
The Influence of Individual Competence, Corporate Culture and Work Attitude on Employee Performance and Its Impact on Performance PT. BNI Banda Aceh

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Abstract

This study was conducted with the aim of knowing and testing the effect of competence, organizational culture and work attitudes on employee performance and its implications on the performance of PT. Bank Negara Indonesia (PT.BNI) Banda Aceh Branch Office. The population of this research was all employees of PT. BNI Banda Aceh, as many as 131 employees, and the research sample was as much as population (census). The research model was analyzed using Structural Equation Modeling (SEM). Data was collected using questionnaires that used the Likert scale. The result of testing conducted at PT.BNI Banda Aceh showed that the competence of employees affected the performance of employees, the company culture also had an effect on the achievement of employee performance, the work attitude shown by employees also had an influence on employee performance, employee performance had an influence on improvement in company performance, competency owned by employees also had an influence on company performance, corporate culture that was applied by the leadership also influenced company performance, work attitude shown by employees influenced company performance improvement, there was an indirect effect of competence on performance company through employee performance, there was an indirect influence of company culture on company performance through employee performance, and there was an indirect effect of work attitude on employee performance company through employee performance. The model test results in this study can be used as a reference by academicians, researchers and also practitioners. An interesting finding is when employee performance functions as a partial mediator, where increasing competence, strengthening corporate culture and adjusting work attitudes can actually affect performance both directly, but can also through employee performance first. Further researchers are also advised to be able to enrich this research model with other variables, such as the type of competency that can trigger performance, a culture that is suitable within the scope of banks that can improve performance, or how the type of work attitude can affect the performance of employees and organizations.

Keyword : Individual Competence, Corporate Culture, Work Attitude, Employee Performance, Company Performance.

1. Introduction

PT. Bank Negara Indonesia (PT.BNI) has a vision of becoming a leading, leading and also leading bank in service and performance. For performance measurement tools, PT. BNI has been using the Balanced Scorecard since 2010. The balanced scorecard is a strategic planning and management system that is widely used in business and industry, government, and non-profit organizations around the world to align business activities with the vision and strategy of the organization, improve internal and external communication, and monitor organizational performance against strategic goals (Kaplan & Norton, 1996). But of course there are other indicator packages that can be used to measure company performance, according to the perspective needed. This is due to the fact that the performance measurement standards set by the government may vary, such as several ministries that expect the performance of State-Owned Enterprises with different standards.

Company performance PT. BNI Banda Aceh Branch which is a state-owned bank of Indonesia, or in this study called PT.BNI Banda Aceh, can be explained that in the Reports of Realization Commitments, PT. BNI has not managed to reach the target optimally. Based on achieving the 2019 Balance Sheet target at the end of December 2019, it can be seen that the achievement on credit had reached and exceeded the 2019 target set at 102.51%. But if we look at the achievement of the target Third Party Funds (DPK) that, both the DPK of Consumer Retail (CR) and DPK of Business Banking Products (BB) had not reached the 2019 target set. But even so it still provides profit for BNI Banda Aceh, with a profit of Rp. 23.5 billion.

In order to achieve performance, PT. BNI Banda Aceh always develops and relies on its employees and continues to improve. As a component that is the core of the operational process, each employee is expected to be able to provide the best service to customers by means of optimizing the use of technology, making a record or entry transaction process, verifying and checking the list of customer data, conducting checks and making periodic reports and various other activities and programs to achieve business goals. Providing excellent service to customers is a must for banks and is an important factor for the survival of the company. With good and satisfying service, the bank is expected to continue to be a choice for the community.

PT. BNI Banda Aceh has several competitors such as national, state-owned, or private banks, which have branches (domiciled) in Banda Aceh as well. The phenomenon related to the performance of employees at PT. BNI Banda Aceh is always associated with the level of profit growth of the company and customer satisfaction, especially related to improving the quality of its services which are considered by many customers to be unsatisfactory, where in fact there are still many customers who complain with the service system that is still slow, complaints handling systems are still slow and employees who are less responsive in handling various customer complaints. Other phenomena related to employee performance can be seen from several indicators, namely the ability to draw up a work plan that has not been realized, employees have not been able to realize the work plan work plans that have been made, there are still many employees who have not been able to carry out superiors' orders in completing the specified work and have not yet able to provide satisfying services to every customer.

The low achievement of employee performance is caused by several factors, including individual competence, corporate culture and work attitude. The individual competency factor is also one of the factors that contribute to the increase or decrease in employee performance, this can be seen from the level of employee knowledge of their jobs, work capabilities possessed by employees and the mastery of information technology in supporting employee performance. Corporate culture in PT. BNI Banda Aceh also has a role in improving employee performance and company performance, this can be seen from the ability of employees to devote all their

capabilities, then the ability of employees to organize their own work, so that the work is carried out as expected by the organization. Whereas regarding work attitudes held by employees also has an influence in improving the performance of the employees themselves as well as improving organizational performance (Robins & Coulter, 2012).

