

**The Influence of Corporate Competence and Culture on the
Performance of PT. Bank Sulutgo with Leadership Style as a
Moderation Variable
(Study on Structural Officers at PT. Bank SulutGo)**

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Article Information

Received: October 23, 2022

Accepted: November 22, 2022

Published: December 24, 2022

Keywords: *Competence,
Corporate Culture, Leadership
Style, Performance.*

ABSTRACT

The success of a company in achieving goals largely depends on performance. This study aims to determine the effect of Competence, Corporate Culture on Performance with Leadership Style as a moderating variable (Study on Structural Officers at PT. Bank SulutGo). This study uses a quantitative approach by testing the hypothesis to see the correlation that occurs between competence, corporate culture on performance and leadership style as a moderating variable. The data collection technique used a questionnaire survey method with 103 respondents using a purposive method. The data analysis technique used is the Partial Least Square (PLS) approach with Smart PLS 3.2.9 Software. The results of this study indicate that competence and corporate culture have a positive and significant effect on leadership style. Competency variables have a positive and significant effect on performance. Meanwhile, corporate culture has no significant effect on performance. Leadership style has a significant effect on moderating competence and corporate culture on performance at Structural Officers at PT. North Sulawesi Bank.

INTRODUCTION

The economy of a country is heavily influenced by the banking industry. Once the role of banking is so important, good bank performance is an important factor in driving the economy. For this, banks need to improve their performance properly (Santoso, 2021). In improving its performance today, there are 4 things that need to be anticipated by the banking sector, namely; First, our national banking structure is still dominated by a population of banks with small business scale and low competitiveness. Second, ecosystem changes and stakeholder expectations for increasingly massive digital services, especially during the Covid-19 pandemic. Third, the expectations of the government and the public for the financial services sector, especially banking, in the recovery of the national economy. Fourth, demands on regulators regarding internal improvements, both in terms of regulation,

Banking is currently facing conditions of intense competition, to be able to survive against

competition, and the main goal of banking companies is to make a profit. Humans provide a role in achieving the success of the company in achieving its goals. Human resources are the movers and determinants of the direction and course of a company, good human resources who have high competence, high work discipline and a supportive work environment, will be able to support the company's ability to develop and maintain its existence to be able to face competition. Human resources are a very important organizational asset,

Bank SolutGo (BSG), which is part of the national banking community, also contributes to national economic development, especially in the North Sulawesi and Gorontalo regions. For this reason, BSG consistently continues to innovate to create the best and value-added business models, services and products for customers and create human capital as an important pillar in achieving the company's vision. So Bank SolutGo (BSG) has a corporate culture program that is implemented to support the achievement of company performance in achieving the set vision and mission.

Bank SolutGo is working to compile a BPD Regional Champion transformation roadmap, based on developing human resource performance and digitizing services such as the development of BSGMobile, BSGdirect, BSGe-samsat, and Kasda Online to improve customer experience as well as in the company's internal sector the use of the HCMS system, BSG e- learning, Help Desk Monitoring is focused on improving employee experience, which aims at convenience, efficiency and increased productivity on the customer and employee side. The description of the performance of PT. Bank SolutGo in the last 5 (five) years can be reflected in table 1.

Table 1. Performance Ratio PT. Bank SolutGo 2017 - 2021

Description	2021	2020	2019	2018	2017
<i>Capital Adequacy Ratio(CAR)</i>	16.26	15.19	15.82	16.49	16.69
Fixed Assets Against Capital	34.14	29.35	25.75	22.67	23.21
Troubled Earning Assets Against Total Earning Assets	2.80	2.99	1.59	2.13	1.19
<i>Return On Assets(ROA)</i>	1.24	1.60	1.44	2.30	2.80
<i>Return On Equity(ROE)</i>	13.39	13.28	13.27	18.84	24.45
<i>Loan to Funding Ratio(LFR)</i>	81.70	91.28	101.59	97.33	91.39
<i>Loan to Deposit Ratio(LDR)</i>	83.47	91.28	101.59	102.87	96.35
<i>Loan to Asset Ratio(LAR)</i>	70.82	76.01	80.30	76.93	77.55

