

# Can leaders, teamwork, and technological capability boost Indonesian bankers' performance?

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## Abstract

This research aims to find out the effect of technology capability, leadership support, and teamwork support on employee performance in Indonesian banking sector. The number of samples in this study was 300 bank employees. Data collection uses a questionnaire that is distributed online using Google Forms. Data measurement uses a five-point Likert scale and data processing uses Structural Equation Modelling (SEM). This study found that leadership support has no significant effect on employee performance, while technology capability and teamwork support significantly affect employee performance. Based on the research results, banking companies must focus on improving employee performance, such as increasing employee capabilities and creating a healthy environment for employees to improve and be comparable to increasing company performance in achieving goals. The managerial implication of this study suggests team leaders improve performance by empowering employees, communicating a vision that motivates employees to work harder, and clarifying goals, roles, and rewards. At the supervisory level, a team leader may boost team performance by understanding employee needs, providing support, and building confidence.

## Keywords:

employee performance; leadership support; teamwork support; technology capability.

**JEL Code:** J62

Received February 6 2023; Received in revised form April 17 2023; Accepted April 20 2023; Available online April 30 2023

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## To cite this document:

Kusumaningrum, R., Santoso, A., & Kristyana, N. (2023). Can leaders, teamwork, and technological capability boost Indonesian bankers' performance?. *BISMA (Bisnis dan Manajemen)*, 15(2), 210-228. <https://doi.org/10.26740/bisma.v15n2.p210-228>

## Introduction

Companies need human resources who perform well in achieving their goals (Fadri, 2017; Hermina & Yosepha, 2019; Nurjaya et al., 2021). Companies must realise that employees are a source of excellence to be competitive for companies (Nyathi & Kekwaletswe, 2022; Panggarbesi & Sunarto, 2021). Companies must seek ways to optimally improve employee performance and achieve goals. In addition, companies also need to identify challenges that employees will face in the future so employee performance will remain optimal (Kazmi & Javaid, 2022). Improving employee performance will be one of the challenges that will always exist for the company (Frinaldi et al., 2019).

Employee performance is defined as a person's efforts to complete and perfect his obligations by expectations and goals within a certain period (Fadri, 2017; Muda et al., 2014; Nursam, 2017). High employee performance will be proportional to the increase in company performance. Performance is essential to increase productivity in achieving company goals (Nurjaya et al., 2021; Nyathi & Kekwaletswe, 2022; Prakash et al., 2017). Employee performance is marked by the output given by employees for their responsibility (Fadri, 2017; Hermina & Yosepha, 2019). Good performance can be seen in employees' results in quality, quantity, timeliness, effectiveness, commitment, and independence (Hendro et al., 2019; Pawirosumarto et al., 2017). The problem often faced by employees related to improve their performance is their inability to provide output based on organisation plan. Several factors affect employee performance based on the results of previous research, such as technological capabilities, leadership support, and teamwork support (Baskaran et al., 2020; Bradler et al., 2016; Hendro et al., 2019; Salisu & Bakar, 2020).

Work environment requires technological developments to help improve efficiency, speed, and accuracy of communication and to increase company productivity. Therefore, employees must improve employee technological capability to gain better company performance and maintain increasingly fierce company competition (Ahmad, 2014; Baskaran et al., 2020; Salisu & Bakar, 2020). Employees with technological capabilities will work efficiently, impacting their ability to carry out their duties (Asante et al., 2018; Baskaran et al., 2020). Likewise, employees who do not have the technological ability to accept, use, and adapt technology will influence technostress level, performance, and business activities (Santoso et al., 2021). Leaders who support employee performance such as providing direction, creating a sense of identity, appreciating employee work, and encouraging employees to continue to develop their preferred and motivate employees to do their best for the company (Hitka et al., 2019; Kazmi & Javaid, 2022; Kurniawan & Heryanto, 2019). Employees who lack leadership support will reduce performance and even choose to leave the company (Adiguzel & Cakir, 2022).