2. Literature Study

Company performance

According to (Moeheriono, 2012), performance or performance is as a depiction of the level of achievement of the implementation of a program of activities or policies in order to realize the goals, objectives, vision, and mission of an organization or company in accordance with what has been set out in an organization or company strategic planning. Meanwhile according to the view (Zainal, Hadad, & Ramly, 2019), performance, which refers to a general term used in some or all actions or activities of an organization in a certain period with reference to a number of measurement standards such as past costs that can be projected on the basis of efficiency, responsibility or accountability of management and the like.

Organizational performance or also called company performance can be explained as the totality of the work achieved by an organization. The achievement of organizational goals can mean that can be seen from the level of performance, the extent to which the organization can achieve goals based on the goals set previously. (Surjadi, 2009). According to (Sobandi et al., 2006) Organizational performance is described as something that has been achieved by the organization in a certain period of time, related to input, output, outcome, benefit, and impact. Therefore, from some of these opinions it can be explained that performance is a term to refer to work results. The results of this work need to be measured, using measurement indicators according to the type of work expected. In this study, the performance meant for variable Z is the company performance of PT. BNI Banda Aceh.

Organizational performance indicators according to (Timpe, 2012) consisted of: 1) Productivity; 2) Service Quality; 3) Responsiveness; 4) Accountability; 5) Justice.

Employee performance

Employee performance is different from company performance or organizational performance. According to (Robins & Coulter, 2012) employee performance is a result of work for a certain period compared to various possibilities. Then according to (Mas'ud, 2004), Employee performance refers to a person's achievements which can be measured based on the standards and criteria set by the company. Management in achieving high human resource performance aims to improve the performance of a company as a whole. Meanwhile according to the view (Ou et al., 2014) performance is a measure of a combination of behavior with achievement of what is expected and chosen. Meanwhile, according to the view from (Mangkunegara, 2013), performance can be described as a work in quality and quantity that can be achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. (Soeprihanto, 2009) stated that performance is the result of the work of an employee in a certain period compared to various components, for example standards, targets / targets / criteria that have been set at the beginning and have also been mutually agreed upon. From some of these references, employee performance can be interpreted as the work of someone who works in an organization's company. The performance of these employees can of

course also be measured to get a picture of how a company or organization is supported by the results of the work of its employees.

Several indicators to measure employee performance according to (Robins & Coulter, 2012), included (1) quality of work, which is something that is capable of being produced by employees; (2) Quantity, i.e. work that can be produced within a certain period of time; (3) employees receive supervision of the work performed; (4) Level of attendance; (5) can carry out work without the help of others; and (6) has the ability to achieve work targets.

Individual Competency

Individual or someone competence in a simple sense that is a combination of knowledge, skills and attitudes. Every individual who is placed in a certain position or position, must have a certain competency required, in order to be in accordance with the expected results. According to the view of (Wibowo, 2016), every organization is made to achieve certain goals and if the goals are achieved then it can be called a success or success. To achieve success, a strong foundation is needed such as leadership competence, employee competence and work discipline that can strengthen and maximize competence. Competency can certainly be very useful in helping and supporting organizations to create a culture of performance in accordance, work performance in every process involving human resources, proper employee selection, good performance management, careful planning and so on.

According to the explanation revealed by (Yousefi, Taherkhani, & Ghardashkhani, 2014), competence is an ability to carry out tasks in accordance with science, skills and technology, as well as experience in accordance with a given task field so that it can develop the work motivation of an individual concerned and can develop improved performance. According to the description from (Hartati, 2005), competence can be interpreted as a person's ability to carry out certain tasks with the capacity they have. The competencies referred to in this study are employee competencies according to their field of work. The company certainly puts every employee in a position that suits his abilities, so he can complete his duties properly.

Competency Indicators according to (Wibowo, 2016) were (1) The level of knowledge possessed by employees in accordance with their main tasks and functions, especially knowledge of work, (2) The ability of work demonstrated by employees in achieving the target is the achievement of targets set by the office leadership or direct supervisor, (3) Communication skills possessed in establishing work relationships with coworkers, (4) Employee skills in completing work, (5) IT employee mastery of various information technology problems.