Source: PT. Bank SolutGo, 2021

Based on the description above, there are several ratios that have decreased or increased, especially when facing the impact of Covid 19 in 2019 until now. For the Capital Adequacy Ratio (CAR) which shows a financial account relating to banking capital where the amount of a bank's capital will affect whether or not a bank is able to efficiently carry out its activities, it is shown in table 1 that the CAR of Bank SolutGo has experienced ups and downs in the last 3 years but still at a good level, which is above 8% as stipulated by Bank Indonesia Regulation Number 3/21/PBI/2001 Article 2 Concerning Minimum Bank Liability which was later updated in the Minimum Capital Provision for Commercial Banks in article 2. Likewise with components other descriptions such as assets to capital, non-performing product assets to total assets, LFR, LDR and LFR. However, in one of the descriptions of Return of Assets (ROA), it has decreased in the last 5 years. Return On Assets (ROA) is a profitability ratio used to measure a company's effectiveness in generating profits by utilizing its total assets. Return On Assets (ROA) is the ratio between profit before tax to the average total assets of the Bank. The greater the ROA value, the greater the company's performance, because the returns obtained by the company are greater (Khairiah & Kunti, 2012). Return On Assets (ROA) is a profitability ratio used to measure a company's effectiveness in generating profits by utilizing its total assets. Return On

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In an effort to increase human resources, Bank SulutGo has an HR transformation and digitization program that aims to increase productivity by equipping staff with UpToDate training and certification, in addition to that, the digitization program encourages Bank SulutGo operations to become more efficient, simple and reduce operation costs.

Good performance can be achieved because of the interrelationships that influence each other between leaders and their subordinates with a commitment to the organization to carry out performance that can be expected to achieve a goal (Delastri, 2010). As for this writing, the focus of the research is on Competence, implementation of Corporate Culture, Leadership Style on Performance of Structural Officers at PT. North Sulawesi Bank.

Research purposes

1. To analyze the influence of Competence on the Leadership Style of Structural Officers at PT. SulutGo Bank?
2. To analyze the influence of Corporate Culture on the Leadership Style of Structural Officers at PT. SulutGo Bank?
3. To analyze the effect of Competence on the Performance of Structural Officers at PT. SulutGo Bank?
4. To analyze the influence of Corporate Culture on the Performance of Structural Officers at PT. SulutGo Bank?
5. To analyze the influence of Leadership Style on the Performance of Structural Officers at PT. SulutGo Bank?
6. To analyze the influence of Competence on Performance through the moderating variable Leadership Style of Structural Officers at PT. SulutGo Bank?
7. To analyze the influence of Corporate Culture on Performance through the moderating variable Leadership Style of Structural Officers at PT. SulutGo Bank?

LITERATURE REVIEW

Human Resource Management

Management's goal is to increase human resource support to achieve organizational goals, or more specifically to increase productivity, job satisfaction, loyalty, and reduce employee laziness (Marihot, 2007).

According to Hasibuan (2005), the Role of Human Resource Management includes:

1. Determine the number, quality, and effective placement of workers according to company needs based on job descriptions, job specifications, and job evaluations.
2. Determine the withdrawal, selection and placement of employees based on the principle of the right man in the right job.
3. Establish welfare, development, promotion and termination programs.
4. Forecasting the supply and demand for human resources in the future.

5. Estimating the state of the economy in general and the development of the company in particular.
6. Closely monitor labor laws and policies on remuneration of similar companies
7. Monitor technical progress and trade union developments.
8. Carry out education, training, and employee performance appraisal.
9. Manage employee mutations both vertically and horizontally
10. Manage pensions, layoffs, and severance pay.

Competence

Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. According to McClelland defines competence as a fundamental characteristic possessed by someone who has a direct influence on, or can describe, excellent performance. In other words, competence is what outstanding performers do more often in more situations with better results than what average performers do (Wibowo, 2016).

Competence is a basic characteristic of an individual who has a causal relationship or a causal relationship with criteria that are used as a reference or standard, effective, or appear superior at work in certain situations (Nursalam & Efendi, 2008).

Leadership

Leadership is a way for leaders to influence their subordinates, so they want to work together and work productively to achieve organizational goals (Hasibuan, 2012). Leadership is the nature, habits, temperament, character and personality that distinguishes a leader in interacting with others. In conclusion, leadership is the driving force for all activities or activities to influence the will of others in an effort to achieve common goals. Behavior and strategy are as a result of skills, traits, and attitudes that are often applied by a leader when trying to influence the performance of his subordinates (Kartono, 2014).

Davis defines leadership as the ability to enthusiastically persuade others to achieve set goals. Terry and Frankin define a leader with a relationship in which a leader influences people to want to work together to carry out interrelated tasks in order to achieve the goals desired by the leader and or group (Yuli, 2005).

Corporate Culture

The word culture (Culture) as a concept rooted in the study or discipline of Anthropology is defined as philosophy, ideology, values, assumptions, beliefs, hopes, attitudes and norms that are shared and bind a society. Now this concept has also found a place in the development of organizational behavior science, and has become an important discussion in the scientific literature in both fields using the term organizational culture (Nimran, 2004).

