

The Role Of Work Team In Mediating The Influence Of Leadership, Competence And Work Environment On Employee Performance Of Bank Sultra Southeast Sulawesi Province

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ABSTRACT

This study aims to find out and analyze the influence of leadership on the work team, the influence of competence on the work team, the influence of the work environment on the work team, the influence of leadership on employee performance, the influence of competence on employee performance, the influence of the work environment on employee performance, the influence of the work team on employee performance and the role of the work team as a mediator of the influence of leadership, competence and work environment on performance employees. The study population was 90 people. The analysis tool used is SEM Partial Least Square (PLS). The results of the study show that: (1). Competence has a positive and significant effect on the work team. (2). Competence has a significant positive effect on the work team, (3). The work environment has a positive and significant effect on the work team, (4). Leadership has a positive and significant effect on employee performance. (5). Competence has a significant positive effect on employee performance, (6). The work environment has a positive and significant effect on employee performance, (7). The Work Team has a positive and significant impact on business performance, (8). The Work Team does not play a role as a partial mediator of the influence of leadership on employee performance, (9). Im work plays a role as a mediator of the influence of competence on employee performance and (10). The work team acts as a partial mediator of the influence of the work environment on employee performance.

Keywords: Leadership, Competence, Work Environment, Work Team, Performance

1. INTRODUCTION

The rapid development of technology and increasingly dynamic changes in the business environment have made organizations now pay more attention to the importance of Human Resources (HR) in creating competitive advantages. HR is considered a crucial element that can determine the success of an organization in achieving goals and improving performance. According to Armstrong (1997), HR plays a role in ensuring that the organization has qualified individuals, with adequate knowledge and expertise, to support the achievement of larger organizational goals. In this case, improving individual and group performance within the organization is very important to maximize employee potential and contribution (Rivai, 2004).

Employee performance, which is an indicator of an organization's success, is closely related to various internal factors within the organization. This performance can be defined as real behavior displayed by employees in the form of work performance in accordance with the roles they play in the organization (Rivai, 2004; Mulyadi, 1993). Assessing employee performance is one way to evaluate the effectiveness of organizational operations, as well as to identify the extent to which employees have succeeded in achieving the goals that have been set. Performance assessment is also an important indicator for assessing the effectiveness of operational policies implemented in the organization (Simamora, 2004). In this case, performance assessment can be a tool used by organizations to measure, evaluate, and provide feedback on employee performance, so that it is expected to improve overall organizational performance.

Human Resource Management (HRM) theory is a relevant basis for measuring employee performance in an organization. According to Mathis and Jackson (2011), HRM includes all activities related to planning, organizing, directing, and controlling human resources to improve the effectiveness and efficiency of the organization. This theory emphasizes the importance of effective employee management in order to achieve organizational goals, with processes involving

recruitment, training, motivation, assessment, and appropriate compensation (Dessler, 2015; Robbins & Judge, 2015). In line with that, Ivancevich (2014) emphasized that HRM must focus on every activity involving humans in the organization to achieve optimal results.

Several factors that can affect employee performance are leadership, competence, work environment, and teamwork. Effective leadership is one of the main factors that can affect employee performance. As an agent of change, a leader has the ability to motivate and influence employees in achieving common goals (House & Mitchell, 1974; Goleman, 2004). Path-Goal Theory (Luthans, 2011) states that effective leaders can provide the direction and support needed by employees to achieve their goals, thereby improving their overall performance. In addition, leadership is also related to the ability to create an atmosphere that supports the achievement of organizational goals, where leaders are able to integrate and motivate the team to work optimally (Northouse, 2003; Robbins & Judge, 2015).

Employee competence also plays an important role in determining the level of performance that can be achieved. Competence, which includes the knowledge, skills, and attitudes required in the job, is one of the key factors in increasing work effectiveness and efficiency (Spencer, 2014; Wibowo, 2014). For example, high competence will enable employees to perform tasks better and improve the quality of work produced. However, competence is not the only factor that affects performance. Another factor that needs to be considered is the work environment, which can be divided into physical and non-physical work environments. The physical work environment, such as workplace conditions, lighting, and noise, plays a role in employee comfort, while the non-physical work environment, such as relationships between employees and organizational culture, affects social interaction and communication within the team (Sedarmayanti, 2001; Robbins, 2006). A harmonious and conducive work environment will allow employees to work optimally and reduce stress that can interfere with their performance (Mardiana, 2005).