Corporate Culture

Regarding culture, (Kottler & Heskett, 2007) defined culture as a totality in a pattern of behavior, art, beliefs, institutions and all other products of human works and thought that distinguish the characteristics of society. Corporate culture can be interpreted as habits that apply in a company in a long period of time. Every company certainly has a prevailing culture in it. In fact, many companies set their culture as a standard, to be run by their employees. The involvement of all elements is a cultural characteristic that applies in a company or organization.

(Robbins & Judge, 2012), described several aspects that can represent the culture of an organization or company, namely: 1) Individual initiative can be interpreted as to what extent the level of responsibility, freedom, and independence they have. 2) Risk Tolerance (risk tolerance) which means how far the impetus for employees to be more aggressive, innovative, and brave to

face risk. 3) Direction (direction) which means how far the organization determines the goals to be achieved and the expected performance. 4) Integration (integration) which means the extent to which units within an organization are encouraged to operate in a good coordination. 5) Management Support Management Support (management support) which can be interpreted to what extent the managers convey clear communication, provide assistance and also support for their subordinates. 6) Control Control (control) which means the extent of regulations and also direct supervision that is used to supervise and control employee behavior. 7) Identity which means the extent to which the organization or company identifies itself with the organization as a whole, not with a particular work group or area of expertise. 8) Reward System which can be interpreted to the extent of the allocation of awards or expertise, salaries, and promotions based on employee performance criteria, not only from seniority, favorability, or liking or disliking. 9) Conflict Tolerance (tolerance of conflict) which has the meaning of how far the employee's push is critical of differences of opinion and open to criticism and conflict. 10) Communication Patterns (communication patterns) which means the extent to which communication within the organization is limited to the formal arrangement of authority.

An indicator of organizational culture or also called company culture according to (Schermerhorn, 2013) included : (1) Devoting all abilities in completing work, (2) Organizing work on their own, where employees have the ability to draw up better work plans. (3) Having a friendly attitude, where employees behave kindly towards colleagues and towards the leadership. (4) Initiatives, namely employees have ideas or initiatives that are useful in completing work, (5) A sense of security at work, where employees get security at work, (6) Feeling proud and valued, employees feel proud and get an appreciation for their work performance.

Work attitude

The work attitude in this study contains two words that explain each other, namely the word "attitude" and the word "work". The definition of attitude is a reaction or process from someone who is still closed to a stimulus or object. Attitudes cannot be seen directly but can only be interpreted in advance from closed behavior. The attitude clearly shows the connotation of the suitability of the reaction to a particular stimulus. In everyday life work attitude is shown from an emotional reaction to social stimulus (Notoatmojo, 2012). Meanwhile, the definition of work attitude according to (Hasibuan, 2016) namely the sacrifice of services, body and mind to produce goods and services by obtaining rewards for certain achievements.

Not only skills and work experience are needed to improve the performance of employees, but also a good attitude that is a good attitude towards work and good attitude to other employees. The attitude is described by (Robbins & Coulter, 2016) as an evaluative statement, whether pleasant or unpleasant to certain objects, individuals, or events. Some of the descriptions above can be explained that work attitude is how someone responds to his work. The work attitude of the employees also needs to be continuously evaluated internally by the company, so that the company can know the conditions of the work attitude of the employees and formulate policies that can improve the company's internal conditions involving work attitude.

According to (Notoatmojo, 2012) the indicators of work attitude consisted of: 1) receiving; 2) respond; 3) appreciate; 4) responsible.

Research paradigm

Based on the discussion of the problem and research literature, the researcher formulates the research paradigm and hypothesis as follows.

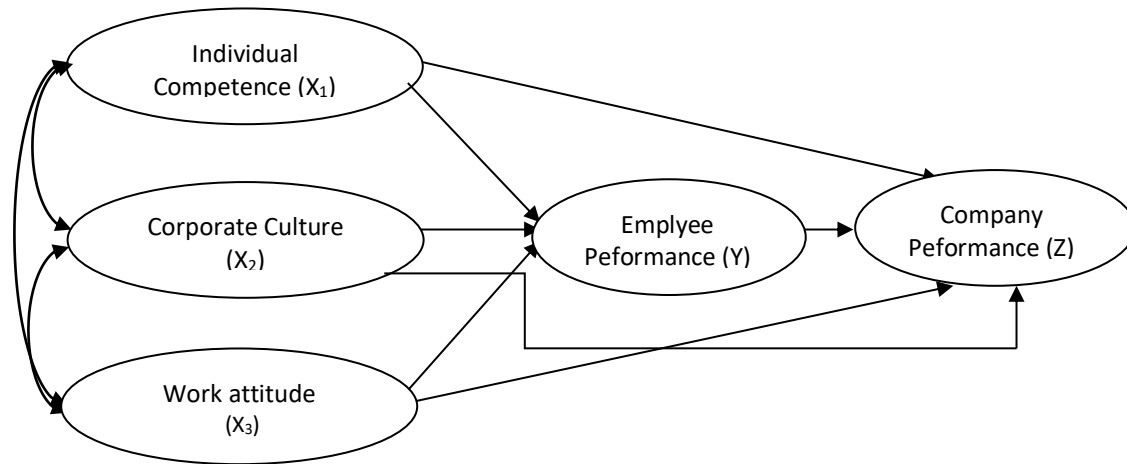


Figure 1. Research Model

Ha1 : Individual competence influences employee performance of PT. BNI Banda Aceh.