Corporate culture is the rules of the game that exist within the company which will be a guide for employees in carrying out their obligations and values to behave in the company. Culture influences employee behavior and shapes employee attitudes in a more positive direction. Corporate culture is a system of values that are felt by all employees in the company. Besides being understood, all levels believe in these value systems as the foundation of the organization's movement. Corporate culture is a system that is believed by all employees and which is studied, applied, and developed on an ongoing basis, functions as a package system, and can be used as a reference for behavior within the organization to create corporate goals that have been set. Corporate culture is a value of trust,

Performance

Performance is the result of work that, in terms of quality and quantity, is obtained by an employee in fulfilling the job description according to the responsibilities set by the company (Mangkunegara, 2012). Dessler (2012) added that performance is an assessment of work achievement by comparing results and standards/targets that have been set (Dessler, 2012). Performance is the result of the output both in quality and quantity that employees get in carrying out their duties according to the responsibilities they carry (Seymour, 1991). According to Hasibuan (2012) Performance is the output result obtained by an employee in carrying out assigned tasks based on skills, experience, sincerity and time.

1. *Quantity of work*, namely the number/results of work obtained numerically in a certain predetermined period of time;
2. *Quality of work*, namely the quality of the work obtained based on the conditions of suitability and readiness;
3. *job knowledge*, understanding and knowledge employees regarding their work and skills;
4. *Creativeness*, namely the authenticity of the ideas raised and the actions to resolve the problems that arise;
5. *cooperative*, namely the willingness to cooperate with employees or fellow members of the organization;
6. *Dependability* That is a trust that arises from the presence and ability to complete the work.
7. *initiative*, namely the willingness or encouragement to complete existing tasks and responsibilities seriously.
8. Personal qualities are skills, integrity, personality, hospitality and leadership.

Relations Between Variables

The Effect of Competence on Leadership Style

Moehariono (2012) states that the success of a company in achieving the vision and mission is strongly influenced by employee performance. This is because performance or performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization.

Based on the presentation of Tewal et al., (2017) leaders are in control an organization because it functions as a driving force in achieving goals. That is, without a leader, the organizational goals that have been set will not be achieved because each member will only move or try to achieve his personal goals. A leader will try to influence members to complete the work according to what has been set. Therefore, leaders are expected to be able to create a conducive atmosphere and culture so as to have a positive influence on their members. Therefore, the ideal leadership style must be able to influence, direct and coordinate company goals so that employee performance increases.

Another factor that affects employee performance besides leadership style is competencies that must be possessed by an employee in carrying out his work, so that the competence that has been owned can assist employees in completing work according to predetermined targets. Moehariono (2012) competence has a very important role, because in general competence involves a person's basic ability to do a job. Competence possessed by employees can increase capacity and build a solid foundation. Therefore, the process of recruiting employees is something that needs to be considered by the company because in addition to the description of the understanding above, how to implement it so that it is in accordance with work standards is also very necessary.

The Influence of Corporate Culture on Leadership Style

Cultural differences create value for determining alternatives that can be equally accepted by each culture in each group. Understanding of cultural differences is a form of interaction between one culture and another that has an impact or influence on other cultures. Understanding cultural differences is very necessary for structural officials at PT. North Sulawesi Bank.

Leadership style is a pattern of attitudes and behavior shown in the process of influencing people (Matondang, 2008:5). Djanaid (2004: 202) states that leadership style is a norm that is used by someone when influencing the behavior of others.

The Effect of Competence on Performance

Wibowo (2012: 324) explains that competence is an ability to carry out a job that is based on skills and knowledge and is supported by the work attitude demanded by the job. Sedarmayanti (2011: 126) also explains that competence is a fundamental characteristic possessed by someone who has a direct influence on or can predict excellent performance. Based on the two opinions above, it can be concluded that competence is the ability to work by integrating knowledge, skills, abilities and personal values based on experience and learning in the context of carrying out their duties in a professional, effective and efficient manner. The results found by the research of Wijayanto and Dotulong (2019) stated that competency has a positive and significant effect on employee performance at PT. Manado Multi Krindo Plaza.

The Influence of Corporate Culture on Performance

Organizational Culture according to Amnuai in Tika (2010) is a set basic assumptions and beliefs held by members of the organization, then developed and passed on to overcome problems of external adaptation and internal integration problems. Meanwhile, Corporate Culture according to Robbins (2007:21) corporate culture is a set of values that are recognized and made by all its members that distinguish one company from another.

Performance is a result that is achieved by a person in carrying out his duties on skill, effort, and opportunity (Hasibuan 2002:160). Employee performance is the same only as work performance, which is the result of both quality and quantity work achieved by an employee in carrying out the duties and responsibilities that have been given to him (Mangkunegara 2007:9).