Employee performance is also influenced by teamwork support (Hendro et al., 2019). Concerning team worker support, employees need assistance from their fellow. Employees need the other employee presence in facing work challenges by providing support, helping, assessing, and understanding each other. Support between colleagues makes employees feel valued, causing a more pleasant work environment and affecting employee performance (Darmasaputra & Satiningsih, 2013). In other words, if the support between team workers is weak, it can cause stress on employees, and decrease their morale (Chou, 2015).

This study addresses banking employee performance decline. External and internal companies report have addressed this issue. Prior observation and interviews in several financial institution in Indonesia shows that dissatisfied consumers caused by delayed service process due to employee's absenteeism. Unsupported bank facilities also reduce staff productivity. Employees encounter issues include pressure from superiors due to poor performance, an unhealthy friendship atmosphere, and co-workers who gossip and make faces at bosses. It will influence employees' physical attitude, lowering work ethic and making them uncomfortable in the workplace. Some teller also covers the company's losses when transaction closing due to miscount/error machine.

Apart from being based on the above business phenomena, this research is also based on gap research from previous studies. Previous research found that technological capability significantly affects employee performance, with the object of research being digital economy companies (Joshi et al., 2021). Meanwhile, other studies have found different results, where the use of technological capabilities has no significant effect on the performance of industrial employees (Chae et al., 2017). Other studies have also found that leadership support significantly improves employee performance (Adiguzel & Cakir, 2022). In contrast to the results of this study, other studies revealed that leadership support did not significantly affect the employees performance and suggested adding the range of respondents so that it could be generalised (Lusdiyanti, 2011). In addition, it has been found that teamwork support has a significant effect on employee performance (Lo'pez-Cabarcos et al., 2022). Furthermore, research reveals that teamwork support does not significantly influence employee performance (Tran et al., 2018). This research aims to find out the effect of technology capability, leadership support, and teamwork support on employee performance in Indonesian banking sector. The novelty of this research is implementing the Resource-Based View (RBV) theory in analysing employee performance. RBV theory has revealed that companies must optimise the advantages of internal resources to improve company performance and compete with competitors.

## **Literature review**

### **Resource-based view theory**

RBV theory in organisations reveals that company resources must be able to create a competitive advantage and determine company performance comparisons (Burvill et al., 2018; Dasuki, 2021). RBV theory was first discovered by Wernefelt in 1984. Resources will improve companies effectiveness and efficiency (Wernerfelt, 1984). In the concept of implementing RBV, the main focus is internal resources empowerment. Corporation success is influenced by several internal resource characteristics, including: (1) physical resources, such as all plant, equipment, location, technology, and raw materials; (2) human resources, which include training programs, experience, intelligence, knowledge, skills, and abilities that are specific to each individual; (3) organisational resources, including business structure, decision-making procedures, information systems, patents, trademarks, copyrights, and databases (Barner, 2011; Rahadian, 2017).

Companies that implement RBV must be able to outsmart the empowerment of internal resources by implementing various strategies that can create competitiveness over a long period (Rahadian, 2017). RBV's primary premise is that competing businesses needs valuable, rare, inimitable, and organised (vrio) resources (Burvill et al., 2018). Resource must be valued, difficult for rival businesses to duplicate, and unrivalled by any other resource to gain competitive advantage (Jufri et al., 2021). However, resources do not always have to be rare, they might be very ubiquitous and still give businesses a competitive advantage. Hence, company have to develop strategies to get superior efficiency in order to achieve competitiveness (Warnier et al, 2013).

### **Employee performance**

Employee performance is a person's efforts to complete their responsibilities and goals within a certain period (Muda et al., 2014; Nursam, 2017). Optimal employee performance is performed according to company standards to achieve company goals (Darmasaputra & Satiningsih, 2013). All companies expect good employee performance to maintain the company amid strong existing business competition (Fadri, 2017; Hermina & Yosepha, 2019; Kazmi & Javaid, 2022; Nurjaya et al., 2021). It is because performance is directly proportional to company productivity, which means it will maintain the company (Nurjaya et al., 2021; Nyathi & Kekwaletswe, 2022). The problem that often arises is when employees need help to work optimally to improve their performance (Bradler et al., 2016). Several studies have introduced several indicators that can be used to evaluate employee performance. It includes the quality of employee work, the number of employee results, punctuality, effectiveness, and employees independence (Fadri, 2017). Other research also reveals that performance can be seen from

the quality and quantity of employee work, knowledge, and creativity (Muda et al., 2014). In addition, employee performance indicators can be seen from efficiency, effectiveness, knowledge, skills, expertise, and behaviour (Pawirosumarto et al., 2017).

