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Quadruple Helix Model on Leadership Succession in Improving Bank BNI Company Performance (Based on Total Quality Management)

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Abstract: This research aims to obtain strategies or policies through the Quadruple Helix Model on leadership succession to improve Bank BNI company performance. Mixed research method with a population of 5 regional units at BNI with a pairwise comparisons questionnaire used to collect data based on indicators from research variables using the AHP (Analytical Hierarchy Process) data analysis technique which is a decision support model (Thomas L. Saaty). The first criterion (criteria-1) in this research is: Planning, Investigation, Coordination, Evaluation, Supervision, Staffing, Negotiation, Representation. The second variable or criterion (criteria-2) in Succession and Leadership used is: Candidate Recruitment, Candidate Selection, Customer Focus, Obsession with Quality, Continuous System Improvement, Education and Training. In the final section there are alternatives that can be used to improve bank company performance using the QH model, namely: Organizational Strategy, Business Strategy, Intellectual Strategy and Customer Strategy. From model testing, results were obtained that met the consistency criteria and also proved its sensitivity and stability. The Quadruple Helix model in this research produces Organizational Strategy as a priority and good candidate selection can play a role in the success of Leadership Succession which has a focus on customers in improving Bank Company Performance.

Keywords: Quadruple Helix, Leadership, Succession, Performance, AHP, TQM

INTRODUCTION

Leadership plays an important role in an organization, where in this leadership someone who has been given power by the company can lead a work group in achieving the goals set by the company. A leader must have the ability to adapt in a world that continues to evolve in an era that continues to evolve to be able to encourage change and be able to find innovative solutions to achieve optimal performance. Likewise in leadership at BNI branches.

BNI's future sustainability in producing future leaders is one way of collaborating with the BCG team to carry out observations through assistance to selected Regional Offices, Branch

Offices, KCPs and RCCs. Organizations must understand the interdependence between managing performance and planning succession. Delbecq, Bryson and Van de Ven (2013) observed that an organization that has effective succession planning can provide positive performance (Yetta Toliver, 2017). In this research, we see differences in performance achievements at BNI Branch Offices. Certain leadership at BNI Bank Branch Offices for the period 2020, 2021 and 2022. In terms of BNI DPK achievements, BNI Bank Branch Offices are in different leadership periods, and show quite significant performance improvements, where the same Leadership period is in 2020 and 2021, while at the beginning of 2022 there will be a change of leadership at the BNI Bank Branch Office.

According to Ivana, (2022), leadership succession is an event that every organization or non-profit institution will always face. Ivana, (2022) states that the leadership succession process can be carried out through recruitment and selection of leadership candidates with succession preparation, involvement of successors and implementation of succession. Apart from that, there are several previous studies that examined leadership on performance, but the majority of these studies were limited to leadership styles and the research was conducted in non-bank companies, organizations and government industries.

Nursiah Fitri (2020) in her research on the application of the QH concept to develop creativity and innovation in the MICE industry found that QH had a significant effect on increasing creativity and innovation. With the QH model, civil society is no longer just a beneficiary, but can participate in the development, dialogue and implementation of innovation. However, there are limitations to the QH model (Cai and Etzkowitz, 2020; Cai and Lattu, 2022; Leydesdorff, 2012; Leydesdorff and Smith, 2022; Zhou and Etzkowitz, 2021; Bokyoung Shin, Mikko Rask, Nina Kahma, 2023).

Research on the Quadruple Helix is still limited and there is no research specifically used in leadership succession in banking. It is hoped that the Quadruple Helix model in the BNI bank company can provide a new innovation strategy in leadership succession in bank companies which can improve company performance.

METHOD

Mixed research methods according to Creswell (2018) is an investigative approach that involves collecting qualitative and quantitative data, integrating two forms of data and using a design that involves philosophical assumptions and theoretical frameworks. Creswell & Clark (2017) explain the use of this method by combining qualitative and quantitative approaches to provide a good understanding of the research problem and the complex phenomena of the research.

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and conclusions drawn (Sugiyono, 2018). Population also means all of the research subjects. So what is meant by population is individuals who have the same characteristics even though the percentage of similarity is small, or in other words all individuals who will be used as research objects (Arikunto, 2010). The population used in this research is related units at BNI.

The sample is part of the number and characteristics of the population. For this reason, samples taken from the population must be truly representative (Sugiyono, 2018). Sample also means part or representative of the population studied (Arikunto, 2010). The samples used in this research were Division Leaders, Priority Customers, Business Management, and Regional Heads of Bank BNI.