Organizational culture has no significant effect on employee performance at Bank Syariah Mandiri Bitung branch. This means that the performance of employees at the Bitung branch of Bank Syariah Mandiri goes up or down not because it is influenced by the culture that prevails in the company. The results found by the research of Fadude, Tawas and Poluan (2019) stated that organizational culture had no effect on the performance of employees of PT. Bank Syariah Mandiri Bitung Branch.

The Effect of Leadership Style on Performance

Leadership style is a norm of behavior used by someone when that person tries to influence the behavior of other people or subordinates (Miftah, 2010). A leader is someone who has a program and who behaves together with group members using a certain way or style. Leadership has a role as a dynamic force that encourages, motivates and coordinates corporate organizations in achieving a goal. Leadership is a process of one's activities to move others by leading, guiding, influencing others to do something in order to achieve the desired thing (Sutrisno, 2016).

From the several opinions above, it can be concluded that leadership style is a way for leaders to influence, direct, motivate, and control subordinates in a certain way, so that subordinates can complete tasks effectively and efficiently.

Leadership is a very important factor in an organization because most of the success and failure of an organization is determined by the leadership in the organization. Leadership is an activity

to influence people to be directed towards achieving organizational goals. Leadership includes the process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals, influencing to improve the group and its culture. The results found by Tumengkol, Koleangan and Dotulong (2019) research which state that Leadership Style has a positive and significant effect on employee performance at PT. Bank Negara Indonesia (Persero), Tbk (Campus Branch).

The Effect of Competence on Performance Through Leadership Style Moderating Variables

Human resources are the driving force behind the running of a company. So that the role of the leader is very influential to provide the direction and authority needed to achieve company goals. The ability of superiors can influence the success or failure in achieving a company. Bukit et al., (2017) stated that leadership style is a way that leaders use in influencing subordinates to carry out their duties and obligations in accordance with company goals. In leadership, the quality of encouragement, enthusiasm, direction and support is a factor that must be considered. Good leadership is needed to produce high employee performance, where leaders can provide clarity in giving orders and responsibilities to their employees.

In achieving company goals, the main capital that needs attention is employee performance. Quality employees determine optimal work results so leaders must have a leadership style that can affect employee performance. Human resource management requires the right pattern of leadership style so as to form synergy between superiors and subordinates.

The Influence of Corporate Culture on Performance Through Leadership Style Moderating Variables

The success of an organization in achieving its goals largely depends on managerial performance. Managerial performance can be explained as a form of leadership existence in completing work as effectively as possible. Success in organizing and managing an organization cannot be separated from the factors of leadership style and the attitude of subordinates in carrying out tasks to achieve organizational goals (Pamungkas, 2014). Improving organizational performance cannot be realized if there is no good management, which can encourage agency efforts to improve performance.

Model and Research Hypothesis

Research Model

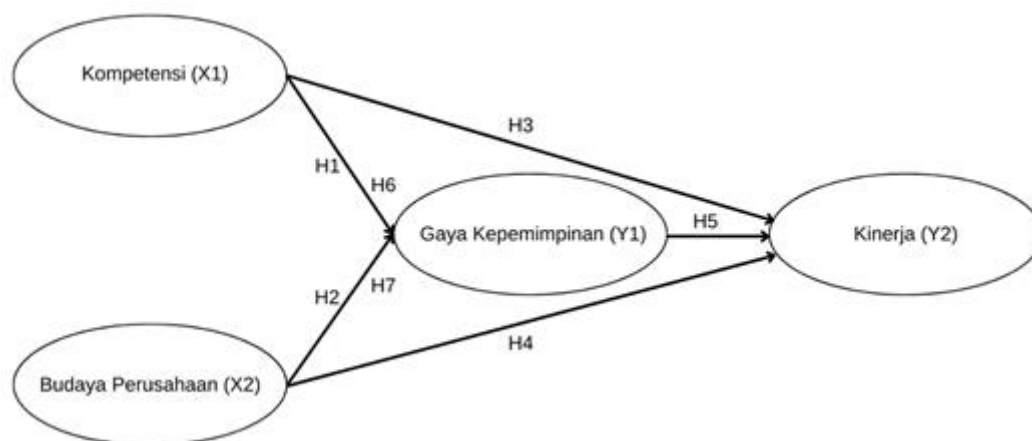


Figure 1. Research Model

According to Sekaran and Bougie (2017) a hypothesis can be defined as a temporary statement, but can be tested which predicts what you want to find in empirical data. From the main issues

stated above, the following hypotheses are presented as answers or temporary conjectures in this study, namely as follows:

H1: Allegedly Competence (X1) influences Leadership Style

H2: Allegedly Corporate Culture (X2) has an effect on Style Leadership

H3: Allegedly Competence (X1) influences Performance (Y2)

H4: Allegedly Corporate Culture (X2) has an effect on Performance (Y2)

H5: Allegedly Leadership Style (Y1) has an effect on Performance

H6: Allegedly Competence (X1) influences Performance (Y2) through leadership style moderating variable

H7: Allegedly Corporate Culture (X2) has an effect on Performance (Y2) through the moderating variable Leadership Style

RESEARCH METHODS

Types of research

Based on the problems studied, the method used in this research is descriptive method with a quantitative approach. Mashuri (2008: 34) explains that descriptive research is research that gives a careful picture of an individual, situation, symptom or certain group. For this type of research is explanatory research, namely research that seeks to explain the relationship between research variables and test the hypotheses that have been formulated previously.