In addition, teamwork or work teams also play an equally important role. Effective teams can improve individual and organizational performance as a whole. Good cooperation between team members who have complementary skills will produce synergy that can accelerate the achievement of organizational goals (Bachtiar, 2004; Zaccaro et al., 2001). On the other hand, teams that are not harmonious and lack coordination will risk hampering organizational performance. In this context, effective team leadership is key to ensuring that team members can work well together and support each other in achieving common goals (Zaccaro & Klimoski, 2002; Kane et al., 2002).

Based on the theoretical study, this study will examine the factors that influence employee performance by highlighting the role of leadership, competence, work environment, and teamwork. The phenomenon that occurred at Bank Sultra, Southeast Sulawesi Province provides a relevant background for this study. Bank Sultra faces various challenges related to ineffective leadership, competence that still needs to be improved, and teamwork that has not been well established. This problem has an impact on employee performance, even giving rise to fraud cases involving certain employees (Kompas, 2022; AntaraNews, 2017).

2. LITERATUR REVIEW

Leadership

Wahjosumidjo (2006) stated that in organizational practice, the word lead has the connotation of moving, directing, guiding, protecting, fostering, setting an example, providing encouragement, providing assistance, and so on. How many meanings are contained in the word lead, provides an indication of how broad the duties and roles of an organizational leader are. Terry (2001) stated that leadership is a relationship that exists within a leader, influencing other people to work together consciously in a task relationship to achieve what the leader wants). This theory views leadership as originating from within a person, even though leadership can be formed from outside a person through a process. Siagian (2002) stated that leadership is the art of influencing human behavior and the ability to control people in an organization so that behavior is in accordance with what the leader wants. This opinion has weaknesses because leadership is actually not just art and ability but includes the knowledge and expertise that a leader must have in carrying out his leadership. Robbins (2001) stated that leadership is the ability to influence a group of members to work to achieve predetermined goals and objectives. Furthermore, Gibson (2002) stated that leadership is the ability to influence the motivation or competition of other individuals in a group. House and Mitchell (1974), that the leader's task is to help his followers achieve their goals and to provide the necessary direction or support to ensure that their goals are in line with the general goals of the organization. Hersey and Blanchard, (2002) argue that leadership is every effort by someone who tries to influence the behavior of a person or group, efforts to influence this behavior aim to achieve individual goals, friend goals, or together with organizational goals that may be the same or different. Robbins and Judge (2015) stated that leadership is the ability to influence a group towards achieving goals and objectives. Therefore, leadership creates commitment to all followers and instills great trust in the leader. Yukl (2013), leadership as an individual's ability to influence, motivate, and enable others to contribute to the effectiveness and success of the organization.

Competence

Employee competence is the ability to carry out work or tasks based on skills and knowledge and supported by the work attitude required by the job. The skills or abilities required by employees are demonstrated by the ability to consistently

provide adequate or high levels of performance in a job function. The definition of competence by Spencer (2014) is as a characteristic that underlies a person related to the effectiveness of individual performance in their work or the basic characteristics of an individual that has a causal relationship or as a cause and effect with the criteria used as a reference. According to Spencer, competence lies in the inner part of every human being and is always present in a person's personality that can predict behavior and performance broadly in all situations and work tasks. Wibowo (2014) competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job. Dharma (2009) cites Armstrong's writing reviewing competence and emphasizing the behavioral dimension of the role that requires behavior for the right person to be able to do the job satisfactorily. Dharma (2009) states that competence is what a person brings to work in the form of various types and levels of behavior. This must be distinguished from certain abilities needed to perform various tasks related to a job. Competence determines the process aspect of the results of a job. Nawawi (2006) defines competence as the ownership and mastery of skills / skills or abilities required by each job / position.

Work Environment

Nitisemito (2000) stated that the work environment is everything around the workers that can influence them in carrying out the tasks assigned. Furthermore, it is stated that the work environment is a place where employees carry out their duties and all their activities and obligations in a job. Meanwhile, according to Terry (2006), the work environment can be interpreted as forces that influence, both directly and indirectly, the performance of an organization or company. The work environment is the environment where employees do their daily work (Mardiana, 2005). Appleby, Goeffrey, and Oliver (1991:408), stated that a clean and tidy work environment not only supports the health and general welfare of employees but also the neatness and accuracy of the work. The work environment can be divided into 2 types, namely the non-physical work environment and the physical work environment. The non-physical work environment includes the work relationships that are built within the company while the physical work environment is everything around the workplace that can affect employees both directly and indirectly. (Sedarmayanti, 2001). Furthermore, he said that the physical work environment is divided into 2 categories, namely the environment that is directly related to employees and the intermediary environment or general environment that can influence human conditions.

