

## Analysis Of The Influence Of Compensation, Leadership Style And Organizational Culture On Employee Performance In National Banking Industry

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### Abstract:

The purpose of this study is to ascertain how organizational culture and leadership style, with pay acting as an intervening variable, affect employee performance. 100 employees were used in the saturation sampling approach to determine the study's sample. Using SPSS 26, path analysis was the data analysis method employed in this investigation. The findings demonstrated that leadership style has a direct bearing on remuneration; and organizational culture has a direct bearing on compensation. Leadership style and corporate culture have a simultaneous impact on pay. The performance of employees is directly impacted by organizational culture. Employee performance is not directly impacted by a leader's style. Compensation directly affects how well employees perform. Employee performance is influenced by salary, leadership style, and company culture all at the same time. Compensation is determined to be a mediating variable for each of the leadership style and organizational culture factors on employee performance based on the results of the Sobel Test.

**Keywords:** Organizational Culture, Leadership Style, Compensation, Employee Performance

### Introduction

The era of digital banking presents a chance for the nation's banks to further innovate in the services they offer to clients. At the Forum on Corporate Culture in Industry 4.0, director of the IRED Institute of Education and head of PACE College, stated that Industry 4.0 will provide both challenges and threats to banks and enterprises.

One of the many reasons businesses fail is a disregard for the importance of culture to the organization's long-term success. In the era of Industrial Revolution 4.0, a company's corporate culture is critical to its survival in the competitive marketplace (Arifin et al., 2019). Because a company's corporate culture plays a crucial role in ensuring its long-term growth and development. Organizational culture is defined as a set of values that may be continually built, implemented, and learnt. Banking institutions nowadays confront several challenges, chief among them the misconception that Islamic and conventional banks are interchangeable, which makes it difficult to promote Islamic banking culture. Many individuals still think that there are still gaps in sharia breaches, even if there is now a State Sharia Council externally and a form of Sharia Supervisory Committee within (Tannady et al., 2023).

Pre-interview data collected from the research location's human resources department suggests that there is a discrepancy between the number of workers who attend meetings and the number of employees who provide recommendations and thoughts. Few employees offer comments and answers, which indicates that there is still a deficiency in the freedom of expression. This demonstrates how crucial a leader's role is. A leader must not only provide instructions to subordinates; rather, they must also allow their staff members to express their opinions freely and give the organization a clear vision, mission, or direction so that the outcomes meet the initial goals of the business. As a result, effective leadership is required to achieve all organizational objectives (Krishernawan & Indrawati, 2018).

A person's capacity to lead is a combination of their personality, aptitude, and talent. It is impossible to separate a leader's style, demeanor, and status from his interactions with subordinates and the circumstances around them. This data indicates that the greatest percentage of the bank's employees—30% of them—have the most effect. The research location believes that their leaders don't provide them enough attention; thus, when doing their duties, the leader should give more thought to each individual subordinate's demands. Leaders must also have the ability to recognize and encourage their team members. Then, according to 20% of bank workers at the study site, problem-solving leaders frequently apply antiquated concepts and procedures. Leaders ought to be able to think of novel approaches to challenges. Leaders challenge followers to go beyond the box and approach challenges logically, rather than relying just on approximations. Furthermore, 20% of workers said that miscommunication between managers and staff might result in misconceptions at work. Then, 10% of workers said that they were uncomfortable with the leader's approach (Parulian & Tannady, 2023).

Compensation is a critical factor in addition to leadership style and corporate culture. Employee performance is impacted by a company's remuneration policy, whether it is excellent or negative. One aspect of the interaction between human resources and organizations is compensation. The financial and non-financial benefits that employees obtain as a result of their employment connection with their employer are referred to as compensation. Financial incentives come in various forms, including salary, wages, commissions, bonuses, allowances, and lump sum payments for journeys on business or leisure. Housing, social security, health insurance, accident insurance, life insurance, and pension insurance are examples of non-financial remuneration (Handayani et al., 2023).