Location or Research Object

The research was conducted on Structural Officers at PT. SulutGo Bank, with the first consideration of PT. Bank SulutGo is the largest Regional Development Bank (BPD) in the provinces of North Sulawesi and Gorontalo which is one of the largest contributors to local revenue (PAD) for the two provinces. Second, PT. Bank SulutGo is currently focusing on developing human resources and increasing competence which of course can provide space for research, especially related to performance. The third consideration is the ease of access to research that the author receives at the bank mentioned above.

Population and Research Sample

Population

According to Sugiyono (2018: 117) Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population of this research is Structural Officer at PT. North Sulawesi Bank. The number of Structural Officers is 129 people consisting of Division Heads, Department Heads, Branch Heads, Deputy Branch Heads, and Sub-Branch Offices in work units at the head office, branch offices and sub-branches.

Research Sample

Sample According to Sugiyono (2018: 118) the sample is part of the number and characteristics possessed by the population. While sample size is a step to determine the size of the sample taken in carrying out a study. According to Sekaran (2003) the sample is part of the population. The sample is part of the number and characteristics possessed by the population. If the population is large, the researcher cannot study everything in the population. For example, due to limited funds, manpower and time, researchers can use samples from this population (Sugiyono, 2013). Based on the existing population, the number of samples in this study was determined to

be 103 Structural Officers at PT Bank SulutGo from the current number of structural officials, namely 129 people.

Operational Definition of Variables and Indicators

Variable refers to the characteristics or attributes of an individual or an organization that can be measured or observed (Creswell, 2007). Variables usually vary in two or more categories or on a continuum of scores. Variables can be measured or assessed based on one scale.

1. **Independent Variable (Exogenous)** or independent variables are variables that (may) cause, influence, or have an effect on the outcome. This variable is also known as the treatment variable, manipulated, antecedent, or predictor. In this study the variables used are compensation and organizational commitment. Furthermore, the independent variables in this study are referred to as exogenous variables, namely variables whose values are not influenced/determined by other variables.
2. **Mediation Variables** is between the independent variable and the dependent variable. This variable mediates the effects of the independent variables on the dependent variable (Creswell, 2013). In this study the variable used is work motivation.
3. **Dependent Variable (Endogen)** or the dependent variable is a variable that depends on the independent variable. This dependent variable is the outcome or result of the influence of the independent variables. Other terms for the dependent variable are criterion, outcome, and effect variables. In this study the variable used is employee performance. Endogenous variables or variables whose values are influenced/determined by other variables in the model.

RESEARCH RESULTS AND DISCUSSION

Research result

Research Variable Descriptive Analysis

One of the ways that data can be easily understood, then descriptive analysis is one part of the statistics used. The variables used in this study are competence, corporate culture, leadership style moderation, performance. Measurement of these variables uses a score of 1 for the lowest and 5 for the highest score.

Table 2. Descriptive Analysis

	No.	Is lost	Average	Median	Min	max	Standard Deviation	Advantages of Kurtosis	Skewness
KEP1	1	0	4,544	5	2	5	0.553	2,150	-1,047
KEP2	2	0	4,573	5	4	5	0.495	-1,949	-0.299
KEP3	3	0	4,621	5	4	5	0.485	-1,777	-0.508
KEP4	4	0	4,553	5	4	5	0.497	-1,992	-0.218
BUP1	5	0	4,447	4	3	5	0.516	-1,515	0.003
BUP2	6	0	4,592	5	3	5	0.511	-1,134	-0.602
BUP3	7	0	4,359	4	3	5	0.519	-1,057	0.167
BUP4	8	0	4,515	5	4	5	0.500	-2,036	-0.059
BUP5	9	0	4,466	4	4	5	0.499	-2,021	0.138
BUP6	10	0	4,447	4	4	5	0.497	-1,992	0.218
KOM1	11	0	4,282	4	3	5	0.547	-0.479	0.039
KOM2	12	0	4,398	4	4	5	0.489	-1,858	0.423
KOM3	13	0	4,320	4	3	5	0.544	-0.671	0.023
KOM4	14	0	4,592	5	3	5	0.529	-0.590	-0.776
KOM5	15	0	4,456	4	4	5	0.498	-2008	0.178
KIN1	16	0	4,534	5	2	5	0.554	2054	-1,005
KIN2	17	0	4,583	5	4	5	0.493	-1,922	-0.340