Ha2: Corporate culture influences employee performance of PT. BNI Banda Aceh h.

Ha3: Work attitude influences employee performance of PT. BNI Banda Aceh.

Ha4: Individual competence influences performance of PT. BNI Banda Aceh.

Ha5: Corporate culture influences performance of PT. BNI Banda Aceh.

Ha6: Work attitude influences performance of PT. BNI Banda Aceh.

Ha7: Employee performance influences performance of PT. BNI Banda Aceh.

Ha8: Individual competency has an indirect effect on performance of PT. BNI Banda Aceh through employee performance.

Ha9: Corporate culture has an indirect effect on performance of PT. BNI Banda Aceh Aceh through employee performance.

Ha10: Work attitude has an indirect effect on performance of PT. BNI Banda Aceh through employee performance.

3. Research Method

This research was conducted at PT.BNI Banda Aceh. As for the variables in the study are individual competence, company culture, work attitude, employee performance and company performance. The population of this research was all employees of PT. BNI Banda Aceh, as many as 131 employees, and the research sample was as much as population (census). This study collected primary data for analysis by distributing structured questionnaires to respondents. Respondents' responses to each indicator were measured using the Likert Scale which had a choice: strongly disagree, disagree, disagree, agree, and strongly agree.

The research model was analyzed using Structural Equation Modeling (SEM) processed using AMOS statistical software. Data was collected using a questionnaire that uses a Likert scale. The SEM equation model is described as a set of statistical techniques capable of simultaneously testing a series of relatively complex relationships (Hair, Hult, Ringle, & Sarstedt, 2016). SEM is able to enter latent variables into the analysis. Before testing the hypothesis, confirmatory factor analysis (CFA). CFA in SEM needs to be done to ensure that the indicators are fit (Silva & Alwi, 2008). To test mediation variables, this study uses the Sobel test.

Mathematically the causal relationship between constructs in research can be stated as follows:

$$\eta = \gamma_{1.1}\xi_1 + \gamma_{1.2}\xi_2 + \gamma_{1.3}\xi_3 + \zeta_1$$

$$\eta = \gamma_{2.1}\xi_1 + \gamma_{2.2}\xi_2 + \gamma_{2.3}\xi_3 + \beta_{21}\eta_2 + \zeta_2$$

or:

$$\text{Employee Performance} = \gamma_{11} \text{ Individual Competence} + \gamma_{12} \text{ Corporate Culture} + \gamma_{13} \text{ Work Attitude} + \zeta_1$$

$$\text{Company Performance} = \gamma_{21} \text{ Individual Competence} + \gamma_{22} \text{ Corporate Culture} + \gamma_{23} \text{ Work Attitude} + \beta_{21} \text{ Employee Performance} + \zeta_2$$

Where:

γ : The magnitude of the influence of exogenous variable to endogenous variable

β : The magnitude of the influence of endogenous variable to endogenous variable

ζ : The magnitude of the error vector (error) in the structural relationship between variables

4. Result and Discussion

Significance of the Direct Effect

Structural model analysis that explains the test of influence between variables is presented in the following path diagram:

