

Superior Human Resources (HR) Based on Ideal Leaders, Knowledge, Skill, and Attitude with Hard Work, Smart Work, & Sincere Work as Moderating Variable

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ABSTRACT

This study aims to test and analyze the Superior Human resources Based on Ideal Leaders, Knowledge, Skill, and Attitude with Hard work, Smart work, & Sincere work as Moderating Variable on Bank Leaders in Indonesia. Researcher analyzed from the First Line Manager to Top Management. The data were collected by distributing questionnaires with a total sample of 97 respondents and using a quantitative descriptive approach. Submission of the questionnaire is done inline via google form. The data analysis in the form of validity test, reliability test, classical assumption test, and multiple linear regression. The results of this study indicate that the data under study is all valid and reliable. Furthermore, the multicollinearity test shows that there is no multicollinearity, this is evidenced by the variance inflation factor (VIF) of each independent variable < 10 with a tolerance above 10%. The data is normally distributed and there is no heteroscedasticity with the scatterplot points with a regular pattern, narrowing, widened or wavy. Partially and simultaneously the variables Ideal Leader, Knowledge, Skill, and attitude affect Superior Human Resources. This is evidenced by the results of the determination test, T test, and F test which also so the significant value of the two independent variables that support the hypothesis. In the determination test, the influence variable of the independent variable on the dependent variable is Ideal Leader contributes 30,8%, Knowledge contributes 33,2 %, Skill contributes 49,7 % and Attitude contributes 50,1%. Than the variables of hard work, smart work, and sincere work as a moderating variables also the Ideal Leader variable in Superior Human Resources by 68,8 %, as a moderating variable also influence the Knowledge variable in Superior Human Resources by 69,0 %, as a moderating variable also influence the Skill variable in Superior Human Resources by 68,7 %, and as a moderating variable also influence the Attitude variable in Superior Human Resources by 70,2 %. In the autocorrelation test, it is known that autocorrelation test does not occur, it can be seen from the Durbin Watson (DW) test of 2,037 and Durbin Watson (DW) test > 2 . So, the conclusion in the study is that there is a negative autocorrelation.

Keywords: *Superior Human Resource, Ideal Leaders, Knowledge, Skill, and Attitude variables.*



1. INTRODUCTION

Superior human resources are human resources who work professionally, productive, innovative, and able to be competent in their field. The characteristics of superior human resources are reflected in a leader who is ideal, competent, and supported by a culture of hard work, smart work, and sincere work. According to Dessler in Setia Tjahyanti and Nurafni Chairunnisa (2020) stated that what is meant by competence is characteristic personality that can be shown as knowledge, skill, and attitude like leadership. Leadership is the ability to determine where life will be directed, what will be done, and which path must be taken to achieve that direction in life. On this occasion, the author would like to review ideal leadership based on Ideal Leaders, Knowledge, Skill, and Attitude with Hard Work, Smart Work, & Sincere Work as moderating variable to influence Superior Human Resources. In the leadership theory put forward by Rost in Ambar Teguh Sulistiyani (2008:13) Leadership is a relationship of mutual influence between leaders and followers who want real change that reflects their common goals. An ideal leader is a leader who provides opportunity for all members of the organization to participate in making the best decisions related to organizational policies. This leader also creates a two-way communication flow, namely top-down or bottom-up.

2. LITERATURE REVIEW

Superior Human Resources

Superior Human Resources is a requirement for every company to be able to achieve the company's vision, mission, and strategic goal. There are special aspects that influence the creation of superior human resources, including individual ability aspects, group aspects, and organizational system aspects. Robbins (2003:50) defines ability refers to an individual's capacity to perform various tasks in a job. Individual abilities are divided into intellectual abilities and physical abilities. Intellectual abilities are applied in leadership theory. Then physical ability is implemented in the variables of knowledge, skills, and attitudes as well as the variables of hard work, smart work, and sincere work are variables they can create superior human resources. Muhammad Satar (2002) differentiates them into two types of superior humans, namely individualistic excellence and participatory excellence. Furthermore, Muhammad Satar defines individualistic excellence as a superior human being, but this superiority is only for one's own interests. Meanwhile, participatory excellence means that superior humans are humans who actively participate in healthy competition to find the best. In participatory human development, cultivating cooperation in a more advanced sense helps the weak so that those who win are talented will develop higher and the weak will be empowered over time so that they can be empowered and can adapt better. Participatory excellence development includes:

a. Dedication and discipline

A superior human being should have a sense of dedication to his duties and work. Dedicated means a person who is disciplined because they focus on what he has to achieve. Superior humans should be able to work together because in the end there must be trust.