This research was analyzed using the AHP (Analytical Hierarchy Process) data analysis technique, which is a decision support model developed by Thomas L. Saaty in the 1980s. AHP describes complex multi-factor or multi-criteria problems into a hierarchy which is defined as a representation of a complex problem in a multi-level structure where the first level is the goal,

followed by the level of factors, criteria, sub-criteria, and so on down to the level. last of the alternatives.

RESULTS AND DISCUSSION

Leadership

Peter G. Northouse (2018) stated that despite the many ways to conceptualize leadership, the following components can be identified as central to the phenomenon, including: a) Leadership is a process; b) Leadership involves influence; c) Leadership occurs in groups; and d) leadership involves shared goals.

Amitai Etzioni in Paul Hersey and Kenneth H. Blanchard states that leaders have power. This difference between positional power and personal power develops from the concept of power as the ability to cause or influence behavior. In the opinion of several experts, the definition of leadership can be concluded as someone with the ability (power) and authority (authority) to influence (influence) the activities of a person or group to achieve goals that have been set in a certain situation.

In Total Quality Management (TQM) the role of leadership is very important and strategic in achieving company goals. According to Goetsch and David (in Tjiptono and Diana, 2003: 152) the connection between leadership and TQM is that leadership is the ability to inspire the enthusiasm of other people to be willing and have total responsibility for efforts to achieve or even exceed the goals of the organization or company. In accordance with the basic concept of TQM, namely by building motivation by inspiring or inspiring. Heizer and Render (2001:31) in Lamato, BR, Jan, ABH, Karuntu, MM (2017: 425) state that Total Quality Management emphasizes the quality of the organization as a whole, namely from suppliers to customers. TQM also emphasizes management's commitment to receiving continuous direction in order to achieve excellence in all aspects of products and services that are important to customers. The indicators of TQM are as follows: 1) Focus on customers or Customer Focus: The core goal of a business is to create and retain customers, so management in TQM strives to achieve the main goal, namely creating customer satisfaction. The characteristics of companies that are successful in achieving customer focus (Tjiptono, 2005: 171) are: (1) Vision, commitment and atmosphere; (2) Alignment with customers; (3) Willingness to identify and resolve customer problems; (4) Utilizing information from customers; (5) Customer approach; (6) Ability, capability and empowerment of employees; (7) Continuous improvement of products and processes; 2) Continuous Improvement: This is very fundamental in TQM, because this concept must be applied to the product process and its implementation. This continuous improvement takes the Kaizen concept from Japan. Kaizen success can only be achieved if the human resources are right, by minimizing errors and simplifying processes to improve quality. So it is rightly said by Tjiptono and Anastasia (2003:39) that the human factor is the most important dimension in improving quality and productivity; 3) Education and Training: Training is immediate, practical and specific (related to the current job). According to Nasution (2005:4), practical and immediate are things that are trained that can be applied immediately so that what is given must be practical; 4) Obsession with Quality: With quality determined by the organization, it must be obsessed with meeting or exceeding what is determined.

Leadership Succession

Leadership succession in large companies is often included in organizational development programs, where companies generally prepare prospective leaders through a cadre formation process. Hollinger (2013) in Martini (2018:40) states that the process of selecting a successor speaks about the value of communication in the selection process and the

value of objectivity (passion, competence, aptitude or talent, and vision) in the process of selecting a successor.

Leadership Succession Steps: 1) Recruitment of Leadership Candidates: Schuler defines recruitment as searching for and obtaining job candidates who meet the requirements so that the organization can choose who is most appropriate for the job. Recruitment based on source type consists of; 2) Internal Recruitment. This depends on the individual source within the organization. In many organizations, employees are encouraged to promote from within in order to increase employee morale and encourage retention. R Wayne Mondy and Joseph J Martocchio, management must have the ability to identify which employees are able to fill the required positions. What is needed is by carrying out job postings, job offers and employee references; and 3) External Recruitment. This recruitment originates from individuals from outside the organization which is carried out if internal talent is inadequate for the organization. To screen the right leadership candidates, Michael Armstrong provides a way to screen leader candidates using Candidate Competency Analysis, Candidate Needs Analysis, and Candidate Source Identification.

Selection of Leadership Candidates: After Recruiting Lead Candidates, Rothwell stated that Selection can identify the best talent applicants to fill existing vacancies. Mondy and Martocchio describe the candidate selection process as starting from: 1) Initial screening of candidates (preliminary screening). The initial process is to determine candidates to determine whether the employee is suitable for the vacancy offered; 2) Job application resume. At this stage, employees who apply usually have completed the application form or submitted a resume, taken a test and interviewed. R Wayne Mondy and Joseph J Martocchio say that a resume is a goal-directed summary of a person's experience, education and training developed for use in the selection process; and 3) Candidate selection test. After all the candidates are screened, they then go forward to take a series of tests; and 4) Selection of Potential Candidates.