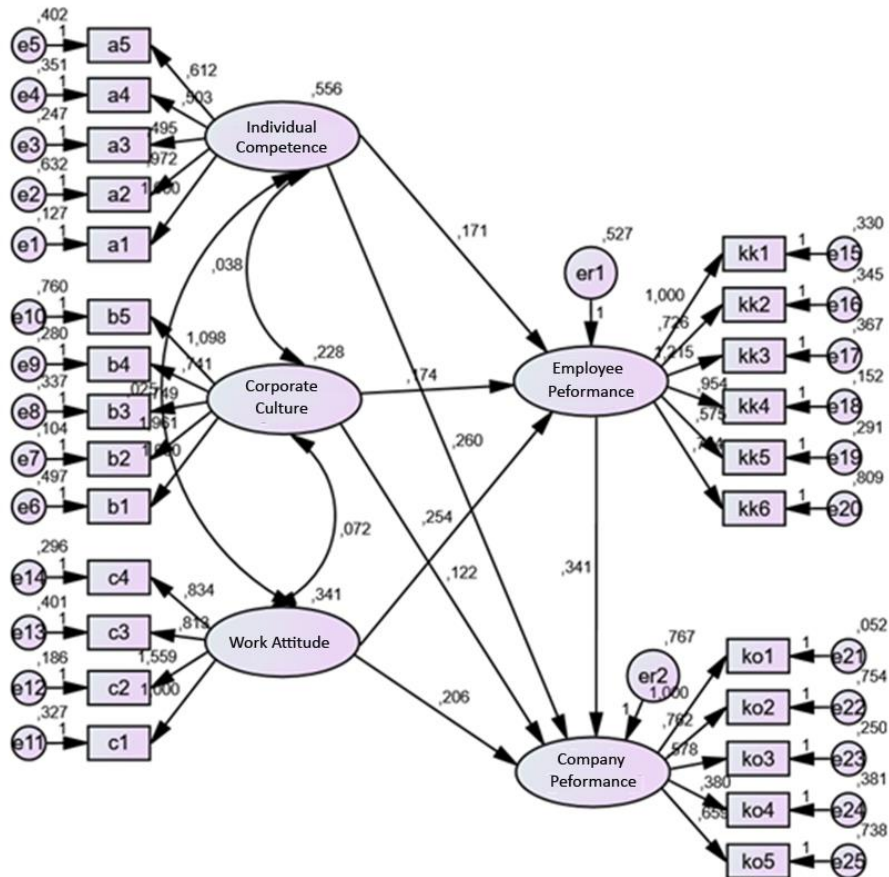


Figure 2. Full Model Test Result

The results of hypothesis testing are simultaneously tested through the full model after going through the fulfillment of SEM assumptions, more clearly found in the following table:

Table 1. Regression Weight

			Estimate	S.E.	C.R.	P
Employee Performance	<---	Individual Competence	0.171	.045	9.733	0.000
Employee Performance	<---	Corporate Culture	0.174	.095	2.979	0.000
Employee Performance	<---	Work Attitude	0.254	.034	9.618	0.000
Corporate Performance	<---	Individual Competence	0.260	.074	6.514	0.000
Corporate Performance	<---	Corporate Culture	0.122	.056	8.000	0.000
Corporate Performance	<---	Work Attitude	0.206	.065	7.415	0.000
Corporate Performance	<---	Employee Performance	0.341	.072	6.819	0.000

Source: Primary Data. 2020 (processed)

From the test results the direct influence on the table above can be explained that:

H1 : The Effect of Individual Competence on Employee Performance of PT. BNI Banda Aceh

Based on the regression results shown in Table 1, it can be seen that the effect of individual competence on employee performance yields an estimated figure for a critical ratio (CR) of 9.733 with a probability number of 0.000. The CR number has a result that is greater than the t-table value of 1.97 and the resulting probability number is lower than the significance requirement of 0.05. So based on these results it can be explained that the competencies of the employees of PT. BNI Banda Aceh affect the performance improvement of employees. This illustrates that the higher level of individual competence of employees of PT. BNI Banda Aceh will have a positive influence on the performance of employees of PT. BNI Banda Aceh, especially in carrying out their duties and functions. The result of this hypothesis test is in line with research conducted by (Rahardjo, 2014) which stated that the competencies possessed by employees will have an influence on improving employee performance.

H2 : The Effect of Corporate Culture on Employee Performance of PT. BNI Banda Aceh

Based on the regression result shown in Table 1, the influence of corporate culture on employee performance produces an estimated figure for a critical ratio (CR) of 2.979 which is greater than the t-table rate of 1.97, with a probability value of 0.000 which is lower than the significance requirement which is 0.05. So of course it can be concluded that the company culture owned by the employees of PT. BNI Banda Aceh is able to exert influence in improving the performance of the employees at PT. BNI Banda Aceh. This indicates that the better the corporate culture that is owned by the employees, this will have an influence in improving the performance of the employees. The result of this hypothesis test is in line with the results of study that have been conducted by (Albrecht, 2010) which proved that company culture and leadership style have a significant effect on the positive direction of organizational commitment, job satisfaction and also employee performance. Large support carried out by company leaders can provide high motivation to employees to be able to work better in achieving targets.

H3 : The Effect of Work Attitude on on Employee Performance of PT. BNI Banda Aceh.