b. Be honest

A superior human being is honest. It's more about being honest with yourself regarding your abilities. Being honest also means being honest about what we will do and what we should not do. In the end being honest here also means being honest about when to stand alone and when to work together with a group. With honesty, a wide working network will be created.

c. Innovative

A superior human being is someone who is not quickly satisfied with the results achieved, but is someone who is always restless and always looking for new ideas and ideas to create a new product and services. Superior humans are humans who always think creatively.

d. Persevere

A superior human being is someone who can focus attention on the tasks and work that have been handed over to him or the business he is working on. A diligent person will use resources efficiently.

e. Tenacious

A superior human being is resilient. Resilient is defined as a state that doesn't give up easily. This tenacity will lead to dedication to one's work in search of better and better quality.

Ideal Leader

Leadership emerged along with human civilization, that is since the time of the prophets, ancestors who gathered, worked together, and tried to challenge the wildness of animals and the natural environment together to maintain their existence. In conditions like this, the strongest, smartest, and bravest person is appointed as the leader. According to Kimbal Young in Kartini Kartono (2011;58) defining leadership is a form of domination based on personal ability that can encourage or invite other people to do something based on acceptance by the group and having special skills and a special place to achieve certain goals.

In the digital era with organizational citizenship mostly from the millennial generation, democratic leadership is needed that can collaborate management interest with the brilliant ideas of millennials. Kartini Kartono (2011;86) said that democratic leadership respects the potential of each individual and is willing to listen, to input, and suggestions from subordinates. Democratic leadership focuses on the activities of the other leaders and every individual in the organization, all of whom are actively involved in determining attitudes, making plans, making decisions, applying work discipline that is installed voluntarily in a democratic atmosphere.

Knowledge

Knowledge is the result of human sensing, or the result of someone knowing about an object through their senses. Sensing occurs through the five human senses, namely, the senses of hearing, sight, smell, feeling and touch. Marsam in Ati Dahniar (2019; 203) argues that knowledge is a theoretical and practical understanding of a particular subject which contains a collection of information in the form of facts, procedures or ways of doing something. An employee's knowledge is very necessary in completing work tasks so that the results are maximum and satisfy consumers. According to him, knowledge can be further divided into three types, namely:

1. Declarative knowledge, simply placing information in the brain or memory.
2. Procedural knowledge, knowing how to do something.
3. Problem-solving, problem-solving abilities based on two types of previous knowledge.

Skill

Skills are a person's ability to carry out a job well, quickly, and accurately. Skills are the implementation of knowledge used to finish this work. Therefore, are skills reflected in two traits, namely specific and technical. Robbins (2000) divides skills into four categories, namely basic literacy skill, technical skill, and interpersonal skills. Furthermore, Aswita Amir et. al. said a skill is form special abilities that a person must carry out their duties effectively. Skills are actions that require activities to be carried out regularly. Skills are also the ability to operate inventory/technological facilities well to support the creation of the company's vision and mission efficiently. Robert L. Katz in Rahayu S. Purnami (2014;70-71) said that the Manager needs three basic skills, namely conceptual skills, human relations skills, and technical skill.

- a. Conceptual skills are usually a requirement for the top management. They must be skilled in creating concepts, ideas, and thoughts for the progress of the organization they lead. In other word this conceptual skill is skill for making corporate planning and business planning.
- b. Human relations and communication skills are also required that have a manager. Communication skills, especially persuasive communication skills absolutely must be metered by a manager, this is

to create a feeling of comfort and respect so that good, open relationship, and two-way communication. Two-way communication is defined as communication carried out vertically, horizontally, and diagonally. This human relations skill is needed for top management, middle management, and lower management.

- c. Technical skills, namely technical skill obtained through learning the technical field such as operating computers and other digital equipment.

