional Development Bank Jember Branch rises or falls influenced by the employee's competence, the better the competency, the better the employee's performance, and vice versa, the worse the competence possessed, the worse the employee's performance will be. This is consistent with research (Mustikawati & Qomariah, 2020), (Indiyaningsih et al., 2020), (Wongso et al., 2020) which says competence has a significant effect on employee performance.

4.7 The Effect of Organizational Culture on Employee Performance

Based on the results of hypothesis testing, it is known that the influence of organizational culture variable (X3) on employee performance at Bank Jatim Jember Branch has a significance value of 0.349 with a t-count value smaller than t-table (-0.948

<2.023). This means that the performance of employees at the Bank Jatim Jember Branch increases or decreases is not influenced by the existing organizational culture, good or bad organizational culture at Bank Jatim Jember Branch does not significantly affect employee performance. This is consistent with research (Qomariah et al., 2020) which says organizational culture has no significant effect on employee performance.

V. Conclusion

Based on the results of the research that has been done, the conclusions that have been gathered are: 1) Leadership has a significant effect on employee performance at the Bank Jatim Jember Branch; 2) Employee competence has a significant effect on employee performance at Bank Jatim Jember Branch; 3) Organizational Culture has no significant effect on employee performance at Bank Jatim Jember Branch.

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