In actuality, though, not all employee remuneration in a firm aligns with their expectations. According to preliminary study that researchers did with a number of human resources department personnel, there is an issue that employees are experiencing, namely with relation to remuneration. At the research site, the Bank offers a payment mechanism as part of its compensation package. Pay and benefits, position allowances, special allowances, bonuses related to job performance or not, achievement awards, intensives, and other forms of support given on a recurring basis make up remuneration, which is a form of direct compensation. Nevertheless, there are still challenges with its execution, primarily that employees are not receiving enough remuneration to satisfy their demands (Ilmiyah & Krishernawan, 2020). Employee performance within a corporation may be impacted by remuneration size. An employee's performance is determined by the amount and quality of work he or she does to complete the responsibilities that have been delegated to them. One of the most important things to promote the best possible growth of human resources is employee performance. It is the collective obligation of all stakeholders to improve employee performance. Bank personnel must exhibit professional ethics, good discipline, and the drive to consistently improve job performance. Banks provide equipment, facilities, training facilities, and other work infrastructure (Dharmawan, 2017).

According to the findings of preliminary research on the HRD of the Bank under investigation, a number of phenomena are present in the performance of Bank workers. The first semester's accomplishment value was discovered to be 105, but the central bank's average value was 109. This indicates that the first semester's aim was not met in line with the central bank's average value (Eksan & Dharmawan, 2020). Similar to the first

semester's achievement, the second semester's achievement was also below average, coming in at 90 compared to the central bank's average of 85. Adding to the two semester's achievements, the 2020 achievement value was 95 compared to the central bank's average of 97. This indicates that the research location branch bank continues to fall short of the average target achievement value of other Bank branch offices in Indonesia. The purpose of this study is to ascertain the impact of leadership style and organizational culture on employee performance when compensation is taken into account as an intervening variable (Clinton & Bernhard, 2018).

## Literature Review

Tobari claims that an organization's culture may be thought of as its personality. Organization's shared values define its organizational culture and influence how its members carry out their tasks in order to meet its objectives. In the meanwhile, previous researcher defines organizational culture as a collection of presumptions, belief systems, values, and conventions created within the company that serve as standards of conduct for its members in order to solve issues with internal consistency and outward adaptability. Corporate culture as a set of values that are continually developed, applied, and believed in (Guruh, 2018). Furthermore, corporate identity is established by organizational culture and is identifiable to both internal and external stakeholders. A company's image may be enhanced, top personnel can be drawn in, and relationships with clients and business partners can be strengthened with a good and consistent culture. As a result, since they are the key forces behind the values that the team as a whole adopts, leaders play a crucial part in creating and preserving the culture of their organizations (Siagian & Khair, 2018).

A company's or institution's collective identity is shaped by its values, customs, and beliefs, which are collectively referred to as organizational culture. It serves as the cornerstone for controlling employee conduct, handling disputes, and establishing a distinctive work atmosphere. Organizational culture is a living thing that is always changing as a result of many different interactions and factors, such as group experience, communication, and leadership. The capacity of corporate culture to give team members guidance and a common goal is what makes it so important (Taurisa & Intan, 2012). A company's ideals should be evident in all facets of regular operations in a culture that is flourishing. Employee cooperation and idea sharing, for instance, will increase if collaboration is valued. On the other hand, if innovation is prioritized, the culture will support experimentation and originality. A leader's style is seen in how he goes about leading, influencing, motivating, and pushing his team members toward goals. This includes taking the initiative, controlling, informing, supporting, assessing, and summarizing tasks. A person's leadership style is the standard of conduct they adopt while attempting to persuade others or their staff. A person's capacity to lead is a combination of their personality, aptitude, and talent. It is impossible to isolate a leader's style, demeanor, and status from his interactions with subordinates and external circumstances (Guruh, 2018).