Work Team

Colquitt et.al (2013) said that team process is a term that reflects the type of communication, activities, and interactions that occur within a team that contribute to their ends and goals. According to Wood, et.al (1998) defines, teamwork is when team members work together in achieving a major goal that encourages the use of skills to achieve a definite goal that has been set. James Campbell Quick and Debra L. Nelson (2011) also define, teamwork is an important feature of programs such as total quality management. Furthermore, he added, successful cooperation rests on three foundations: working together, team diversity and empowerment skills. Schermerhon (2011), Cooperation is the process of people actively working together to achieve common goals. From several concepts about teamwork, as described above, it can be synthesized that teamwork is a process of cooperation to achieve goals that encourage the use of skills and facilitate teamwork skills in completing tasks with indicators: working together, complementing each other, transition process, action process, mutual encouragement, interaction, mutual trust, and responsibility.

Employee Performance

According to Robbins (1996), performance is a work behavior displayed by people involved in a company and can be explained through a work evaluation system or performance appraisal. Furthermore, Moeljono (2003) stated that performance is the output produced in a particular function or work activity during a particular period. This means that performance is identical to the results of efforts in carrying out its duties. Performance is an idea that is commonly used as a criterion in work, in addition, performance also contains a number of multidimensional factors and variables related to it vary greatly between different jobs (Muchinsky, 2002). Russell (1993) defines performance as a record of outcomes produced according to specific job functions or activities during a certain period of time. Steers and Poter (1987:442) explain that performance is influenced by individual motives in interacting and one of them is the work environment. Mitchell (1982) argues that the factors that determine performance are ability and motivation. Bowditch (1997) stated that factors that influence the quantity and quality of individual performance are intelligence, ability, past experience and training in tasks and motivation. Furthermore, Vroom (1964) explained that a person's performance (P) is a function of the multiplication interaction between motivation (M) and ability (A). Raviyanto (1990) in Yusuf (2005), stated that "Performance is influenced by several factors, namely knowledge, skills, discipline, attitude and work ethics, motivation, nutritional and health values, income levels, social security, environment and work climate. Industrial relations Pancasila, technology, means of production, management and opportunities to participate". Performance is showing the degree of adjustment of tasks that accompany an individual's work to meet the demands of a job.