Performance

According to Ittner (1997:296) in the journal Ronald Sukwadi (2007:27) company performance is explained as how big the company's targets are, both economic targets (profit, sales, costs) and strategic targets (market expansion, competitive response, increasing awareness of the company's products) can be achieved through planning and implementing strategies carried out by the company.

Quadruple Helix Concept.

The Quadruple Helix concept is a development of the triple helix concept by integrating the roles of academics, entrepreneurs, government and society (civil society) into creative and knowledge activities (Oscar, 2010). Mulyana (2014) in his research stated that the Quadruple Helix concept is a solution for developing creativity, innovation and technology for the creative industry. According to QH theory, the government as a regulator must be able to act as a driver to create relationships between academics and companies and the community as users. Delman & Madsen (2007) stated that the fourth helix acts as a facilitator for the other three helixes, where the fourth helix is generally independent. Carayanis & Campbell (2012) define the fourth helix into two things, namely culture and media, the second is the participation of civil society in the production of innovation and knowledge.

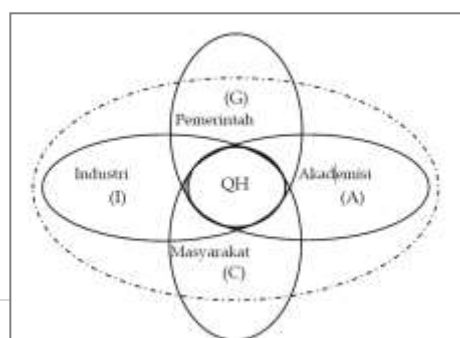


Figure 1. Quadruple Helix Model

Source: Adapted & modified from Saepuloh et al. (2022).

In Sverige, W. (2015:9), the four sectors above have their respective roles, namely: 1) Public/Organizational sector diversity, including public authorities at various levels, such as city governments, regional authorities, national entities and international bodies, as well as policy-making, guidance and funding roles; 2) Diversity of the private/business sector, including consultants and individual designers; 3) Diversity in the academic/educational/intellectual sector, including experts and researchers as well as training institutions. This sector acts as a provider of education, training, knowledge and technology; and 4) Diversity of the civil/customer sector, including individuals, organizational networks and community communities, residents, etc.).

AHP (Analytical Hierarchy Process) Network

The hierarchical structure starts with the main objective, continues with arranging the main objective as the top level, then the hierarchical levels below are arranged, namely the criteria that are suitable for assessing the alternatives we provide and determining these alternatives.



Figure 2. Research AHP Hierarchy

Source: Processed by the author (2024).

Test the Consistency of Respondents' Answers

In AHP calculations, the consistency ratio (CR) value is less than 0.1 or can be interpreted as if the hierarchy is consistent as a whole (Saaty, 2004a, 2004b; Saaty and Vargas, 2006), so that the hierarchy can be accepted and a final decision can be made. used.

Table 1. Consistency Test of Respondents' Answers to Goals

Pair-wise Comparison (With Respect To/WRT)	Inconsistency *)	Information
WRT Performance		
Improvement Strategy	0.02942	Consistent Answers
11 Planning	0.33132	Consistent Answers
12Investigation	0.03270	Consistent Answers
13 Coordination	0.15724	Consistent Answers
14Evaluation	0.10590	Consistent Answers
15Supervision	0.23066	Consistent Answers
16Staffing	0.07094	Consistent Answers

17 Negotiations	0.04768	Consistent Answers
18Representation	0.02356	Consistent Answers
Inconsistency cut off value = 0.1		
Inconsistency >0.1 respondents' answers are inconsistent		
Inconsistency <0.1 respondents' answers are consistent		
Source: Research Data (2024).		

In Table 1. Consistency Test of Respondents' Answers, the inconsistency value in the pairwise comparison of Performance Improvement Strategies was **0.02942** (value < 0.1), which means that the respondents' answers were consistent.