KIN3	18	0	4,621	5	4	5	0.485	-1,777	-0.508
KIN4	19	0	4,573	5	4	5	0.495	-1,949	-0.299
KIN5	20	0	4,660	5	4	5	0.474	-1,559	-0.686
KIN6	21	0	4,689	5	4	5	0.463	-1,337	-0.830
KIN7	22	0	4,563	5	4	5	0.496	-1972	-0.258

Source: Data processed SmartPLS 3 (2022)

Results of Data Analysis

Description of Competency Variables, Corporate Culture, Leadership Style Moderation, Performance.

Several questions from the questionnaire were designed using a Likert scale, the results of statistical data processing for each variable with the SmartPLS display with a total of 103 respondents (N). An overview of the research variables in this such as competence, corporate culture, leadership style, performance. Then the processed data table itself is used which shows the range of numbers for each question item in table 3 below:

Table 3. Competency Variables

ITEMS	SS	SS%	S	S%	N	N%	TS	TS%	STS	STS%
1	34	33%	64	62%	5	4.9%	0	0%	0	0%
2	41	40%	62	60%	0	0.0%	0	0%	0	0%
3	37	36%	62	60%	4	3.9%	0	0%	0	0%
4	63	61%	38	37%	2	1.9%	0	0%	0	0%
5	47	46%	56	54%	0	0.0%	0	0%	0	0%

Source: Processed data, 2022

Based on table 3 above, the results of the processing of statistical data on the competence variable total number of questions as many as 5 items, it can be seen that the SS answer with the highest score is item 4 and the lowest score is item 1, the S answer with the highest score is item 1 and the lowest score is in item 4, the answer to N with the highest score is in item 1 and the lowest score is in item 4. While TS and STS do not exist.

Table 4. Corporate Culture Variables

ITEMS	SS	SS%	S	S%	N	N%	TS	TS%	STS	STS%
1	47	46%	55	53%	1	1%	0	0%	0	0%
2	62	60%	38	37%	3	3%	0	0%	0	0%
3	39	38%	62	60%	2	2%	0	0%	0	0%
4	53	51%	50	49%	0	0%	0	0%	0	0%
5	48	47%	55	53%	0	0%	0	0%	0	0%
6	46	45%	57	55%	0	0%	0	0%	0	0%

Source: Processed data, 2022

Based on table 4 above, the results of the processing of statistical data on the corporate culture variable total number of questions as many as 6 items, it can be seen that the answer to SS with the highest score is item 2 and the lowest score is item 3, the answer S with the highest score is item 3 and the lowest score is in item 2, the answer to N with the highest score is in item 3 and the lowest score is in item 1. While TS and STS are not.

Table 5. Leadership Style Moderation Variables

ITEMS	SS	SS%	S	S%	N	N%	TS	TS%	STS	STS%
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1	58	56%	43	42%	0	0%	2	2%	0	0%
2	59	57%	44	43%	0	0%	0	0%	0	0%
3	64	62%	39	38%	0	0%	0	0%	0	0%
4	57	55%	46	45%	0	0%	0	0%	0	0%

Source: Processed data, 2022

Based on table 5 above, the results of the processing of statistical data on the leadership style moderating variable, the total number of questions is 4 items, it can be seen that the SS answer with the highest score is on item 4 and the lowest score is on item 1, the answer S with the highest score is on item 4 and the lowest score is in item 3, the TS answer with the highest score is in item 2, while there are no N and STS answers.

Table 6. Performance Variables

ITEMS	SS	SS%	S	S%	N	N%	TS	TS%	STS	STS%
1	57	55%	44	43%	0	0%	2	2%	0	0%
2	60	58%	43	42%	0	0%	0	0%	0	0%
3	64	62%	39	38%	0	0%	0	0%	0	0%
4	59	57%	44	43%	0	0%	0	0%	0	0%
5	68	66%	35	34%	0	0%	0	0%	0	0%
6	71	69%	32	31%	0	0%	0	0%	0	0%
7	58	56%	45	44%	0	0%	0	0%	0	0%

Source: Processed data, 2022

Based on table 6 above, the results of the processing of statistical data on the performance variable total number of questions as many as 7 items, it can be seen that the SS answer with the highest score is item 7 and the lowest score is item 1, the S answer with the highest score is item 7 and the lowest score is in item 6, the TS answer with the highest score is in item 2, while there are no N and STS answers.