### **Technology capability**

Technological capability is the ability possessed by employees to use and adapt existing technology. Employees technological capability will assist them in boosting efficiency, speed, accuracy, productivity, and performance, which will affect the ability of the firm to be competitive constantly. Employees who have low technological capabilities can cause technostress and decrease performance and productivity (Al-Mamary et al., 2022; Baskaran et al., 2020; Salisu & Bakar, 2020; Sony et al., 2022; Santoso et al., 2021).

Several previous studies have revealed technological capability indicators. Technological capability can be assessed from the ability to use technology, technology acceptance and technology adoption (Santoso et al., 2021). Other studies also reveal indicators of technological capability in the form of the ability to store information technology, process information technology, develop information technology, and convey information technology (Sidiq & Astutik, 2017). Previous research also revealed that technological capabilities could be seen from the ability to identify technology, design technology, apply technology, and utilise technology (Joshi et al., 2021). In addition, technological capability could be seen from the ability to obtain, operate, accept, and improve technology (Sony et al., 2022).

The technological capabilities possessed by employees will have a positive impact on their ability to complete work. Where if employees have good technical skills, they will be able to adapt to existing technological developments. In other words, if employees can adopt technological capabilities, it will be simpler for them to accomplish their current jobs, which will improve work completion efficiency and performance. Technological capabilities significantly affect performance (Maulidya & Afifah, 2021; Purnama et al, 2020; Baskaran et al., 2020; Salisu & Bakar, 2020; Santoso et al., 2021). Based on this elaboration, the first hypothesis as follows.

H1: High technological capabilities will have a positive effect on improving employee performance in financial institutions.

### **Leadership Support**

Leader support is the extent to which employees feel supported and respected by the leadership in their duties. Employees need leadership support always to motivate them to improve their performance because they will feel cared for and supervised at work (Hendro et al., 2019; Kazmi & Javaid, 2022). A good relationship between employees and leaders will increase the

distribution of creative ideas from employees to improve company goals (Zaitouni & Ouakouak, 2018).

Leader support can be measured by seeing leaders help employees; leaders value and develop employees (Pasamehmetoglu et al., 2017). Other studies also reveal indicators of leadership support, namely, leaders trust employees, appreciate employees, care about employees' feelings, care about the comfort of employees, and care about employee welfare (Anwar et al, 2021). In addition, previous studies also mentioned indicators of leadership support i.e., leaders help employee credibility; leaders value employees; leaders trust employees; leaders give awards and appreciation. In addition, indicators of leadership support can also include: leaders encourage employee expectations; leaders inspire employees; leaders motivate employees; leaders care for employees; leaders trust employees (Lo'pez-Cabarcos et al., 2022; Zaitouni & Ouakouak, 2018).

Good leadership support can impact employee motivation to complete their duties and obligations which impacts employee performance. If the support from the leadership is positive, employees will feel respected and cared for by the leadership. It will motivate employees to do their jobs properly because their work environment supports productivity (Hendro et al., 2019; Hitka et al., 2019; Kazmi & Javaid, 2022; Kurniawan & Heryanto, 2019). Leadership support has a positive effect on employee performance (Adiguzel & Cakir, 2022; Anwar Al et al., 2021; Kazmi & Javaid, 2022; Lo'pez-Cabarcos et al., 2022). Based on this elaboration, the second hypothesis as follows.

H2: Good leadership support will have a positive effect on improving employee performance in financial institutions.