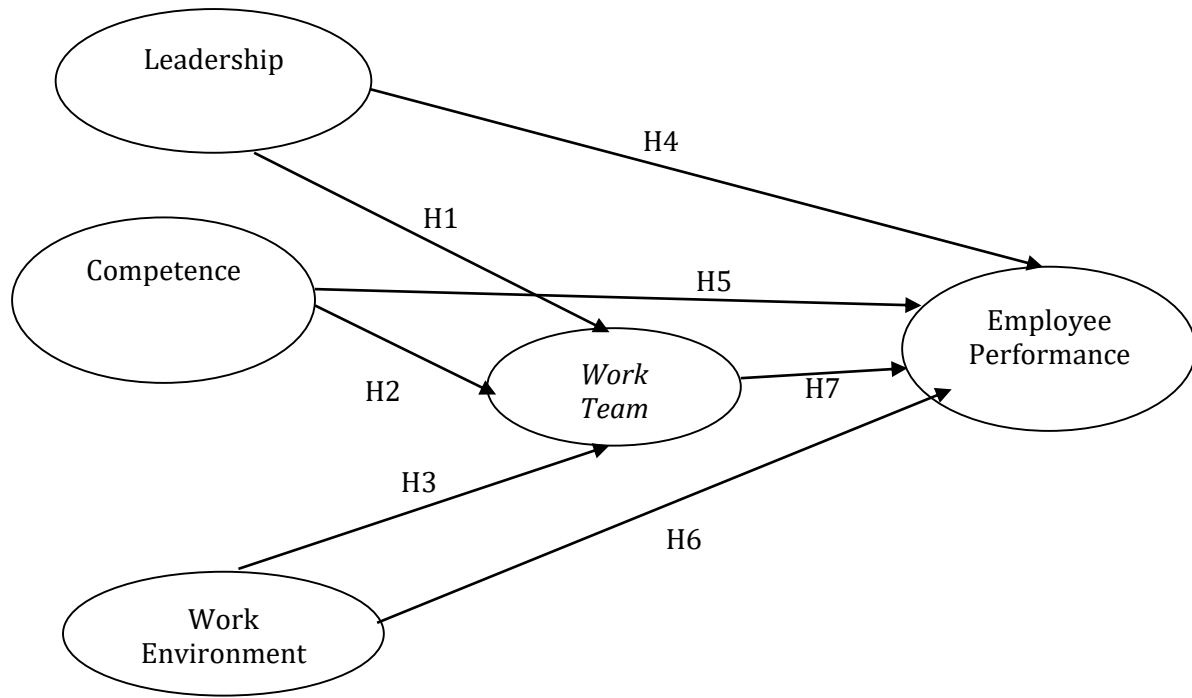


Figure 1 Conceptual Framework

Research Hypothesis

H1: Leadership has a positive and significant influence on the work team of Bank Sultra employees in Southeast Sulawesi Province

H2: Competence has a positive and significant influence on the work team of Bank Sultra employees in Southeast Sulawesi Province

H3: The work environment has a positive and significant influence on the work team of Bank Sultra employees in Southeast Sulawesi Province.

H4: Leadership has a positive and significant influence on the performance of Bank Sultra employees in Southeast Sulawesi Province

H5: Competence has a positive and significant influence on the performance of Bank Sultra employees in Southeast Sulawesi Province

H6: The work environment has a positive and significant influence on the performance of Bank Sultra employees in Southeast Sulawesi Province

H7: The work team has a positive and significant influence on the performance of Bank Sultra employees in Southeast Sulawesi Province

H8: The work team plays a role in mediating the influence of leadership on employees of Bank Sultra, Southeast Sulawesi Province

H9: The work team plays a role in mediating the influence of competence on the performance of employees of Bank Sultra, Southeast Sulawesi Province.

H10: The work team plays a role in mediating the influence of the work environment on the performance of employees of Bank Sultra, Southeast Sulawesi Province.

3. RESEARCH METHODS

The location of the study was conducted at the Bank Sultra Office in Southeast Sulawesi Province. The population in this study were all employees of Bank Sultra as many as 903 people spread across 78 offices, both head offices and branch offices and functional offices spread across 17 regencies/cities in Southeast Sulawesi. Based on the results of determining the number of samples, it can be seen that each branch/sub-office selected from the second stage of sampling will proportionally be applied to 15 respondents each. Thus, the number of samples in this study is $6 \times 15 = 9$ employee's accidental sampling. The analysis tool used is SEM Partial Least Square (PLS).

Operational Definition Of Variables

Leadership (X1), is the ability of Bank Sultra leaders to behave in a way that influences subordinates to cooperate and contribute to helping employees achieve goals and provide direction as needed or support to ensure that employee goals are in line with the general goals of the organization. Leadership measurement indicators are: (1) directive leadership, (2) supportive leadership, (3) participative leadership, (4) achievement-oriented leadership.

Competence (X2) is the ability possessed by Bank Sultra employees in Southeast Sulawesi Province which is reflected in personal ability, social ability, team ability, communicative competence, emotional competence and change competence.

The work environment (X3) is an environment where employees carry out their work/daily activities that is conducive to providing a sense of security and enabling employees to work optimally.

Team Work (Y1) is teamwork or group work collaboration in all areas at Bank Sultra in Southeast Sulawesi Province with complementary skills and a commitment to achieving previously agreed targets to achieve common goals effectively and efficiently.

Employee Performance (Y2) is measured using Quantity, Quality, Punctuality, Attendance and Cooperation.

4. RESEARCH RESULT

Compositer Reliability

Composite reliability tests the reliability value between indicators of the constructs that form it. Composite reliability results are said to be good if the value is above 0.70 Ghazali, I and Latan, H (2015). The results of the composite reliability test of the measurement model of this study can be presented in table 1.

Table 1. Results Of Reliability Testing Of The Instrument Measurement Model

| Variable | Composite Reliability | Result |
|----------------------|-----------------------|----------|
| Leadership | 0,893 | Reliabel |
| Competence | 0,872 | Reliabel |
| Work Environment | 0,882 | Reliabel |
| Work Team | 0,859 | Reliabel |
| Employee Performance | 0,876 | Reliabel |

Source: Data processing results via Smart PLS 4.0, 2024

The test results in table 1 obtained composite reliability values of leadership, competence, work team and employee performance indicating that the five variables studied have good reliability because their values are greater than 0.70. Thus, all instruments used in this study have met the criteria or are suitable for use in measuring all latent variables, namely leadership, competence, work environment, work team and employee performance because they have good reliability.