Based on the regression results shown in Table 1, the effect of attitude at work on the performance of employees produces an estimated figure for the critical ratio (CR) of 9.618 which is greater than the value of 1.97, with a significance value of 0.000 which is lower than the significance requirement of 0.05. So of course it can be concluded that the work attitude possessed by employees will have an effect on improving the performance of the employees of PT. BNI Banda Aceh. This indicates that the better working attitude possessed by employees will have an impact on improving employee performance. Because employees are able to adjust to the conditions of the work environment. The result of this hypothesis test is consistent with the results of study that have been conducted by (Susanty & Miradipta. 2013) which revealed that a person's work attitude is able to influence the improvement of employee performance in an organization or company because of the ability to adapt themselves to the organizational environment.

H4 : The Effect of Individual Competence on Company Performance of PT. BNI Banda Aceh.

Based on the regression results shown in Table 1, the effect of competence on company performance produces a figure for critical ratio (CR) of 6.514 which is greater than the value of 1.97. With a probability value of 0,000 which is lower than the significance requirement of 0.05. Then it can be explained that the competencies of the employees of PT. BNI Banda Aceh affect the performance of the company PT. BNI Banda Aceh. This indicates that the higher level of competency possessed by employees will have an effect on improving the performance of the PT.BNI Banda Aceh Company. The test results of this study are consistent with the results of research trials that have been conducted by (Murgiyati. 2010) which states that competencies in accordance with the duties and functions of each employee will have an influence in improving company performance.

H5 : The Influence of Corporate Culture on Company Performance of PT. BNI Banda Aceh

Based on the test results shown in Table 1. The influence of corporate culture on company performance produces a critical ratio (CR) value of 7.415. Which is greater than the value of 1.97. With a probability value of 0.000 which is smaller than the significance requirement of 0.05. So from these results it can be explained that the corporate culture adopted by all employees at PT. BNI Banda Aceh has an influence in improving the performance of PT. BNI Banda Aceh. This indicates that the higher corporate culture adopted by employees will have a positive impact on improving company performance at PT.BNI Banda Aceh. The test results in this study are consistent with the results of research trials that have been conducted by (Saleh & Hosek. 1976) and (Santoso, Fiernaningsih. & Murtiyanto. 2018) which proved that organizational culture can affect productivity. The performance. Commitment. Confidence. And also ethical behavior.

H6 : The Effect of Work Attitudes on Company Performance PT. BNI Banda Aceh.

Based on the regression results shown in Table 1, the effect of work attitude on company performance produces a figure for critical ratio (CR) of 7.415 which is higher than the value of 1.97, with a probability value of 0.000 which is smaller than the significance requirement of

0.05. So from these results it can be explained that the work attitude possessed by employees at PT. BNI Banda Aceh affects the increase or decrease in company performance. This explains that the better attitude at work displayed by an employee will have a major influence on the performance of the company PT. BNI Banda Aceh. The result of this hypothesis test is in line with the results of research trials that have been conducted by (Susanty & Miradipta. 2013) which proved that the attitude at work can have a big or positive influence or impact on improving company performance.

H7 : The Effect of Employee Performance on Company Performance PT. BNI Banda Aceh.

Based on the results shown in Table 1, the effect of employee performance on company performance produces a figure for a critical ratio (CR) of 6.819 which is higher than the value of 1.97, with a probability value of 0.000 which is lower than the significance requirement of 0.05. These results reveal that employee performance has an influence in improving the performance of the company PT. BNI Banda Aceh. This makes it clear that with the success of an employee in achieving work targets will have a direct influence on the performance of the company PT. BNI Banda Aceh, especially in achieving the targets set by the company. The result of this hypothesis test is in line with the theory developed by (Wijayanti. 2013) which stated that the performance produced by an employee will have a real influence in improving employee performance in providing services.

Significance of Mediation Effect

To prove that there is a partial or full mediation effect, then the model can be tested with the indirect relationship test approach between exogenous and endogenous variables. Testing the mediating effect (mediating effect) in this study used an approach from (Hair, Babin, Anderson, & Black. 2018). The significance test used the Sobel test through the Sobel Calculator. The Sobel test can prove that a variable can or cannot be a mediator through the presentation of significance figures.

H8 : The Effect of Individual Competence on Company Performance Through Employee Performance of PT. BNI Banda Aceh

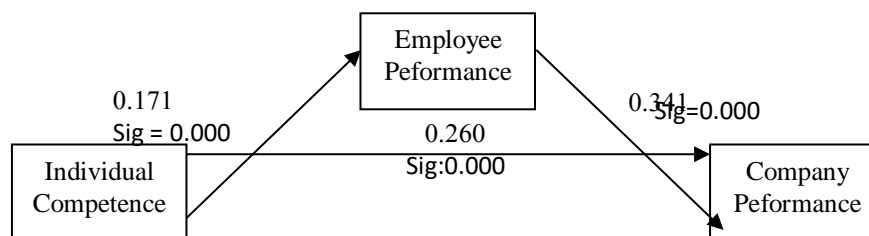


Figure 3. Testing the Effect of Individual Competency on Company Performance Mediated by Employee Performance

Figure 3 shows that directly competence on company performance had a significant effect. Employee performance had a significant effect on company performance, and competence on employee performance had a significant effect. Based on the results of the Sobel test for the mediating effect on Hypothesis 8, it can be explained that the effect of competence on company

performance through employee performance produces a significance value of 0.000, where this value is smaller than the limit of the significance requirement of 0.05. The result of this test shows that employee performance variable plays a role in the research model as a partially mediator, because employee performance can be a mediator or not in the causality model in hypothesis 8.