### **Teamwork Support**

Support in the work environment is one of the supporting factors in increasing creative performance in organisations (Ibrahim et al, 2016). This social support can be obtained from various sources; one example is the support of team workers (Lo'pez-Cabarcos et al., 2022). Team worker support is essential in improving employee performance through shared knowledge and abilities (Hendro et al., 2019; Prieto & Pérez-Santana, 2014; Zaitouni & Ouakouak, 2018). Employees need other employees to help each other, understand, appreciate, and support in facing work challenges. In other words, if team worker support is getting stronger, employees will feel the work environment is positive and will impact employee creativity and performance (Chou, 2015; Zaitouni & Ouakouak, 2018).

Several previous studies have revealed indicators measuring teamwork support. Indicators of teamwork support can be seen in mutual respect for teamwork, mutual attention to teamwork, and helping each other teamwork (Chou, 2015). Besides that, previous research also revealed indicators of co-

worker support in helping each other with teamwork, a mutual appreciation of teamwork, collaborating with teamwork, and mutual understanding of teamwork (Darmasaputra & Satiningsih, 2013). Indicators of leadership support can also be helping each other colleagues, sharing knowledge with colleagues, and encouraging each colleague (Zaitouni & Ouakouak, 2018). In addition, previous research has also revealed that indicators of co-worker support can be in the form of mutual care with teamwork, helping each other with teamwork, and mutual trust with teamwork (Meslec et al, 2020).

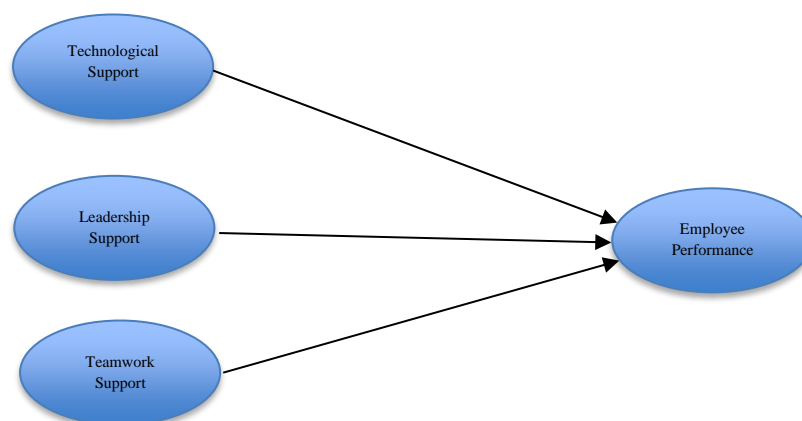
Good teamwork support will positively impact employee motivation and creativity in carrying out work and affect employee performance. Employee support in the form of mutual appreciation and assistance in carrying out tasks causes employees to feel that they are working with others to create a supportive work environment according to employee expectations. So, when employees experience difficulties, there are friends to share their complaints and help finish the job well, which will affect the performance of employees in completing tasks properly. It is in line with previous research that found peer support positively affects employee performance (Chou, 2015; Darmasaputra & Satiningsih, 2013; Zaitouni & Ouakouak, 2018; Lopez-Cabarcos et al., 2022). From this elaboration, the third hypothesis proposed is as follows.

H3: Good teamwork support will have a positive effect on employee performance in financial institutions.

Research model in this study represented by Figure 1. Figure 1 shows the relationship of technological support, leadership support, and teamwork support toward employee performance.

**Figure 1.**

*Research model*



### **Research method**

The population of this study are employees who work in financial institutions in Indonesia. Sample data were collected through the non-

probability sampling method. The number of samples in this study amounted to 300 employees who work in financial institutions throughout Indonesia. The data was collected by distributing online questionnaires (Google Forms) through social media. This study used four variables measured by a 5-points Likert scale. The four variables were adapted into a questionnaire with statement items according to the indicators for each variable. Table 1 shows variables and indicators in this study. The data analysis uses SEM-AMOS.