Attitude

Attitude reflects fundamental values, self-interest, or identification with individuals or groups that a person values. Attitude is related to psychological objects such as symbols, phrases, slogans, people, institutions, ideals, and ideas. Attitudes are closely related to a person's behavior. Robbins in Rahayu S. Purnami (2014;7) said that the relationship between attitudes and behavior is likely to be much stronger if an attitude refers to something with which the individual has direct personal experience. Attitude is defined by Robbins in Rahayu S. Purnami (2014;4) as an evaluative statement pleasant or unpleasant towards an object, individual or event. According to Huzaimi (2021) works attitude is a response or statement whether pleasant or unpleasant in doing work or sacrificing services, body, and mind to product of goods or services, which can be measured with the belief that good performance come from working hard, feelings, and behavior to achieve goals. In conclusion, attitude is the attitude possessed by human resources in an organizational or company which can influence their behavior on doing and acting to carry out their duties and obligations. The existence of attitudes can be based on differences between individuals and other individuals. Attitudes are basically formed from childhood, where differences in attitude will have an impact on differences in social and culture change.

Hard work, Smart work, & Sincere work

a. Hard Work

To achieve maximum result at work requires hard work, smart work, and sincere work. Farid Poniman et al (2017;133) defines hard work as a form of directed effort in getting a result, using one's own energy as input working capital. A hard worker looks healthier, fitter, more agile, and more optimistic.

Characteristics of a hard workers include:

1. Have strong personal stamina.
Hard workers have better concentration when starting their work. A leader at work is required to be more thorough, more detailed, timely, and with accurate results. A Manager is still to be able to find microscopic mistakes made by his team. Also remain be able to clearly separate facts from opinions, so that you don't make mistakes in making decisions.
2. Have high discipline
Hard workers always try to complete work on time. Start and end work according to the time set by the company. A hard worker has a high level of obedience. Discipline here is also defined as knowing one's duties and responsibilities and with full dedication and loyalty trying to fulfil them.
3. Has High Efficiency
Hard workers basically can empower their metaphysics, so they will have the ability to concentrate for long periods of time. The ability to concentrate for a long time will produce consistency and the same quality of work full day. In this way hard workers tend to be able to empower all their senses and body parts to complete the work.
4. Has high availability.
Hard workers are usually always there and ready when needed, without being ordered, hard workers will do the other work if one job has been completed. This characteristic can be proven by if the boss calls and always arrives on time, if a co-worker need help, then the person concerned is there and volunteers

to help him, likewise, when a subordinate needs guidance, a hard worker will be providing the time to guide him.

b. Smart Work

Smart work is defined by Farid Poniman et. al. (2017;135) as a form of directed work to obtain results by using intelligent machines as leverage for work performance. The human ability to shift the fulcrum will produce greater output with the same input supported by the four intelligence machines it's, namely sensing, thinking, intuition, and feeling.

1. The sensing intelligence engine will help execution skills.
2. The intelligent thinking machine will help make the work system more effective.
3. Intuiting intelligence engines will help capitalize on existing resources.
4. The feeling intelligence engine will help establish good relationships and develop work teams so that the entire team will work optimally.

Sujan in Guruh Mulia Widayat et. al (2022) said that smart work is behavior aimed at developing knowledge in work situations. Behavior is indicated by several characters. The characteristics of smart workers:

1. Able to scale and time

Smart workers use their intelligence to increase the time and the scale of work. These workers are able to think, behave, have insight and dare to take risks.

2. Able to make the system effective

With the intelligence possessed, the ability to make the work system effective is proven. This characteristic is caused by worker's intelligence in managing their activities through perfect systematics and priorities. You can even find out which jobs require special treatment, and which ones require regular treatment.

3. Able to capitalize assets

This characteristic is possessed by workers who can multiply their work performance and are able to maintain their performance for a long period of time.

4. Able to forge other people

This characteristic is possessed by someone who does not let his subordinates go undeveloped even though developing team members is an energy-consuming activity. Through activities of listening to complaints, resolving conflicts, melting frozen hearts, and recovering from demotivation. With the intelligence possessed, the process of coaching subordinates is clustered into personal coaching and impersonal coaching. Apart from intelligence, smart workers also use their experience to deliver all their knowledge and work skill to their subordinates.

5. Able to smooth things over

This intelligence uses the motto that if it can be made easier, why make it difficult. Smart workers with the characteristic of smoothing things over can mediate co-workers' disputes and reconcile them. Another thing, for example is that if the work team is massively demotivated, then using his intelligence to stimulate his team members to rise by giving rewards to the team who can convey ideas to advance the company.

c. Sincere Work

According to Farid Poniman et. al. (2017;142) sincere work is a form of directed effort in getting a result by using holiness as a manifestation of one's glory. Even though sincere work doesn't change the fulcrum like hard workers and smart workers. A person who works sincerely doesn't emit the slightest negative energy while working, never complains, never talks badly about other people, superiors, or even the company where he works.