Structural Model Evaluation (Inner Model)

Testing on the structural model is evaluated by considering the percentage of explained variance, namely by looking at the value (R²). To assess the model with PLS, start by looking at the R-Square of each latent variable. Changes in the value (R²) used to assess the influence of independent variables on dependent variables whether they have a substantive influence.

Table 2. R-Square Test Results

| Structural Model | Composite Reliability | R-Square |
|------------------|---------------------------|----------|
| 1 | Employee performance (Y2) | 0,374 |
| 2 | Work Team (Y1) | 0,573 |

Source: Data processing results via Smart PLS 4.0, 2024

$$\begin{aligned}
 Q^2 &= 1 - \{(1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2)\} \\
 &= 1 - \{(1 - 0,374^2) (1 - 0,573^2) \} \\
 &= 1 - \{(1 - 0,611) (1 - 0,756) \}
 \end{aligned}$$

$$= 1 - \{(0,389) (0,244)\}$$

$$= 1 - 0,094 = \mathbf{0,906}$$

Based on the calculation results, the predictive-relevance value is obtained as much as $Q^2 = 0.906$ or 90.6%. This means that the accuracy or precision of this research model can explain the diversity of leadership variables, competence, work environment and work team on employee performance by 90.6%. The remaining 9.4% is explained by other variables that are not included in this research model. Therefore, the model is said to be good because it has a Q^2 value greater than or equal to 60%.

Direct Influence Path Coefficient Testing

The results of testing the influence of path efficiency and the hypothesis of influence between variables can be seen from the path coefficient values where the values $< \alpha = 0.05$ are presented in table 3.

Table 3 Direct Influence Path Coefficients and Hypothesis Testing

| Hypothesis | Direct Influence | Path Coefficient | p-value | Proof | Hypothesis |
|------------|--|------------------|---------|----------------------|------------|
| H1 | Leadership (X1) -> Work Team (Y1) | 0.205 | 0.049 | Significant Positive | Accepted |
| H2 | Competence (X2) -> Work Team (Y1) | 0.190 | 0.014 | Significant Positive | Accepted |
| H3 | Work Environment (X3) -> Work Team (Y1) | 0.337 | 0.013 | Significant Positive | Accepted |
| H4 | Leadership (X1) -> Employee Performance (Y2) | 0.118 | 0.016 | Significant Positive | Accepted |
| H5 | Competence (X2) -> Employee Performance (Y2) | 0.349 | 0.007 | Significant Positive | Accepted |
| H6 | Work Environment (X3) -> Employee Performance (Y2) | 0.394 | 0.031 | Significant Positive | Accepted |
| H7 | Work Team (Y1) -> Employee Performance (Y2) | 0,152 | 0.021 | Significant Positive | Accepted |

Source: Data processing results via Smart PLS 4.0, 2024

Testing The Path Coefficient Of Mediating Variables

The examination of the influence of variables aims to detect the position of the mediating variable of the role of the work team in the model. Mediating variables can be classified into three types, namely: (1) perfect mediation; (2) partial mediation; and (3) not mediation Solimun, (2011). The results of the coefficient value and significance examination method, then the hypothesis testing and the coefficient of the influence path of the mediating variable are presented in table 4 as follows:

Table 4 Path Coefficients of Mediation Influence

| Hypothesis | Direct Influence | Path Coefficient | p-value | Proof | Hypothesis |
|------------|---|------------------|---------|--------------|------------|
| H8 | Leadership (X1) -> Work Team (Y1) -> Employee | 0.114 | 0.482 | No Mediation | Rejected |

| | | | | | |
|-----|--|-------|-------|-------------------|----------|
| | Performance (Y2) | | | | |
| H9 | Competence (X1) -> Work Team (Y1) -> Employee Performance (Y2) | 0.492 | 0.017 | Partial Mediation | Accepted |
| H10 | Work Environment (X1) -> Work Team (Y1) -> Employee Performance (Y2) | 0.253 | 0.030 | Partial Mediation | Accepted |

