

Conference Paper

Analysis of Factors Affecting Leadership at Bank DKI Jakarta Selatan Post Covid-19

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Abstract.

This study aims to see the factors influencing leadership at Bank DKI South Jakarta. The variables in this study are organizational culture, motivation, work environment, and leadership after the Covid-19 pandemic. A survey research with a quantitative descriptive approach was conducted on all employees of bank DKI Jakarta, and 58 samples were taken from all employees of Bank DKI South Jakarta. Quantitative data tools, namely SEM PLS was used for data processing. Data collection methods: The data collection techniques carried out are interviews, questionnaires, observations, interviews. Research results: Based on the table obtained R-Square values for constructs X1, X2, and X3 of 0.707, which means that these values can identify Y and can be explained by variables X1, X2, and X3 by 70.7% while the rest is influenced by other variables outside the study.

Keywords: leadership, organizational culture, motivation, work environment

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1. Introduction

The COVID-19 pandemic that has hit Indonesia in two years has also had an impact on the development of Bank DKI South Jakarta. This pandemic not only has an impact on the public health sector, but also has an impact on the economy. However, the cooperation of all parties from various elements has made covid-19 cases in south DKI Jakarta decrease to the status of PPKM level 2. These conditions make the challenges in the future even more severe. With the development of the times, every company or organizations required to always innovate and always update every human resource (HR), namely by providing training and development programs for its employees. With the existence of training and development programs, it is hoped that the company or organization will be compete with other companies in every field. transformational Leadership is a leader who is able to provide motivation and inspiration and is able to encourage change by building a digital culture. Transformational Leadership is a

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leadership opportunity post covid-19. There are a number of leadership opportunities after the pandemic hit including visionary leadership, entrepreneurial leadership to transformational leadership.

With the support of the selector stage, automatically the human resources received have met the standards set by the company, the human resources expected from this company are able to become superior human resources at work, therefore with the programs that have been given or that have been facilitated by the company, employees must always take advantage of existing facilities, because this facility is provided for all branch offices throughout Indonesia without exception [1].

Human resources are one of the implementing elements in the activities of the organization that are in charge and responsible for carrying out the operational activities of the organization. In carrying out the duties of an employee requires perseverance in work, dexterity, having expertise and ability in carrying out tasks. In an organization in order to develop and advance, it really depends on the performance of the personnel themselves. If the performance is also achieved well, but on the contrary, if the performance of personnel is not good, the results obtained are also not good so that the goals desired by the organization cannot be achieved optimally. For this reason, the attention of office leaders to meet the needs of personnel, so that employee performance is good. The leader must be able to play his leadership role and function so that it is expected to influence and encourage the behavior of a subordinate in carrying out his duties [2]. Personnel performance is of course also influenced by leadership in the institution. With good leadership in a company will certainly improve the performance of the employees in it. Employee performance is also influenced by work motivation, work environment, and other variables [3].

2. Literature Review

Leadership is the style of a leader influencing his subordinates, in order to be willing to cooperate and work effectively according to his orders. Leading as a process of influencing others to support the achievement of relevant organizational goals. Leadership uses influence in the scope or situation of the organization, to produce meaningful effects and have a direct impact on the achievement of challenging goals [4].

Leadership as a management concept in organizational life that has a strategic position and is a social symptom that is always needed in group life [5]. Leadership has a strategic position because leadership is the central point and dynamicator of the entire process of organizational activities. Training is one of the company's tasks to

develop the potential of employees to achieve a company goal. Training is a process to improve and increase employee work skills that will help achieve company goals

Leadership is the use of influence to motivate employees to achieve organizational goals. In the opinion of Josep C.Rost in Triantoro Safaria, leadership is a mutually influencing relationship between leaders and followers who want real change that reflects his common goals. In an effort to carry out effective leadership, in addition to having abilities and skills in leadership, a leader should determine the right leadership style according to the situation and conditions of the group members. Many scientific studies are carried out by many experts regarding leadership, and the results are in the form of theories about leadership, so that the theories that arise show differences [5].

Leadership style is a combination of philosophy, efficiency, character and behavior that influences the work of its colleagues. Leadership style is necessary so that subordinates can perform their duties and obligations as expected, so that the goals set by the company can be achieved. Leadership style is a set of characteristics that leaders use to influence subordinates to achieve company goals. Leadership is an expression that places the position of leader in an Institution in the most important position and will always be responsible for its leadership. Leadership is the ability to influence the group towards achieving goals. Leadership is a process of interaction between the leader and employees where the leader seeks to influence employees to achieve company goals. Leadership is the trait, character, or way in which a person is in an effort to foster and move a person or group of people so that they are willing, committed and loyal to carry out activities in accordance with the duties and responsibilities to realize the predetermined corporate goals. In motivating employees, the role of a leader is needed because leadership is a process of using positive influences on others to make more effort in a number of tasks or change their behavior. Furthermore, he states that leadership is an attempt to influence to motivate individuals to achieve multiple goals [6].