Discussion

The Effect of Competence on Leadership Style

The direct effect hypothesis concludes that the competency variable (X1) has a positive and significant effect on the leadership style moderating variable (Y1) where the influence of the X1 variable on Y1 has a P-Values (0.000) $< \alpha$ (0.05), so H0 is rejected, meaning the influence of competence (X1) on leadership style (Y1) is significant. So that H1 which presents the influence of competence on positive performance. These results are in line with the research findings of Prasetyan, Lelly, and Desia (2021) which state that competency has a significant effect on leadership style (Study at Alas Purwo National Park in Banyuwangi Regency).

Leadership style is the overall leader's action pattern as perceived or referred to by his subordinates (Davis and Newstrom in Moehariono, 2012:386). The leadership style applied in an organization, regardless of the form of the leadership model, will certainly affect the performance of its employees.

The Influence of Corporate Culture on Leadership Style

The direct effect hypothesis concludes that the corporate culture variable (X2) has a positive and significant effect on the leadership style moderating variable (Y1) where the influence of the X2 variable on Y1 has a P-Values (0.001) $< \alpha$ (0.05), so H0 is rejected, meaning the influence of style leadership (X2) to leadership style (Y1) is significant. So that H2 represents the influence of corporate culture on positive leadership style. These results are in line with Hardjadinata's research findings (2020) which state that organizational culture has a positive and significant effect on the leadership of the Principals of Public Elementary Schools in South Lampung

Regency.

The role of the leader in the organization is also important for maintaining the corporate culture in directing its employees so that it will have an impact on performance. When talking about leaders, it cannot be separated from what is known as leadership. Leadership is the ability to influence and direct employee behavior as desired to achieve organizational goals. In practice, a leader has a variety of different characters in influencing and giving direction to his employees. This is what is called the leadership style.

The Effect of Competence on Performance

The direct effect hypothesis concludes that the competency variable (X1) has a positive and significant effect on the performance variable (Y2) where the effect of the X1 variable on Y2 has a P-Values (0.004) $< \alpha$ (0.05), so H0 is rejected, meaning the influence of competence (X1) on Performance (Y2) is significant. So that H3 which presents the influence of competence on positive performance. This result is in line with the research findings of Kalangi, Tewal and Uhing (2019) which states that human resource competence has a positive and significant effect on the performance of Hotel Sintesa Peninsula Manado employees. The same results were also found in the research of Mogot, Kojo and Lengkong (2019) which stated that competence has a positive and significant effect on the performance of employees of PT. PLN Manado Branch. This is in accordance with Abdi and Wahid (2018) who say that if employees have high competence, they can increase the share of the work that is owned by employees. This theory is also supported by empirical studies according to Kadir, et al. (2018) found competence to have a positive and significant effect on the work results of their subordinates. Employees who have work skills that are in accordance with their field of work will be more careful about the results obtained by employees at work. (2018) found competence to have a positive and significant effect on the work results of their subordinates. Employees who have work skills that are in accordance with their field of work will be more careful about the results obtained by employees at work. (2018) found competence to have a positive and significant effect on the work results of their subordinates. Employees who have work skills that are in accordance with their field of work will be more careful about the results obtained by employees at work.

The Influence of Corporate Culture on Performance

The direct effect hypothesis concludes that the corporate culture variable (X2) has a positive and insignificant effect on the performance variable (Y2) where the effect of the X2 variable on Y2 has a P-Values (0.776) $> \alpha$ (0.05), so H0 is accepted, meaning the influence of corporate culture (X2) to Performance (Y2) is not significant. So that H4 which presents the influence of corporate culture on performance is not positive. These results are in line with the research findings of Fadude, Tawas and Poluan (2019) which state that competence has a positive and insignificant effect on performance of PT employees. Bank Syariah Mandiri Bitung Branch.

The Effect of Leadership Style on Performance

The direct effect hypothesis concludes that the leadership style variable (Y1) has a positive and significant effect on the performance variable (Y2) where the influence of the Y1 variable on Y2 has a P-Values (0.000) $< \alpha$ (0.05), so H0 is rejected, meaning the influence of leadership style (Y1) on performance (Y2) is significant. So that H5 which presents the influence of leadership style on positive performance. These results are in line with the research findings of Biera, Tumbuan, Tielung (2021) which state that leadership style has a positive and significant effect on the performance of employees at the Bitung City Tourism Office. The same results were also found in research by Simbar, Lapian and Sendow (2019) which stated that leadership had a significant effect on the performance of PT employees. TELKOM.

With a positive inner weight coefficient indicating that the better the leadership style (Y1) that is applied, the better the performance (Y2), and conversely the worse the leadership style (Y1) that

is applied, the worse the performance (Y2). This is in accordance with what was explained by Mahmudi (2010) regarding the factors that affect employee performance, one of which is leadership. In this explanation it is stated that leaders should provide direction for tasks or work to their subordinates, in order to improve the performance of their subordinates at work.