A leader's guidance and motivation of their team towards shared objectives is reflected in their style of leadership. In organizational settings, one may find a variety of leadership philosophies, and each possesses a distinct impact on group dynamics. First, strict control and exclusive decision-making are traits of an authoritarian leadership style. Leaders with an authoritarian style typically give instructions with little input from the team. In the meanwhile, decision-making with a democratic leadership style allows for greater involvement and group thought. Democratic leaders want to promote freedom of speech and collaboration. The conversation between the team and the leader is the main emphasis of the transactional leadership style, on the other hand. Rewards and penalties are tools used to incentivize workers in this situation (Parulian & Tannady, 2023). For businesses and organizations, compensation refers to benefits or incentives for employees who, through their labor, have helped them achieve their objectives. The cost of services obtained or rendered by another for the advantage of an individual or legal organization is what Sadili defines as compensation. Compensation is defined as any earnings that employees receive in exchange for their services rendered to the organization, whether they be in the form of cash or indirect products. The financial and non-financial benefits that employees obtain as a result of their employment connection with their employer are referred to as compensation, according to Wirawan. Financial incentives come in various forms, including salary, wages, commissions, bonuses, allowances, and lump sum payments for journeys on business or leisure. Housing, social security, health insurance, accident insurance, life insurance, and pension insurance are examples of non-financial remuneration (Taurisa & Intan, 2012).

When we talk about compensation in an organizational setting, we're talking about giving employees incentives or reimbursements for their hard work and efforts. In addition to base pay, these rewards also come in

the form of various allowances, incentives, and bonuses that are paid out as a means of encouraging people and recognizing their accomplishments as a group or as an individual. In addition to having an influence on worker happiness, an efficient pay structure also helps to retain talent and boost output. A base pay is frequently regarded as the most fundamental component of a benefits package. It is frequently a key element in luring and keeping talent as it conveys the importance of the position and experience level. Benefits like health insurance, paid time off, and pensions may also give workers financial stability, improve job satisfaction, and forge enduring bonds between the workforce and the business (Eksan & Dharmawan, 2020). Employee's job performance is defined as the amount and quality of work completed in the course of performing his or her duties in line with the obligations assigned to them. Performance, according to Wirawan in Abdullah, is the output generated by the functions or indications of a job or a profession within a specific amount of time. Work energy kinetics is the English translation of this term. An employee's performance is determined by the amount and quality of work he or she does to complete the responsibilities that have been delegated to them. One of the most important things to promote the best possible growth of human resources is employee performance. It is the collective obligation of all stakeholders to improve employee performance. Bank personnel must exhibit professional ethics, good discipline, and the drive to consistently improve job performance. Banks provide equipment, facilities, training facilities, and other work infrastructure (Siagian & Khair, 2018).

A key factor in an organization's success is employee performance. It includes the degree to which members of a team or organization meet predetermined objectives and standards. A multitude of factors influence employee performance, such as skills, work environment, motivation, and managerial assistance. A key factor in deciding how ready and able people are to give their all is motivation (Arifin et al., 2019). This element may take the form of acknowledgment, monetary benefits, chances for professional advancement, or even a feeling of self-actualization. Motivated workers are more likely to be committed and make valuable contributions to the objectives of the company. Performance is also greatly impacted by the skills and abilities of the workforce. Sustaining individual abilities and making them applicable in a changing world requires ongoing training and development. Furthermore, a collaborative, encouraging, and growth-oriented work atmosphere can increase productivity and creativity among staff members (Tannady et al., 2023).

## Methodology

In this study, an associative research design and a quantitative approach were used. In this study, primary data was collected through questionnaires, some of which were adapted from previous studies. Before being given to respondents, some questionnaires were tested first with confirmed validity and reliability in use. The questionnaires in this study used a Likert scale. Secondary data from this study was retrieved through other sources that support the research results. This study used a combination of purposive selection and non-probability sampling with saturated sampling to obtain a sample of forty respondents, most of whom were the employee at national sharia bank in Indonesia. The path analysis test uses a sobel analysis model combined with a trimming test. The data were analyzed using SPSS software, and the results were presented using descriptive analysis.

## Results

The normalcy test is the first test and first structure that is performed in the standard assumption test series. Asymp. Sig. (2-tailed) of 0.2, the findings of the Kolmogorov-Smirnov test normalcy test. The normalcy test is the second test and second structure that is performed in the standard assumption test series. Asymp. Sig. (2-tailed) of 0.5, the findings of the Kolmogorov-Smirnov test normalcy test. The result is larger than 0.05, as indicated by this value, suggesting that the data is regularly distributed. The tolerance value of all independent variables more than 0.1 and the VIF value of all independent variables 10 are known properties based on multicollinearity. Thus, it can be inferred from the preceding computations' findings that the regression equation model is suitable for application in this investigation and does not have a multicollinearity issue. The heteroscedasticity test then reveals that no discernible pattern forms and that the dots are dispersed above and below the 0 on the Y axis, leading to the conclusion that heteroscedasticity is not present.