Sincere workers have the characteristic of always being cheerful, their faces look bright and radiant, they never look lethargic, they are never late, they don't mess up their work time, and their time is managed in such a way that they are very effective and efficient.

Sincere workers will give birth to:

1. Have a large heart capacity

A sincere worker always starts work with nothing to lose regarding the various problems and problems in the work he faces.

2. Have clarity of vision

A sincere worker with a pure heart can perceive the situation more clearly and then be able to conclude more proportionally every problem he faces. A sincere worker is also able to solve problems more clearly so that the problem is resolved without lasting impact. Another characteristic of sincere workers is being able to choose the most appropriate proposal to measure in terms of profit-loss, short term – long term, economic – wasteful, effective – un-effective, as well as its social and economic impact.

3. Always give more

This is proven by always giving more than what is asked for. Sincere workers don't hesitate to do additional work outside their job description. If the boss asks work to be completed with a quality measurement value of 8th, it will be completed with a quality measurement value of 10th, if the work is completed with a service level agreement of 14th working days, it will be completed within 12nd working days, and so on.

4. Make wealth, throne, words, and love a source of benefits.

With his wealth, sincere workers with these wealth, throne, words, and love characteristic:

- a. Giving out personal assets to help ease the burden of other people who are experiencing difficulties.
- b. Using his throne to fight for common interests.
- c. In other words, sincere workers share their knowledge and experience with other people.

Sharing love as a form of concern for people who are less fortunate.

Framework

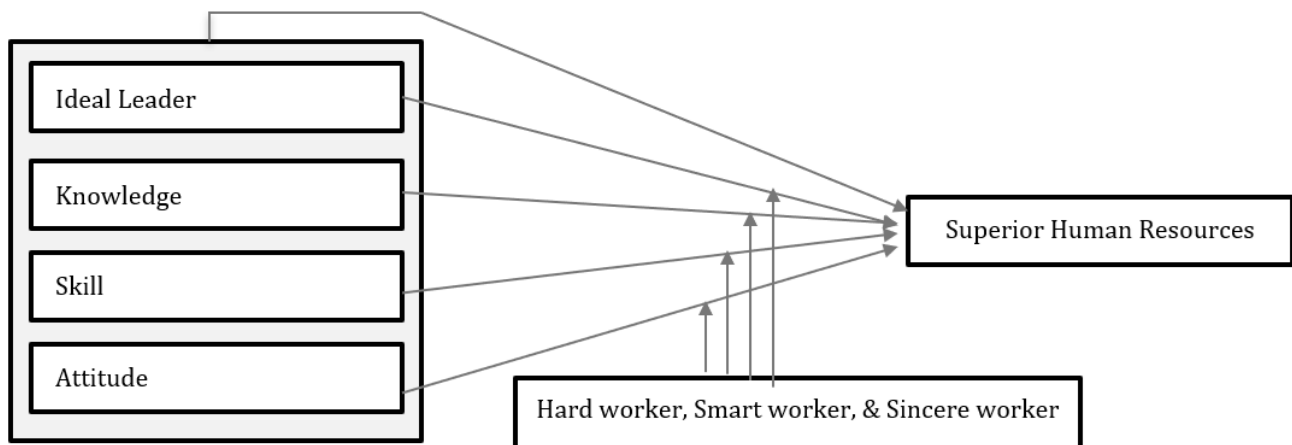


Figure 1. Framework

Hypothesis:

1. Ideal Leader has a positive and significant effect on Superior Human Resources
2. Knowledge has a positive and significant effect on Superior Human Resources
3. Skill has a positive and significant effect on Superior Human Resources
4. Attitude has a positive and significant effect on Superior Human Resources
5. Ideal Leader, Knowledge, Skill, & Attitude have a positive and significant effect on Superior Human Resources
6. The Ideal Leader is moderated by the variable of hard work, smart work, and sincere work have a positive and significant effect on Superior Human Resources

7. Knowledge is moderated by the variable of hard work, smart work, and sincere work have a positive and significant effect on Superior Human Resources
8. Skill is moderated by the variable of hard work, smart work, and sincere work have a positive and significant effect on Superior Human Resources
9. Attitude is moderated by the variable of hard work, smart work, and sincere work have a positive and significant effect on Superior Human Resources

3. METHODOLOGY

This study uses quantitative methods using the Statistical Package for the Social Sciences (SPSS) application. The writing team of SPSS 17 Practical Handbook stated that SPSS is software for managing statistical data. Through this application, it will be known the validity and reliability of the data that has been collected. In addition, the results of the classical assumption test will also be known which includes the multicollinearity test, heteroscedasticity test, normality test, determination test, autocorrelation test, R square determination test, and the F test.