The Effect of Competence on Performance through Leadership Style Moderating Variables

The output of the significance test parameters can be seen in the Total Effect table. In testing the moderating effect of leadership style on the relationship between competence and performance, it is not found in the coefficient table, because the moderating effect is not only carried out by testing the direct effect of the independent variables on the dependent variable, but also the interaction relationship between the independent variable and the moderating variable on the dependent variable (indirect effect). Therefore Total Effect is used to see the total effect of the prediction (direct and indirect effect).

Based on the results of the bootstrapping iteration, the T-statistic value of the moderating variable is 5.470, which is greater than the t-table of 1.64, and the P-Values of 0.000 are smaller than 0.05, which means that leadership style moderates competency on performance, so the hypothesis for a significant moderating effect. So, it can be concluded that leadership style has a significant effect on the relationship between competencies in efforts to improve performance in Structural Officers at PT. North Sulawesi Bank. This result is not in line with the research findings of Hariyanti, Mindarti (2022) which states that transformational leadership does not moderate the effect of competency on State Vocational School Teachers in Kendal Regency.

The leadership style displayed by a good leader is expected to increase the efforts of subordinates to achieve optimal work results, where leadership is one of the leadership styles whose usefulness has begun to be considered in dealing with changes in an organization.

The Influence of Corporate Culture on Performance through Leadership Style Moderating Variables

The output of the significance test parameters can be seen in the Total Effect table. In testing the moderating effect of leadership style on the relationship between competence and performance, it is not found in the coefficient table, because the moderating effect is not only carried out by testing the direct effect of the independent variables on the dependent variable, but also the interaction relationship between the independent variable and the moderating variable on the dependent variable (indirect effect). Therefore Total Effect is used to see the total effect of the prediction (direct and indirect effect).

Based on the bootstrapping iteration results, the T-statistic value of the moderating variable is 3.010, which is greater than the t-table of 1.64, and the P values are 0.003, less than 0.05, which means that leadership style moderates corporate culture on performance, so the hypothesis for a significant moderating effect. So, it can be concluded that leadership style has a significant effect on the relationship between corporate culture in efforts to improve performance at Structural Officers at PT. North Sulawesi Bank. These results are in line with the research findings of Tampubolon (2016) which states that leadership moderates the influence of organizational culture on employee performance at Bank CIMB Semarang.

One style of leadership is a situation in which the leader is able to awaken and encourage corporate culture to encourage subordinates to do work beyond what is expected and achieve goals above normal standards. However, to explain good leadership occurs if the leader expands and arouses employee interest. Raising awareness and group mission as well as mobilizing employees for the benefit of the company.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Human resources (HR) in PT. Bank SulutGo, including structural officials, is the main force in running the banking business today. The findings of this study identify that competence, corporate culture, leadership style are very important factors in predicting or assessing the performance of Structural Officers at PT. North Sulawesi Bank.

1. Competence has a positive and significant relationship to leadership style in Structural Officers at PT. North Sulawesi Bank.
2. Corporate culture has a positive and significant relationship to the leadership style of Structural Officers at PT. North Sulawesi Bank.
3. Competence has a positive and significant relationship to the performance of Structural Officers at PT. North Sulawesi Bank.
4. Corporate culture has a positive and insignificant relationship to the performance of Structural Officers at PT. North Sulawesi Bank.
5. Leadership style has a positive and significant relationship to the performance of Structural Officers at PT. North Sulawesi Bank.
6. Competence has a positive effect on performance through the moderating variable of leadership style in Structural Officers at PT. North Sulawesi Bank.
7. Corporate culture has a positive effect on performance through the moderating variable of leadership style at Structural Officers at PT. North Sulawesi Bank.

Suggestion

For researchers who will conduct research in the same topic for research in different business sectors. Other business sector research can be carried out which will make this research complete and can be used for overall decision making.

In addition, for Structural Officers at PT. Bank SulutGo to do the following:

1. To continue to improve competence (hard skill), evaluate leadership style (Soft Skill) on Structural Officers at PT. North Sulawesi Bank. So that the expertise possessed will increase which will have a positive impact on improving performance, and can help companies to further develop and compete in today's banking industry.
2. To maintain the corporate culture, namely culture caused by aspects of the social environment, human resources, will greatly affect the diversity of performance of Structural Officers at PT. North Sulawesi Bank.
3. To be more active in internalizing the existing Corporate Culture in accordance with the current demands of the banking business, by continuing to evaluate the achievements of the Structural Officers at PT. Bank SulutGo both individually and work units.

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