Source: Data processing results via Smart PLS 4.0, 2024

5. DISCUSSION

The Influence Of Leadership On The Work Team Of Bank Sultra Employees

The results of the analysis using Partial Least Square (PLS) show that leadership has a positive and significant influence on the work team, which means that the better the quality of leadership, the more solid the work team will be. This finding is in line with the opinion of Rama Krishna (2011) who stated that leadership has a positive impact on team strength. Competent leaders can create a solid team in completing organizational tasks, while weak leadership can reduce employee performance. Based on the outer model analysis, the indicators "directing" and "supporting" show the highest outer loading values, indicating that directive leadership behavior is a dominant component in effective leadership. This is reinforced by field findings showing that employees appreciate leaders who provide clear direction and motivate the team to achieve goals. However, the indicators of participatory and goal-oriented leadership show lower outer loading values, indicating that these two forms of leadership have not been fully internalized in daily practice at Bank Sultra. Empirically, employees are still rarely involved in decision making, and leadership that is oriented towards achieving long-term goals is also less than optimal. These findings highlight the need for strengthening a more inclusive and visionary leadership style, as well as emphasizing active participation and focus on collective goals. Internal programs such as coaching and mentoring have also proven effective in improving team coordination and collaboration at Bank Sultra, as reflected in the high leadership satisfaction index and better team performance. Overall, this study shows that good leadership positively influences team dynamics and organizational performance. These findings are in line with research by Wahyu Wibawa and Sri Widodo (2023), which found that transformational leadership has a positive effect on work teams, as well as research by Tri Biasti Sariningrum and Wenny Desty Febrian (2023). However, different findings were found in research by Lorenzo Betti et al. (2024), which showed that team success was more influenced by uneven workload distribution and dominant lead developers, rather than just a particular leadership style. Betti added that leadership changes within a team were more likely to occur on projects led by less experienced individuals, and these changes were associated with faster growth in success on less successful projects.

The Influence Of Competence On The Work Team Of Bank Sultra Employees

The results of the analysis with Partial Least Square show that competence has a positive and significant influence on the work team, where increasing employee competence is followed by increasing team performance. Research conducted at Bank Sultra revealed that most employees have good competence, including self, social, team, communicative, emotional, and change competence. Competence improvement is the main focus of Bank Sultra to improve team performance and customer service. This is in line with research by Arham, Muthalib, and Supriaddin (2023), which shows that managerial skills and innovative behavior have a positive effect on employee performance. However, the results of the analysis also show that indicators of self-competence and communicative competence are still perceived low by employees, even though both have a significant contribution to the formation of overall competence. This finding emphasizes the importance of developing competence not only from a technical perspective, but also in increasing self-confidence and interpersonal communication skills. In theory, this finding is in line with Human Capital Theory (Becker, 1964), which states that investment in competency development increases work productivity, as well as Competency-Based Theory (Boyatzis, 1982; Spencer & Spencer, 1993), which emphasizes the importance of a combination of skills, knowledge, and personal characteristics in team performance. This study also supports the findings of Andi Hendrawan et al. (2017), Udi Iswadi (2020), and Achmad Farid Nur Rijal (2020), which state that competency has a positive effect on work teams. However, research by Adam and Kamase (2019) shows that although there is a positive relationship, the effect of competency on work teams is not significant, indicating that other factors such as motivation or work environment can also affect team performance.

The Influence Of The Work Environment On The Bank Sultra Work Team

The results of the Partial Least Square analysis show that the work environment has a positive and significant effect on the work team, where improving the quality of the work environment will improve team performance. At Bank Sultra, the condition of the work environment is considered good by employees, with physical aspects such as comfort of the work space, lighting, cleanliness, and other supporting facilities receiving high ratings, reflected in the very high mean and outer loading values. However, although the physical environment received a positive response, non-physical environmental aspects such as relationships between coworkers, communication climate, and psychological safety are still considered to need to be strengthened. This finding shows that although non-physical indicators are perceived well, their contribution to the formation of the overall quality of the work environment is not optimal. Therefore, Bank Sultra needs to encourage a collaborative work culture through cross-division projects, informal team activities, and communication training to improve a healthy work climate and strengthen relationships between employees. Herzberg's Two Factor Theory (1959) supports this finding, where the work environment, although not directly motivating, can reduce job dissatisfaction if met properly. In addition, the Person-Environment Fit Theory is also relevant, stating that the fit between individuals and the work environment improves performance and job satisfaction. This study is also in line with the findings of Yulita et al. (2022) and S ari & Pramudana (2023), which state that a good work environment, both physical and non-physical, contributes positively to the performance and solidity of the work team, especially in the service sector. Thus, improving the quality of the work environment at Bank Sultra will have a direct impact on the quality of the work team and the achievement of organizational goals.