**Table 1.**  
*Measurement item*

Variable	Indicator	Source
Technology capability (TC)	Able to use technology	(Joshi et al. 2021;
	Able to accept technological changes	Santoso et al. 2021;
	Able to adopt technology	Sidiq and Astutik
	Able to improve technology	2017; Sony et al.
Leadership support (LS)	Able to convey technology	2022)
	Leaders value employees	(Anwar Al et al. 2021;
	Leaders help employees	Pasamehmetoglu et al.
	Leaders trust employees	2017; Lo´pez-
	Leaders motivate employees	Cabarcos et al., 2022;
Teamwork support (TS)	Leaders care about employees	Zaitouni and
	Help each other colleagues	Ouakouak 2018)
	Encourage each other colleagues	(Chou 2015;
	Mutual respect for colleagues	Darmasaputra and
	Mutual care with colleagues	Satiningsih 2013;
Employee performance (EP)	Cooperate	Meslec et al. 2020;
	Quantity	Zaitouni and
	Quality	Ouakouak 2018)
	Punctuality	(Fadri 2017; Muda et
	Skills	al. 2014;
Effectiveness	Pawirosumarto et al.	
		2017)

## Data analysis and result

### Respondent profile

Table 2 shows 57.3% respondents age was 20-25 years. The gender of the respondents was 51.3% female employees who have more detailed, thorough, concentrated, and neat personality. About 64.7% of respondents had completed their undergraduate degrees and 55% of them had a working period ranging from 0 to 2 years.

### Goodness of fit

The model shows Chi-Square = 280.796 with GFI = 0.914, AGFI = 0.901, TLI = 0.962, CMIN/DF = 1.712, and RMSEA of 0.049. The result of

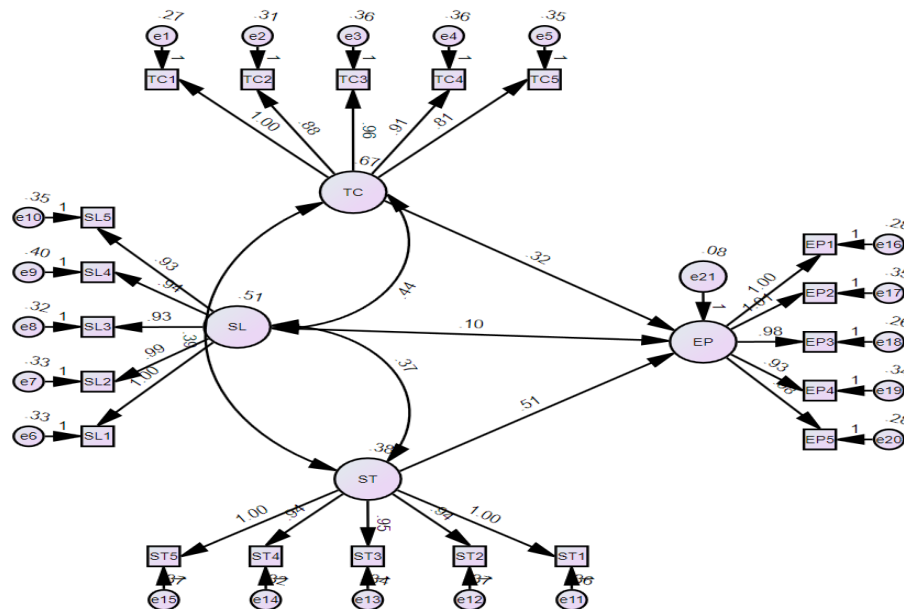


this model is a Good Fit because it is revealed that a model is considered feasible if it meets 4-5 criteria for the Goodness of Fit test (Siregar et al., 2021). Based on statistical analysis, the research results showed conformity with the required standard values as presented by Figure 2 and Table 3.