H9 : The Influence of Corporate Culture on Company Performance Through Employee Performance of PT. BNI Banda Aceh

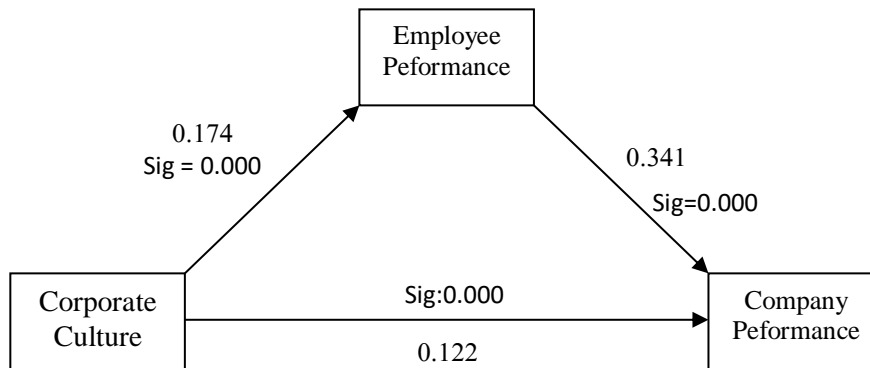


Figure 4. Testing the Effect of Corporate Culture on Company Performance Mediated by Employee Performance

Based on the test results above shows that corporate culture had a significant effect on company performance, employee performance on company performance had a significant effect and the influence of company culture on employee performance also had a significant effect. Based on the results of the Sobel test for the mediating effect on Hypothesis 9, it can be explained that the statistical test of Sobel to test the influence of company culture on company performance through employee performance produces a significance value of 0.000, where this value is smaller than the limit of the significance requirement of 0.05. The result of this test shows that employee performance variable plays a role in the research model as a partially mediator. because employee performance can be a mediator or not in the causality model in hypothesis 9.

H10 : The Effect of Work Attitude on Company Performance Through Employee Performance of PT. BNI Banda Aceh

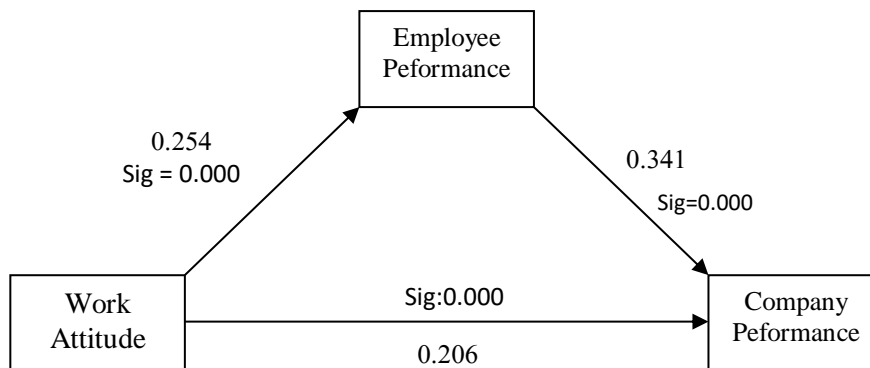


Figure 5. Testing the Effect of Work Attitude on Company Performance Mediated by Employee Performance

Based on the test results above shows that directly the work attitude towards company performance had a significant effect. employee performance on company performance had a significant effect and work attitude on employee performance had a significant effect. Based on the results of the Sobel test for the mediating effect of hypothesis 10 it can be explained that the influence of corporate culture on company performance through employee performance produces a significance value of 0.000, where the value is lower than the limit of the significance requirement of 0.05. The result of this test shows that employee performance variable plays a role in the research model as partially mediated. because employee performance can be a mediator or not in the causality model in hypothesis 10.

Managerial Implication

Based on the results of the analysis showed that all exogenous variables significantly influence endogenous variables and no insignificant variables were found, so for the role of mediation variable namely employee performance in this study is not as a full mediator, but is as a partial mediator. Can be explained managerial implications of the results of this study are as follows.