Based on the calculation results in the first equation for the partial test, the t-count value is 5.1 with a significance of 0.000. t-table with a significance level of 0.05, the t-table is 0.7. So it can be concluded that  $H_a$  is accepted. This means that there is a direct influence between the organizational culture variable on compensation. Then for the leadership style variable, the t-count value is 2.6 with a significance of 0.00, the t-table is 0.7. So it

can be concluded that  $H_a$  is accepted. This means that there is a direct influence between the leadership style variable on compensation. In the second structure, the t-count value for the organizational culture variable is 0.5 with a probability of 0.6. So it can be concluded,  $H_a$  is rejected. This means that there is no direct influence between the organizational culture variable on employee performance. In the leadership style variable, the t-count value is 1.5. So it can be concluded,  $H_a$  is accepted. This means that there is a direct influence between the leadership style variable on employee performance. The compensation variable which is the intervening variable here obtained a t-count value of 7.6 with a probability of 0.000. The result is t-count (7.6) > t-table (0.7). So it can be concluded,  $H_a$  is accepted. This means that the variable Compensation on Employee Performance has a direct effect.

The first structure's simultaneous testing yielded an F-count result of 28.3 with a probability of 0.000. F-count (28.3) > F - table (3.3) is the outcome, and  $H_a$  is approved in light of this. This indicates that organizational culture and leadership style both have a major impact on compensation at the same time. However, the adjusted R Square value for the first structure is 0.6 (60%), meaning that the combined effect of Leadership Style and Organizational Culture on Compensation is 60%. The remaining 0.4, or 40% represents the possibility that other factors, such as variables outside of this model, could have an impact on the Compensation variable. With a probability of 0.000, the F-count result for the second structure is 69.1. As a consequence,  $H_a$  is approved since F - count (69.1) > F - table (2.9). This indicates that the factors of compensation, leadership style, and organizational culture all have a big impact on employee performance at the same time. The combined effect of organizational culture, leadership style, and compensation on employee performance is 82%, as indicated by the adjusted R Square value of 0.82 (82%) obtained in this second structure. The remaining 0.18 or 18% represents the possibility that other factors, such as variables outside of this model, may have an impact on employee performance variables. With a significance threshold of 0.05, the first calculation's t-count value in the Sobel test was 36.9 more than the t-table's value of 0.7. Therefore, it may be said that the link between corporate culture and employee performance is mediated by compensation mediators. The t-count value of 2.5 in the second computation result, which is equivalent to 0.7, is hence higher than the t-table with a significance threshold of 0.05. Therefore, it may be said that the link between leadership style and employee performance is mediated by salary.

## Discussion

Organizational culture in the banking sector can have a significant impact on the compensation policies applied to its employees. First of all, organizational culture reflects the core values and beliefs held by the bank. If the culture emphasizes collaboration, innovation, or superior customer service, compensation policies may be designed to reward employees who actively support and embody these values. In addition, a culture that emphasizes results and high performance may influence the compensation structure. Banks that encourage target achievement and business growth may have bonus schemes that are focused on achieving specific performance goals. These could include achieving sales targets, growing customer portfolios, or implementing strategic initiatives that support the bank's vision. In cultures that emphasize employee and leadership development, compensation policies may include skills-based approaches and career progression. A strong training and development program may be accompanied by additional incentives or salary increases in recognition of improved skills and greater contributions. Organizational culture can also create fairness and transparency in the compensation system. If the bank has a culture that emphasizes fairness and rewards based on comparable performance, this can be reflected in the salary and bonus structure. Employees who feel that the compensation system is fair according to their contribution to the organization's vision and goals are likely to be more motivated.