**Table 2.**  
*Respondent profile*

	Criteria	Number of respondents	Percentage
Age	20 to 25 years	172	57.3%
	26 to 30 years	74	24.7%
	31 to 35 years	44	14.7%
	36 years and over	10	3.3%
Gender	Male	146	48.7%
	Female	154	51.3%
Education	High school	87	29%
	Bachelor	194	64.7%
	Master	19	6.3%
Working Period	0 s/d 2 years	165	55%
	3 s/d 5 years	91	30.3%
	6 s/d 8 years	40	13.3%
	9 years and over	4	1.3%

**Figure 2.**  
*Full model analysis results*



### Hypothesis testing

Table 3 shows probability value (P) > 0.05 and C.R < 1.65, then the hypothesis is rejected, and if the probability (P) < 0.05 and C.R > 1.65, then the hypothesis is accepted. Technological capabilities have a significant influence on the performance of banking employees. This can be seen from the CR value of 5.302, which is greater than 1.65 and the p-value is less than 0.05 (H1 accepted). Leadership support has an insignificant effect on the performance of banking employees. This can be seen from the CR of 1.035, less than 1.65 and the p-value of 0.300, greater than 0.05 (H2 rejected). Teamwork support has a significant influence on the performance of banking employees. This can be seen from the CR of 4.353, greater than 1.65 and the p-value is less than 0.05 (H3 accepted).

**Table 3.**  
*Regression weights*

Variables correlation		Estimate	S.E.	C.R.	P	Validity test	Decision
Employee Performance	← Tech. Capability	.322	.061	5.302	***	Valid	Hypothesis accepted
Employee Performance	← Leadership Support	.096	.093	1.035	.300	Valid	Hypothesis rejected
Employee Performance	← Teamwork Support	.511	.117	4.353	***	Valid	Hypothesis accepted

### Technological capability on employee performance

The results found that technological capability has significant influence on the performance of banking employees. In digital/technological disruption era, banking activity must carry out digital transformation to survive in intense competition. The better technological capabilities banking employees possess, the better their performance will be. If employees have good technical skills, they can adapt to existing technological development. In addition, digitalisation has also changed consumer behaviour, such as making purchases or other transactions using digital services (Maulidya & Afifah, 2021; Purnama et al., 2020; Santoso et al., 2021). The above phenomenon also impacts banking employees, who are also required to improve their technological capabilities to adapt to current banking services to optimise services and maintain customer loyalty to the bank. Digital banking services are often referred to as electronic banking or digital banking with facilities in the form of ATMs, Electronic Data Capture (EDC), online banking, SMS banking, and mobile banking (Maulidya & Afifah, 2021; Purnama et al., 2020).

Resource Based View (RBV) theory has revealed that companies must optimise the advantages of internal resources to improve company performance and to compete with competitors (Agustin et al, 2021; Burvill et al., 2018;

Dasuki, 2021; Rahadian, 2017). It also applies to banks which face digitalisation/technology disruption. To maintain customer loyalty and competitiveness, the superiority of internal resources such as employee capabilities/skills related to technology is significant (Rahadian, 2017). This study supports the results of research conducted by Chae et al. (2017), which revealed that technological capabilities do not significantly affect employee performance. Employees in the banking industry who lack the technological expertise will also hinder optimal performance. This study contradicts the previous studies (Salisu & Bakar, 2020; Santoso et al., 2021; Sidiq & Astutik, 2017).

The implications of managerial technological capabilities on employee performance are significant, as the effective use of technology can have a positive impact on employee productivity, engagement, and satisfaction. In summary, the effective use of technology by managers can have a significant impact on employee performance, enabling them to be more productive, engaged, and satisfied in their work. By providing employees with access to the latest technology and resources, managers can help them achieve their full potential and contribute to organisational success.

### **Leadership support on employee performance**

The results found that leadership support does not affect banking employee performance because banking employee and their leader may have different perspective of support. Leaders are also not always directly involved with employees when carrying out employee duties. The results of this investigation are consistent with studies done by Aziz & Putra (2022) & Dasuki (2021) which revealed that leadership support does not significantly affect employee performance.