Data Collection

Data is a collection of documents and facts. Suliyanto (2018; 153) says that data is something that is given or a statement that is in fact or fact. Data is a collection of facts. Facts are obtained from the results of variable measurements in the form of text, numbers, images, audio, and video. Data of good quality is data that is accurate, relevant, representative, and up to date. To obtain data with good quality and up to date, researchers used primary data by distributing questionnaires online to selected populations. The population chosen by the researchers was bank leaders throughout Indonesia. Cooper said in Sudaryono (2018; 165) that population is related to all groups of people, events, or objects that are the center of research attention to be researched. In this study, researchers used primary data, the samples were taken by asking respondents through online media. Suliyanto (2018;156) defines primary data as data collected by researchers themselves directly from the first source. Secondary data is data that has been collected and presented by other parties. In this research, researcher used primary data whose sampling was carried out by providing statements to respondents via online media google form. The number of respondents representing the population in this study was obtained by drawing samples. Delivered by Sudaryono (2018; 167) that sampling is a process of selecting several elements from the population so that by studying the sample an understanding of the characteristics of the sample subject, it is possible to generalize the characteristics of the population elements. The sampling technique used by researchers is random sampling. It was started by Suliyanto (2018;2010) that random sampling is a sample collection technique that provides equal opportunities for members of the population to be selected in a simple way, namely only one stage of the sampling procedure. It's said by Sugiyono (2019;136) that for a population of members whose exact number is not known, the sample size is taken using the Cochran formula, namely $n = \frac{Z^2 pq}{e^2}$ where n is the number of samples, Z is the standard normal number a deviation of 5 % with a value of 1,96. p is right opportunity with 50 % chance of being correct = 0,5 and then and e is the error rate with 10 % margin error.

4. RESULT AND DISCUSSION

Validity Test

The validity test is performed by calculating the correlation of each score of the questions or statements. The test determines whether the questions are positively correlated by comparing the calculated r value with the r table value, using a degree of freedom (df) of $30 - 2 = 28$. The validity test is conducted with the assistance of the Statistical Product and Service Solutions (SPSS) program. If the correlation coefficient is above 0.3, the instrument is considered valid (Sugiyono, 2012: 455). The validity of each statement item is determined by comparing the calculated r value with the r table. If the result is positive and greater than 0.3, the statement is deemed valid. The results of testing the validity with 30 samples are as follows:

Table 1. Validity Test

Item	r table	r statistics	Information
1	0.300	0.762	Valid
2	0.300	0.868	Valid
3	0.300	0.370	Valid
4	0.300	0.726	Valid
5	0.300	0.876	Valid
6	0.300	0.842	Valid
7	0.300	0.806	Valid
8	0.300	0.816	Valid
9	0.300	0.778	Valid
10	0.300	0.803	Valid
11	0.300	0.839	Valid
12	0.300	0.739	Valid
13	0.300	0.665	Valid
14	0.300	0.816	Valid
15	0.300	0.853	Valid
16	0.300	0.669	Valid
17	0.300	0.704	Valid
18	0.300	0.799	Valid
19	0.300	0.806	Valid
20	0.300	0.932	Valid
21	0.300	0.764	Valid
22	0.300	0.687	Valid
23	0.300	0.870	Valid
24	0.300	0.726	Valid
25	0.300	0.846	Valid
26	0.300	0.748	Valid
27	0.300	0.834	Valid
28	0.300	0.635	Valid
29	0.300	0.772	Valid
30	0.300	0.725	Valid

Based on the data processing in SPSS, the overall results showed that the data is valid. This is demonstrated by all r statistic values being greater than the r table value.

Reliability Test

The reliability test measures the consistency of all the questions posed by the researchers to the respondents. Consistency is indicated when the questions receive similar responses from different respondents. According to Priyatno, Duwi (2013: 30), reliability testing uses Cronbach's alpha. Data is considered reliable if Cronbach's alpha > 0.600.