While organizational culture is often considered a key factor influencing employee performance, in some situations, its impact can be limited or even non-existent. First, there may be a misalignment between the official culture announced by the company and the culture that employees actually experience on a day-to-day basis. If the announced culture is merely rhetoric and not reflected in daily practices, employees may not feel the impact on their performance. Furthermore, compensation policies that are not in line with the values espoused by the organization's culture may cause a mismatch. For example, if a bank emphasizes teamwork and collaboration, but its compensation policy puts more emphasis on individual achievement, employees may not feel the urge to collaborate, as rewards are not linked to those values. Employee performance in banks can also be affected by external factors such as competitive pressures in the industry or regulatory changes. In such situations, employees may focus more on responding to external pressures rather than aspects of organizational culture that may be



perceived as secondary. The mismatch between organizational culture and employee performance can also be caused by a lack of good communication and understanding between leaders and team members. If the company's direction and values are not clearly explained or well understood by employees, the impact on performance may be weakened. Leadership styles have a significant impact on compensation policies for bank employees. First, leadership styles that encourage collaboration and employee participation in decision-making can influence compensation structures. Leaders who practice a democratic leadership style tend to build a fair and transparent compensation system, where employees feel that their contributions are recognized and valued. On the other hand, authoritarian leadership styles that tend to make decisions exclusively can create a more centralized compensation structure. In the context of a bank, this could include decisions related to bonuses or incentives that are more focused on leadership decisions. Employees may feel that the direct impact of their performance on their compensation is less visible in this leadership style. Transformational leadership style can also influence compensation by emphasizing inspiration, vision, and personal influence. Leaders who are able to inspire employees to exceed expectations can create a compensation system that is more linked to achieving long-term goals and contributions that positively impact the growth of the bank. In addition, leaders who have an employee development-oriented leadership style can create compensation policies that are linked to professional growth. Support for training, education and skills development can be reflected in incentives or additional compensation policies for employees who invest in their development.

Leadership style plays a central role in shaping employee dynamics and performance in a banking environment. A leader who applies an effective leadership style can motivate and guide employees towards achieving common goals. A democratic leadership style, for example, provides room for employee participation in decision-making, creating a sense of ownership and responsibility that can increase engagement and motivation. On the other hand, an authoritarian leadership style can create a different dynamic. Leaders who make decisions exclusively may create a less inclusive and less motivating environment for some employees. However, in some situations, especially in the midst of urgent decisions or crisis situations, this approach can be necessary to ensure quick and appropriate decisions. Transformational leadership style can also have a positive impact on employee performance in banks. Leaders who are able to inspire and build a strong vision can motivate employees to go beyond the usual limits of performance. By fostering a spirit of innovation and dedication, transformational leadership styles can create a culture that supports growth and excellence within banking organizations. The importance of leadership style in the banking context is not only limited to motivational aspects, but also related to the leader's ability to understand and respond to market dynamics and regulatory changes. Leaders who can effectively lead change and steer teams through external challenges can create a responsive and adaptive work environment.

Compensation plays a crucial role in motivating and influencing employee performance in the banking sector. First of all, the financial elements of compensation, such as base salary and bonuses, can be a strong source of motivation. Employees who feel that the rewards they receive are proportional to their contribution and performance are more likely to be motivated to give their best. In addition, a fair and transparent compensation system can create a sense of fairness among employees. Openness in terms of performance appraisal criteria and determining the amount of compensation can prevent dissatisfaction and uncertainty among bank employees. This can maintain job satisfaction and keep morale high. Non-financial rewards in compensation also play an important role in influencing bank employee performance. Benefits such as health insurance, leave, or career development programs can create a bond between employees and the company, increase job satisfaction, and motivate them to contribute more in the long run. Furthermore, incentive systems that are directly linked to the achievement of specific targets or performance can provide an additional boost. Performance bonuses linked to individual or team achievements can encourage employees to focus on organizational goals and achieve them with the best results.

## **Conclusion**

It is possible to draw the conclusion that organizational culture directly influences compensation based on the findings of research and discussion addressing the impact of leadership style and organizational culture on worker performance with compensation acting as an intervening variable. Pay is directly impacted by leadership style. Leadership Style and Organizational Culture both have an impact on pay concurrently. Employee performance is positively and negligibly impacted by organizational culture. Employee performance is directly impacted by a leader's style. The performance of employees is directly impacted by compensation. Triggered

effects on employee performance include remuneration, leadership style, and organizational culture. According to research, enhancing corporate culture through the best possible leadership approach for banks may boost worker productivity.

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