There are several reasons why leadership support does not always affect employee performance. First, not all employees respond positively to leadership support. Some employees may feel uncomfortable or unfamiliar with their leader's leadership style or way of interacting. Furthermore, some employees are more focused on their own tasks, so they pay less attention to the support or influence of their leaders on their performance. The leader also may not provide the right support and meet the needs of the employees. The support provided by leaders must be appropriate and tailored to the needs of employees to have an impact on their performance. Moreover, employees also need support from colleagues and a positive work environment to achieve optimal performance. Employee performance is also influenced by other factors such as ability, experience, and personal motivation, which may not always be related to leadership support. As a leader, it is important to pay attention to employees need and provide appropriate support to improve employee performance. However, it is not always guaranteed that leadership

support will directly affect employee performance. This study contradicts the findings by Adiguzel & Cakir (2022), Hendro et al. (2019) & Kazmi & Javaid (2022), which have revealed that leadership support significantly affects employee performance. From employee's view or reference, employees do not always require leader's support in carrying out their tasks without leadership support performance. Leadership support does not significantly affect employee performance (Aziz & Putra, 2022). Strong managerial leadership can improve employee motivation, engagement, and productivity. Strong leadership support may motivate employees to perform well by setting clear goals and expectations, providing regular feedback, and rewarding hard work.

### **Teamwork support on employee performance**

The results found that support teamwork has a significant effect on the performance of banking employees. It is because banking employees work as a team for each division and will carry out their responsibilities together to work according to the targets set by the company (Masyithah et al, 2018; Wulandari et al, 2020). Therefore, employees will need the support of their team works, such as helping each other, understanding, appreciating, and supporting them in facing work challenges and completing predetermined targets (Chou, 2015; Darmasaputra & Satiningsih, 2013). Teamwork who support each other will positively impact employee performance (Batuaru & Abadi, 2022; Zaitouni & Ouakouak, 2018). Meanwhile, if employees do not get good co-worker support, such as individualism between work teams, gossiping to bring down teamwork, and competing with each other in front of superiors, it will caused employee work stress that impact low performance of employees (Darmasaputra & Satiningsih, 2013).

This result support Resource Based View (RBV) theory which focuses on the advantages of internal resources to improve company performance and competitiveness (Agustin et al., 2021; Burvill et al., 2018; Dasuki, 2021; Rahadian, 2017). This is inseparable from the support of positive team works so that banking employees feel comfortable in their work environment and have an impact on good employee performance. The findings of this study support previous studies which revealed that good teamwork support has a significant effect on employee performance (Batuaru & Abadi, 2022; Chou, 2015; Darmasaputra & Satiningsih, 2013; Meslec et al., 2020; López-Cabarcos et al., 2022; Zaitouni & Ouakouak, 2018). In addition, this study also contradicts the results of research conducted by Tran et al. (2018), which revealed that teamwork support does not significantly affect employee performance.

Teamwork support improves employee performance by encouraging collaboration, communication, and productivity. Teamwork helps employees share ideas, work together, and achieve goals. This can boost creativity,

problem-solving, and employee performance. Teams can improve results and employee performance by using each other's strengths, sharing knowledge, and working toward common goals. Managers can boost productivity and morale by fostering open communication, collaboration, and innovation in their teams.

### **Conclusion**

According to the findings of this study, the performance of banking employees was significantly impacted by technological capabilities as well as support for teamwork. This is due to the independence of employees of the Y generation to acquire technological skills even in the absence of consistent support from leadership. The performance of employees should be a primary focus for banking companies. This can be accomplished by providing employees with opportunities to expand their skillsets and by fostering an environment that is conducive to good health in the workplace. The further study could focus on more specific target respondents, and add independent variable, such as employees' levels of self-efficacy.

### **Author contribution**

**Reny Kusumaningrum:** Conceptualization, Data curation, Methodology, Writing—original draft, Review, Editing. **Adi Santoso:** Conceptualization, Data collection and analysis, Writing, Review, Editing. **Naning Kristyana:** Review and Editing.

### **Declaration of interest**

The authors affirm that they have no known financial or interpersonal conflicts that would have appeared to impact the research presented in this study.

### **Acknowledgements**

We thank colleagues from Universitas Muhammadiyah Ponorogo, who provided insight and expertise that greatly assisted the research.

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