The Influence Of Leadership On The Performance Of Bank Sultra Employees

The results of the study indicate that leadership has a positive and significant effect on employee performance at Bank Sultra. The implementation of various leadership styles, including directive, supportive, participative, and delegative, has been going well, although there is still room for improvement in several aspects. The directive leadership style is reflected in clear and firm directions, while the supportive style is shown through the leadership's attention to the welfare and needs of employees, creating a conducive work environment. The participative style involves employees in decision-making, increasing a sense of belonging and commitment, while the delegative style shows the leadership's trust in the employees' abilities. The analysis shows that the supportive leadership style has the highest contribution to employee competency development, while goal-oriented leadership has the lowest contribution. This indicates the need for improvements in clearer and more integrated communication of vision and goal setting. The implementation of effective leadership, which includes support, direction, and participation, has the potential to significantly improve employee performance. These findings support leadership theories, as expressed by House and Mitchell (1974), Northouse (2003), and Robbins & Judge (2015), which state that good leadership can help achieve organizational goals. This study is also in line with previous studies that show a positive relationship between leadership and employee performance (Suryaningsih et al., 2018; Fathia et al., 2018; Suharno et al., 2017; Srieati, 2016), but contradicts the findings of Hermawati and Nasharuddin (2017) which showed an insignificant effect.

The Influence Of Competence On The Performance Of Bank Sultra Employees

The results of the study indicate that employee competence has a positive and significant effect on employee performance at Bank Sultra. Social competence and change competence are dominant factors that contribute to improved performance, and both are highly perceived by employees. To improve employee performance, Bank Sultra needs to prioritize the development of social competence, such as interpersonal communication skills, teamwork, and social networking, through regular training and team activities that build solidarity and trust. In addition, improving change competence is also important by encouraging mastery of the latest banking technology and an open mindset towards change through intensive training and innovation forums. This finding is in line with the theory of Spencer & Spencer (1993) and Boyatzis (1982), which states that competence is the main foundation in increasing productivity and work results. Empirical data supports that employees with high competence, especially in technical and interpersonal skills, tend to have better, faster, and less error-prone performance. Based on the Human Resource Theory by Becker (1993), competency development through training and work experience can increase employee productivity and performance, which in turn contributes to organizational success.

The Influence Of The Work Environment On The Performance Of Bank Sultra Employees

The results of the study indicate that the work environment has a positive and significant effect on employee performance at Bank Sultra, Southeast Sulawesi Province. A good work environment, both physical and non-physical, can significantly improve employee performance. Employee assessments show that the work environment at Bank Sultra is in the very good category, with physical facilities that support comfort and productivity, as well as harmonious interpersonal relationships. However, there are several non-physical aspects that still need improvement to create a more ideal work environment. A neat office atmosphere can reduce stress and increase focus and work efficiency. This finding is in line with previous studies by Ariabto (2013), Mulyanto (2015), and Appriia (2017), which stated that the work environment has a significant effect on employee performance. These results also support Herzberg's Two Factor Theory (1959), which states that a good work environment, such as cleanliness, comfort, and adequate facilities, are included in the hygienic factors that can reduce dissatisfaction and support increased performance. Therefore, good work environment management is a key factor in

increasing the effectiveness and efficiency of employee performance at Bank Sultra.

The Influence Of Work Teams On The Performance Of Bank Sultra Employees

The results of the study indicate that the work team has a positive and significant effect on employee performance at Bank Sultra, as evidenced by the significant path coefficient and p-value (≤ 0.05). The better the work team, the better the employee performance. An effective and collaborative work team is very important in achieving organizational performance, because good cooperation can increase productivity and complete tasks on time. The assessment shows that the work team at Bank Sultra is functioning well, with the support of trust, a clear structure, and regular performance evaluations. Involvement in open debate, the level of trust between team members, and regular team performance evaluations are the three indicators that contribute most significantly to team performance. This finding is in line with research by Marpaung (2014) and Wibowo & Setiawan (2020) which shows that an effective work team can improve employee performance. However, several studies such as by Hasibuan (2018) and Lestari & Firmansyah (2020) show different results, where the work team does not have a significant effect on employee performance in certain contexts. These findings support Tuckman's (1965) theory of the stages of group development, which states that teams that successfully go through the formation stages will reach the performing stage and be able to work optimally, increasing individual and overall team performance.