Table 2. Reliability Test

Variable	Reliability Standard	Alpha	Information
Ideal Leader	0.600	0.780	Reliable
Knowledge	0.600	0.808	Reliable
Skill	0.600	0.802	Reliable
Attitude	0.600	0.806	Reliable
Hard worker, Smart worker, & Sincere worker	0.600	0.777	Reliable
Superior HR	0.600	0.805	Reliable

The data processing results using SPSS show that all the tested data is reliable, as indicated by Cronbach's alpha values being greater than the reliability standard.

Classical Assumption Test for Multiple Regression Model

In the classical assumption test of a multiple regression model, several research construct tests are conducted, including the Multicollinearity Test, Heteroscedasticity Test, Normality Test, Autocorrelation Test, and the Determination Coefficient Test (R-square). Multicollinearity is said to occur when the correlation coefficient between independent variables is greater than 0.60, or when the calculated Variance Inflation Factor (VIF) value exceeds the acceptable threshold.

Multicollinearity Test

Multicollinearity occurs when there is a strong correlation between independent variables (Ideal Leader, Knowledge, Skill, and Attitude) in the formation of the linear regression model. Sunyoto (2008: 79) states that a construct has multicollinearity if the VIF < 10 and the tolerance of the independent variables is greater than 10%. The test results using SPSS show no multicollinearity, as evidenced by VIF values less than 10 and tolerance values greater than 10%.

Table 3. Multicollinearity Test

Model	Collinearity statistics
	Tolerance
Ideal Leader	0.519
Knowledge	0.372
Skill	0.261
Attitude	0.303
Hard worker, Smart worker, & Sincere worker	0.265
Dependent Variable: Superior Human Resource	

The analysis shows that the VIF values are less than 10, and the tolerance values are greater than 0.1, confirming that the regression model does not have multicollinearity.

Heteroscedasticity Test

This test determines whether the variance of residuals from one observation to another is constant. According to Sunyoto (2008: 82), homoscedasticity occurs when residuals have a constant variance, while heteroscedasticity occurs when the variance is inconsistent. The test results using SPSS, shown in a

scatterplot, indicate no heteroscedasticity, as the dots spread both below and above the Y-axis without a regular pattern.

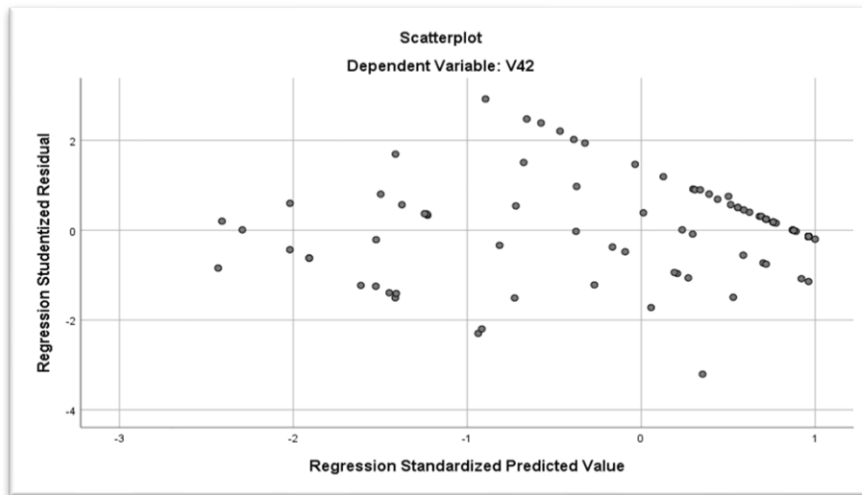


Figure 2. Scatterplot

Normality Test

This test evaluates whether the data of independent and dependent variables are normally distributed. According to Sunyoto (2008: 89), data is normally distributed if the actual data points follow a diagonal line. The test results from SPSS show that the data is normally distributed, as indicated by the points following the diagonal line in the normal probability plot.