Motivation is formed from the *attitude (attitude)* of employees in facing work situations in the organization. Motivation is a condition or energy that moves employees who are directed or directed to achieve the company's organizational goals. It is the positive mental attitude of the employee towards the a job situation that enhances his job motivation to achieve peak performance. Motivation is a conscious attempt to influence one's behavior in order to lead to the achievement of the organizational objectives of Barelson and Steiner in . Thus, it can be interpreted that motivation according to Barelson and Steiner is driven by the state of the soul and the mental attitude of the human being that gives energy, encourages to carry out activities and in the direction

of achieving satisfaction-giving needs. Motivation is a desire in a person that causes the person to act. Usually people act for a reason to achieve the goal.

Understanding motivation is very important because performance, reactions to compensation and other human resource issues are influenced and influence motivation. Approaches to understanding motivation vary, as different theories develop their own views and models. The achievement of the goals of the organization depends on the performance of its employees. If a company wants competitive advantage through human resources (HR), it must contain the concept of continuous hr training and development. Training and development are very important for employees and organizations to be more effective [7].

Culture organization is a norm and custom that is accepted as a truth by everyone in the organization. This organizational culture is a convoluted pattern of how people do things, what they believe, what is valued and reproached. Thus, this becomes a common reference among humans in interacting in organizations. And also this can be the glue for everything in the organization [8]. The condition of the organization is strongly influenced by the culture of the organization. Culture is not a clear behavior or an object that a person can see and observe [9]. Culture is also not a philosophy or value system pronounced or written in the articles of association of the organization but culture is an assumption that lies behind the values and determines the pattern of behavior of the individual towards the values of the organization, the atmosphere of the organization and leadership. Organizations with a certain culture provide an attraction for individuals with certain characteristics to join [10].

Organizational culture lays out how the small shovel of the company perceives other parts and how each department behaves as a result of such views. So that organizational culture is different from one organization to another, each has specific characteristics that distinguish it. However, this organizational culture is dynamic and needs to always be adapted to the development of the environment in order for the organization to survive, develop a culture of achievement, change the mindset and maintain trust in the organization. By understanding and realizing the importance of organizational culture for each individual, it will encourage managers to create a culture that emphasizes interpersonal relationships compared to a culture that emphasizes work tasks. Therefore, we need to understand the meaning and characteristics of organizational culture. We need to realize that organizational culture is very beneficial and is the key to carrying out cultural transformation. In essence, organizational change is a cultural transformation that is expected to have an impact on organizational performance.

Talking about the work environment is an important factor in supporting employee performance. An employee may not perform to a level that is believed to be capable, so check his work environment to see what is supportive. The physical environment, in the sense of all the circumstances contained around the workplace, will affect employees either directly or indirectly. The physical environment is divided into two categories: First, the environment that is directly related to employees (such as work centers: chairs, tables and so on). Second, intermediate environments or general environments (such as: homes, offices, factories, schools, cities, highway systems, and others that Effects on the human condition, e.g.: temperature, humidity, air circulation, lighting, noise, mechanical vibrations, unpleasant odors, colors, etc.) [11].

3. Methods

The Method used by this study is a survey research with a quantitative descriptive approach, (Sugiyono, 2017) states that descriptive and comparative research with a quantitative approach [12]. The data used in this study were primary data obtained from questionnaires that were distributed to respondents. This research also uses secondary data obtained from books, articles, journals that are useful as support in the research process entitled Analysis of factors affecting the leadership of Bank DKI South Jakarta. This research was conducted at Bank DKI South Jakarta Branch which is located at Jl. Lt. Gen. Soepomo Grand Permata Hijau Blok sapphire 1 and 2, DKI Jakarta. The population in this study was all employees of bank DKI South Jakarta branch which amounted to 58 people. The sampling technique in this study is Nonprobability Sampling because all populations are used as research samples, specifically using the Saturated Sampling technique because of the small population members, the total population is 58 people. The types and sources of data used in this study are as follows, namely data and information collected and processed by the author himself sourced from the object of research, namely the respondents studied related to the problem under study, in the form of data analysis of the Performance Assessment of Bank DKI Employees.

4. Result and Discussion

Anticipating changes in economic conditions and facing the competition and rapid development of the banking industry requires careful business planning by strengthening the strategic positioning of PT Bank DKI. Bank DKI is expected to deliver sustainable quality performance, as expected by its shareholders and stakeholders. A good and

dynamic business plan requires creating a long-term strategic plan and transforming the company’s vision and mission. Therefore, in 2020, there was a new alignment of vision and mission as direction and goals based on Board Decree No. 16/KEP-DIR/XII/2020 on Vision and Mission of PT Bank DKI. In order to withstand tough competition even in the age of digitalization, the management team and all employees of the bank DKI. Bank DKI’s Vision “To Become the Bank of Choice for a Developed and Prosperous Jakarta” The identity of the respondents in this study can be seen in the Table 1.

TABLE 1: Employee identity.