The Role Of The Work Team As A Mediator In The Influence Of Leadership On The Performance Of Bank Sultra Employees

The results of the eighth hypothesis test (H8) in this study indicate that the work team does not act as a mediating variable in the relationship between leadership and employee performance at Bank Sultra. Based on the analysis using the Structural Equation Modeling (SEM) method with the Partial Least Squares (PLS) approach, the indirect effect coefficient value between leadership and performance through the work team shows a low value and a p-value greater than 0.05, which indicates that the work team does not have a significant mediating effect. This finding indicates that leadership has a stronger direct influence on employee performance, without requiring a mediating role from the work team. This is in line with the leadership theory of Bass & Avolio (1994), which states that effective leaders can directly influence employee performance by providing vision, motivation, and attention to subordinate development. In addition, Path-Goal Theory (House, 1971) also explains that a leadership style that suits employee needs can directly increase work effectiveness, without relying on teamwork dynamics. At Bank Sultra, although teamwork is important, performance appraisals are more based on individual target achievement, such as personal KPI fulfillment and work quality, which strengthens the direct influence of leadership on employee performance.

The Role Of The Work Team As A Mediator In The Influence Of Competence On The Performance Of Bank Sultra Employees

The results of the ninth hypothesis test (H9) indicate that the work team acts as a significant mediating variable in the relationship between employee competence and performance at Bank Sultra. Analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach shows that competence has a significant effect on performance, both directly and through the work team. The indirect effect of competence on performance through the work team shows a positive and significant coefficient (p-value < 0.05), which confirms the role of the work team as a partial mediator. These findings indicate that individual competence, such as technical, social, emotional skills, and change competence, can improve performance when combined in effective teamwork. The Competence Theory of Spencer & Spencer (1993) explains that individual competence can only provide maximum impact when used in a coordinated manner in a team, while the Teamwork Theory of Katzenbach & Smith (1993) emphasizes the importance of synergy in a team to convert competence into better performance. In the context of Bank Sultra, although individual competence is good, coordination and teamwork are the keys to achieving optimal performance, such as in cross-functional tasks such as customer service and daily operations.

The Role Of The Work Team As A Mediator In The Influence Of The Work Environment On The Performance Of Bank Sultra Employees

The results of the tenth hypothesis test (H10) indicate that the work team plays a significant mediating variable in the relationship between the work environment and employee performance at Bank Sultra. Analysis using the Partial Least Squares (PLS-SEM) approach revealed that the work team significantly mediates the influence of the work environment on employee performance. A conducive work environment, including physical comfort and harmonious interpersonal relationships, not only has a direct effect on improving performance, but also affects performance indirectly by creating an effective work team. A work team formed in a positive work environment can strengthen coordination, mutual support, and work efficiency, which ultimately improves individual and work unit performance as a whole. This finding supports Robbins' (2001) Work Environment Theory, which states that a safe and supportive work environment can improve employee relationships and facilitate cooperation, which in turn encourages increased productivity and performance.

6. CONCLUSION

Based on the research results, several conclusions can be formulated as follows: Leadership has a positive and significant effect on the work team, this shows that the better the leadership, the better the employee work team will be. Competence has a significant positive effect on the work team, this shows that an increase in competence is followed by a significant increase in the work team. The work environment has a positive and significant effect on the work team, this shows that an increase in the work environment is followed by a significant increase in the work team. Leadership has a significant positive effect on employee performance, this shows that an increase in leadership is followed by a significant increase in performance. Competence has a positive and significant effect on employee performance, this shows that the higher the employee's competence, the better the employee's performance. The work environment has a positive and significant effect on employee performance, this shows that the better the work environment, the better the employee's performance. The work team has a positive and significant effect on employee performance, this shows that the better the work team, the better the employee's performance. The work team does not play a role in mediating the influence of leadership on employee performance, this shows that the better the work team, the relationship between leadership and employee performance is not significant. The work team plays a role in mediating the influence of competence on employee performance, this shows that the work team is able to mediate the relationship between competence and employee performance. The work team plays a role in mediating the influence of the work environment on employee performance, this shows that the better the work team, the stronger the relationship between the work environment and employee performance.

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