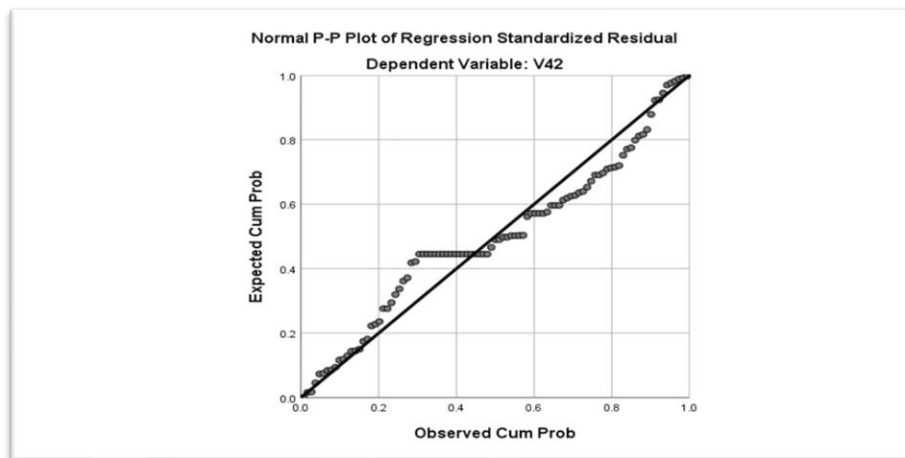


Figure 3. Normal P-Plot

Autocorrelation Test

A good regression model does not have autocorrelation issues. The Durbin-Watson (DW) test is used to detect autocorrelation. The test results show that there is no negative autocorrelation, as the DW value of 2.037 is greater than 2.

F Test

The F test assesses whether the independent variables simultaneously influence the dependent variable. The test criteria are:

H_0 is accepted if $F_{count} \leq F_{table}$

Ho is rejected if $F_{count} > F_{table}$

With a confidence level of 95% and an alpha of 5%, the F test results show an F value of 35.099 with a significance of 0.000. Therefore, Ho is rejected, meaning that Ideal Leader, Knowledge, Skill, and Attitude simultaneously have a significant effect.

Hypothesis Test

According to Sudaryono (2018: 352), a hypothesis is a tentative answer to a problem formulation based on theoretical study and needs to be tested. A hypothesis connects theory with reality, allowing for theory testing and data collection. The hypotheses tested are:

1. The null hypothesis (Ho1) indicates no influence of the independent variable on the dependent variable.
2. Null hypothesis (Ho2) indicates no significant influence of the independent variable on the dependent variable in the presence of a moderating variable.
3. The alternative hypothesis (Ha1) indicates an influence of the independent variable on the dependent variable.
4. Alternative hypothesis (Ha2) indicates a significant influence of the independent variable on the dependent variable in the presence of a moderating variable.

In the SPSS program, hypothesis testing involves displaying the average, standard deviation, and other relevant statistics. The first hypothesis testing tests whether the variable of Ideal Leader has an influence and significantly increase the Superior Human Resource in the Bank Leaders in Indonesia. Testing is carried out using the regression formula, namely $Y = a + b1X1 + e$. Data analysis used the SPSS for window's program. So the hypothesis testing criteria are based on the p-value (Sig) produced by the SPSS output, provided that the p value is said to be significant if $\leq 0,05$, the coefficient β_1 indicates a positive and significant number $\leq 0,05$ means that the Ideal Leader has a significant positive direct influence on the Superior Human Resources, so that the first hypothesis can be accepted and vice versa.

Table4. Hypothesis Test Results

Hypothesis	Independent Variable	Moderating Variable	Dependent Variable	Coefficients	t-value	p-value	Decision
H1	Ideal Leader	None	Superior Human Resource	0.587	6.504	0.000	Accepted
H2	Knowledge	None	Superior Human Resource	0.492	6.879	0.000	Accepted
H3	Skill	None	Superior Human Resource	0.668	9.694	0.000	Accepted
H4	Attitude	None	Superior Human Resource	0.728	9.764	0.000	Accepted
H5	Ideal Leader	Hard Work, Smart Work, Sincere Work	Superior Human Resource	0.020	10.708	0.000	Accepted
H6	Knowledge	Hard Work, Smart Work, Sincere Work	Superior Human Resource	0.022	10.420	0.000	Accepted

Hypothesis	Independent Variable	Moderating Variable	Dependent Variable	Coefficients	t-value	P-value	Decision
H7	Skill	Hard Work, Smart Work, Sincere Work	Superior Human Resource	0.019	7.557	0.000	Accepted
H8	Attitude	Hard Work, Smart Work, Sincere Work	Superior Human Resource	0.019	7.977	0.000	Accepted
H9	Combined (Ideal Leader, Knowledge, Skill, Attitude)	Hard Work, Smart Work, Sincere Work	Superior Human Resource	0.604	-	0.000	Accepted