Mediation of Employee Performance Variable on The Effect of Individual Competence on Company Performance

In a significance test, employee performance variable is proven to have a significant influence in mediating the effect of Individual Competence on company performance. This means that to improve the performance of the company PT.BNI Banda Aceh. Then the leadership must improve the competence of its employees, especially by providing training to their employees. and will certainly improve their performance. And because employee performance variable is a partial mediator, then competence can affect company performance directly but also affect employee performance first which will automatically also affect company performance in the end. So that employee performance must of course be monitored and encouraged after competency improvement is carried out. The test result of this hypothesis is in line with the results of study that have been conducted by (Rahardjo. 2014) which revealed that the competence of an employee or employee will greatly influence both directly and indirectly on improving the performance of each employee and the performance of the organization it self.

Mediation of Employee Performance Variable on The Effect of Corporate Culture on Company Performance

In a significance test, employee performance variable is proven to have a significant influence in mediating the effect of corporate culture on company performance. This means that to improve company performance at PT. BNI Banda Aceh, then it would be better if the leadership can provide action or sanctions to the employee who is not implementing the proper corporate culture, to maintain and strengthen company culture. And because employee performance variable is a partial mediator, then corporate culture can directly affect company performance but also affect employee performance first which will automatically also affect company performance in the end. So that employee performance must of course be monitored and encouraged after the strengthening of the company's culture. The test result of this

hypothesis is in line with the results of study that have been conducted by (Kreitner & Kinicki, 2013) which revealed that corporate culture is the value of shared beliefs that underlies corporate identity. Corporate culture is an agreement with the members of an organization or company that facilitates the creation of broader agreements for the benefit of individuals.

Mediation of Employee Performance Variable on The Effect of Work Attitudes on Company Performance

In a significance test, employee performance variable is proven to have a significant influence in mediating the effect of employee attitudes in working on company performance. This means that to improve company performance by PT.BNI Banda Aceh, then the leader must be able to direct and create appropriate stimulus so that each employee can show a better working attitude so that they can better adjust to the organizational environment. And because employee performance variable is as a partial mediator, then the attitude of employees at work can affect company performance directly but also affect employee performance first which will automatically also affect the company's performance in the end. So that employee performance must of course also be monitored and encouraged after improvements and work attitude adjustments are made. The test results of this study are in line with the theory developed by (Robbins & Judge, 2017) which stated that work attitudes shown by employees and all employees have a significant influence on improving the performance of employees as well as improving performance or the company.

5. Conclusion

The result of testing conducted at PT.BNI Banda Aceh showed that the competence of employees affected the performance of employees, the company culture also had an effect on the achievement of employee performance, the work attitude shown by employees also had an influence on employee performance, employee performance had an influence on improvement in company performance, competency owned by employees also had an influence on company performance, corporate culture that was applied by the leadership also influenced company performance, work attitude shown by employees influenced company performance improvement, there was an indirect effect of competence on performance company through employee performance, there was an indirect influence of company culture on company performance through employee performance, and there was an indirect effect of work attitude on employee performance company through employee performance. The model test results in this study can be used as a good reference by academicians, resresearchers, and practitioners. An interesting finding lied when employee performance serves as a partial mediator, where competency improvement, strengthening corporate culture and adjusting work attitudes could actually affect good performance directly, but could affect also through employee performance first. Further researchers are also advised to be able to enrich this research model with other variables. such as the type of competency that can trigger performance. culture that is suitable within the scope of the bank that can improve performance, or how the type of work attitude can affect the performance of employees and the organization.

Some managerial implications for PT. BNI Banda Aceh can be formulated. In order to improve employee performance and company performance at PT. BNI Banda Aceh, based on a competency perspective, what needs to get attention is to increase employee competency through increasing quota and frequency for employee education and training programs and continues to be carried out on an ongoing basis by PT. BNI Banda Aceh. Improved employee performance

and company performance based on company culture that needs to be considered that companies must strengthen the corporate culture of their employees so that what they do can be aligned with organizational goals. Technically, it is also necessary to uphold company rules and ethics to be carried out by employees such as on duty according to the hours set by the organization.

Then based on Karwayan's attitude at work, companies need to re-evaluate the causes that can interfere with work attitudes within the company, and detecting stimuli that are able to encourage employee work attitudes to be better. The company must also be able to move each employee to be willing to accept good suggestions from colleagues and suggestions given by the leadership, through appropriate communication channels so that it appears that every employee both with colleagues and their leaders can behave to respect each other. In order to improve employee performance and the overall performance of the PT.BNI Banda Aceh company, then the thing to note is that employees must be able to achieve performance that has been set as measured by the level of company culture.

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