Sum	Gender		Age Range		
	Man	Woman	25-35 years	35-45 years	>45 years old
	32	26	21	18	19

Source: Bank DKI Jakarta Selatan

From the Table 1, it can be seen that the number of permanent employees of Bank DKI South Jakarta after the Covid-19 pandemic is 58 Orang consisting of 32 men and 26 women. Their age range is 21 people aged 25-35 years, 18 people aged 35-45 years and 19 people aged over 45 years.

Next, for all the questioning items at Bank DKI South Jakarta After the Covid-19 pandemic, the questionnaire was declared valid in each variable because the value > 0.7. From the results of the loading test of the above factors, it can be seen that all the statements on the questionnaire when tested are valid and the value of *Cronbach’s Alpha* Bank DKI South Jakarta After the Covid-19 pandemic, all of them > 0.7, all of which are declared valid.

TABLE 2: Validity and reliability tests.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0,826	0,827	0,920	0,852
X2	0,725	0,725	0,879	0,784
X3	1,000	0,000	1,000	1,000
yY	0,867	0,884	0,901	0,646

TABLE 3: R Square table.

	R Square	R Square Adjusted
Y	0,707	0,691

Based on the Table 2 and 3, the R-Square value for constructs X1, X2 and X3 is 0.707, which means that the value can identify Y, it can be explained by variables X1, X2 and X3 of 70.7 % while the rest is influenced by other variables outside the study.

TABLE 4: Relationships between variables.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEVI)	P Values
X1 -> Y	0,525	0,557	0,172	3,058	0,002
X2 -> Y	0,336	0,314	0,168	1,996	0,046
X3 -> Y	-0,115	-0,113	0,075	1,535	0,125

From the table 4, it can be seen that X1 and X2 have an effect on Y, while X3 has no influence on Y in this study.

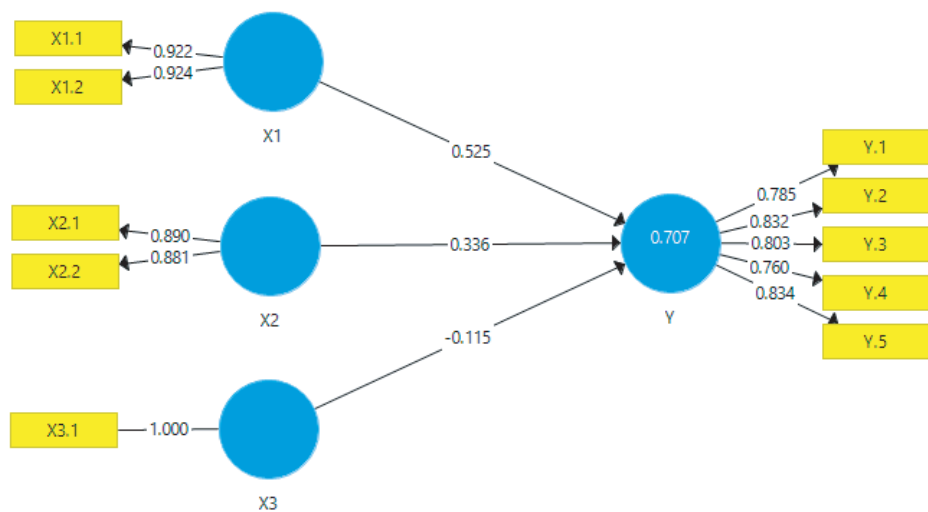


Figure 1: Test result.

Based on the test results of Bank DKI South Jakarta after the Covid-19 pandemic presented in Fig. 1, it can be concluded that there is an influence between X1, X2 and X3 on Y. Banks have a strategic role to play in supporting Indonesia’s economic recovery after the Covid-19 pandemic. One of the things that Can be done by Bank DKI South Jakarta is leadership transformation that is adapted to the conditions and needs of the community in general in financial transactions. To realize the transformation, banks must of course follow the procedures and provisions that have been set by the competent authority. This aims to mitigate risks as a measuring tool in carrying out leadership.

5. Conclusion

As for the conclusions of the research on the analysis of factors affecting leadership in Bank DKI Jakarta Selatan post covid-19, among others, based on the results of hypothesis testing, it was concluded that X1 and X2 had an effect on Y, while X3 did not., the criteria for testing the validity of discriminants were based on the value of

testing variables that were greater than the values of other variables. Based on the test results it is known that the values of the variables X1, X2 and X3 are smaller than the two variables Y. Thus the test results are discriminately invalid., the value of cronbach's alpha is worth more than 0.7 thus it can be said that the variable is reliably related. The composite reliability value from the test results shows a value above 0.7 thus it can be said that the data is valid. The value loads with another construct. Based on these results, it can be seen that the intended construct value is always greater in the variable itself based on these results, it can be concluded that there is no problem of discriminant validity. The cross loading factor results show that each variable > 0.7 , the R-Square value for the satisfaction construct is 0.707 which means that the value can identify y can be explained variable x by 70.7% while the rest is influenced by other variables outside the study

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