The table above summarizes the results of testing nine hypotheses. The first four hypotheses focus on the individual effects of Ideal Leader, Knowledge, Skill, and Attitude on Superior Human Resources. The positive coefficients for these variables (0.587 for Ideal Leader, 0.492 for Knowledge, 0.668 for Skill, and 0.728 for Attitude) show that each independent variable has a significant positive influence on Superior Human Resources. All t-values are well above the critical value (2.048), and the p-values are 0.000, which confirms that the effects are statistically significant. Hypotheses five through eight test the moderating effect of hard work, smart work, and sincere work on the relationships between the independent variables (Ideal Leader, Knowledge, Skill, and Attitude) and Superior Human Resources. The results show that the moderating factors further enhance the positive effects, as indicated by the coefficients (0.020, 0.022, 0.019 for Ideal Leader, Knowledge, and Skill, respectively, and 0.019 for Attitude). The t-values for all moderated hypotheses exceed the threshold, and the p-values remain at 0.000, confirming that the moderated variables significantly impact Superior Human Resources. The final hypothesis examines the combined influence of Ideal Leader, Knowledge, Skill, and Attitude on Superior Human Resources, moderated by hard work, smart work, and sincere work. The R-square value of 0.604 indicates that these variables together explain 60.40% of the variation in Superior Human Resources, while the remaining 39.60% is explained by factors outside the model. This high explanatory power suggests that the combination of leadership qualities, knowledge, skill, and attitude, along with the moderating factors, plays a critical role in shaping superior human resource outcomes. All nine hypotheses are accepted, demonstrating the significant role that both independent and moderating variables play in influencing Superior Human Resources in the context of bank leadership in Indonesia.

5. CONCLUSIONS

Based on the description of the research results starting from the theoretical foundation, data collection, data presentation and analysis, and discussion, it can be concluded that simultaneously the Ideal Leader, Knowledge, Skill, and Attitude variables have a positive and significant effect on the Superior Human Resource variable. The regression analysis results show that Ho is rejected and H1 is accepted. Thus, the first hypothesis is accepted. Partially Ideal Leader variable, knowledge variable, Skill variable, and Attitude variable has a positive and significant effect on Superior Human Resource variables. Regression analysis results: Ho is rejected and H1 is accepted. Thus, the second hypothesis is accepted. There is a strong correlation between Ideal Leader, Knowledge, Skill, and Attitude variables towards Superior Human Resource. This is evidenced by the Variant Inflation Factor (VIF) which is less than 10 and the tolerance for each variable is above 10%.

The contribution of the influence of the independent variables on the dependent variable is: Ideal Leader variable contributes an influence of 30,8 % to Superior Human Resource, while the remaining 69.2 % is

influenced by other variables not included in the model. Knowledge variable contributes an influence of 33,2 % to Superior Human Resource, while the remaining 66,8 % is influenced by other variables not included in the model. Skill variables contributed 49,7 % to Superior Human Resource, while the remaining 50,3 % is influenced by other variables not included in the model. Attitude variable contributes 50,1 % influence to Superior Human Resource, while the remaining 49,9 % is influenced by other variables not included in the model. The variable of Ideal Leader, Knowledge, Skill, and Attitude simultaneously influence the Superior Human Resource variable by 60,40 % while the remaining 39,60 % is influenced by other variables outside the variables that were not studied.

Then the variables of hard work, smart work, and sincere work as a moderating-variables also the Ideal Leader variable in a Superior Human Resources by 68,8 %, while the remaining 41,2 % is influenced by other variables outside the variables that were not studied. The variables of hard work, smart work, and sincere work as moderating variable also influence the Knowledge variable in a Superior Human Resources by 69,0 %, while the remaining 31,0 % is influenced by other variables outside the variables that were not studied. The variables of hard work, smart work, and sincere work as a moderating variable also influence the Skill variable in a Superior Human Resources by 68,7 %, while the remaining 31,3 % is influenced by other variables outside the variables that were not studied. The variables of hard work, smart work, and sincere work as a moderating variable also influence the Attitude variable in a Superior Human Resources by 70,2 % while the remaining 29,8 % is influenced by other variables outside the variables that were not studied.

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