Table 2. Consistency Test of Criteria I against Criteria II

Pair-wise Comparison (With Respect To/WRT)	Criterion 11	Criterion 12	Criterion 13	Criterion 14	Criterion 15	Criterion 16	Criterion 17	Criterion 18
Inconsistency	0.01959	0.01959	0.01959	0.01959	0.01959	0.09939	0.07652	0.07144
21Recruitment	0.06408	0.04281	0.06408	0.06408	0.10063	0.02357	0.02408	0.03443
22Selection	0.38250	0.38250	0.38250	0.38250	0.06408	0.49532	0.48633	0.35713
23Customer Focus	0.25040	0.25040	0.25040	0.25040	0.38250	0.18552	0.12801	0.17268
24Obsession for Quality	0.10063	0.10063	0.10063	0.15958	0.25040	0.09794	0.09043	0.12022
25Continuous Improvement	0.15958	0.15958	0.15958	0.10063	0.15958	0.14602	0.21858	0.25641
26Training	0.04281	0.06408	0.04281	0.04281	0.04281	0.05163	0.05256	0.05913

Source: Research Data (2024)

The table above shows the inconsistency of answers from pairwise comparisons for the Criteria I Consistency test against Criteria II showing that the respondents' answers are consistent as indicated by the inconsistency value, namely < 0.1.

Table 3. Criteria II Consistency Test for Alternatives

Pair-wise Comparison (With Respect To/WRT)	Criteria 21	Criteria 22	Criteria 23	Criteria 24	Criteria 25	Criteria 26
Inconsistency	0.01160	0.04159	0.09165	0.0116	0.0116	0.0116
I Intellectual	0.46730	0.54086	0.29992	0.27718	0.46730	0.27718
II Organizational	0.27718	0.22978	0.11000	0.46730	0.27718	0.46730
II Business	0.16009	0.15352	0.50469	0.16009	0.16009	0.16009
IV Customers	0.09543	0.07584	0.08539	0.09543	0.09543	0.09543

Source: Research Data (2024)

In table 3, namely the Criteria II Consistency Test for Alternatives, shows that the respondents' answers are consistent, as indicated by the inconsistency value, namely <0.1.

AHP Sensitivity Analysis (Model Stability Test)

In the Analytic Hierarchy Process (AHP) model, sensitivity analysis is an important step in whether the solution is implementable *and* robust (saaty & Vargas, 2013a).

1. Organizational Sensitivity Analysis as a priority

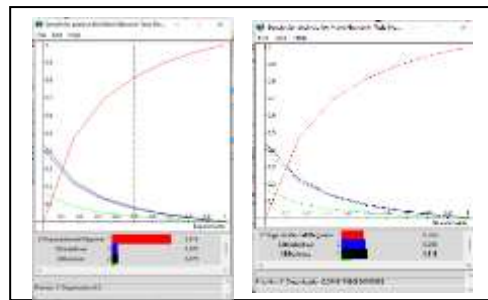


Figure 3. Sensitivity Analysis with Organizational as Priority
Source: Research Data (2024).

In Figure 3 above, you can see the dotted vertical line in the middle showing the *what if scenario* for a node whose initial value for the Horizontal Axis is $x=0.5$ or $x=50\%$. When the value $x=0$, the priority is 0 and when the priority $x=1$, the priority is 1 or 100%. In the analysis in this research, the value of x can be changed so that the priority of other variables will change proportionally. The vertical axis shows the priority of the node being observed. Figure 3. The priority being analyzed is **Organizational** with the value obtained being **0.818** or 81.8%. Changes occur, in the priorities of *the Business* if changed to 0.0948. Meanwhile, above the value $x = 0.0948$, the priority choice remains stable in *Organizational* up to priority $x = 100\%$, thus showing that the model is stable.

2. Intellectual Sensitivity Analysis as a priority

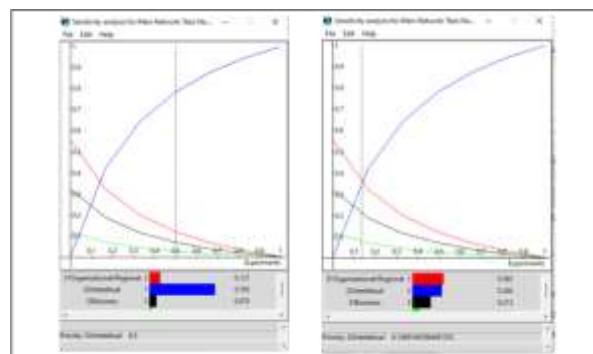


Figure 4. Sensitivity Analysis with Intellectual as Priority
Source: Research Data (2024).

In Figure 4, the priority being analyzed is the priority for Intellectuals at point 0.5. At this point, the value obtained from Intellectual priority is 0.783 or 78.3%. When the priority for Intellectual is changed to $x=0.1369$, the best choice as priority changes to Organizational with a priority value of 0.365 or 36.5%. In Figure 4, there is a change when the Intellectual priority is changed to 0.1369, whereas above the value $x=0.1369$, the priority choice is stable for Intellectual up to priority $x=100$, which means that the model is stable.

3. Business Sensitivity Analysis as a priority

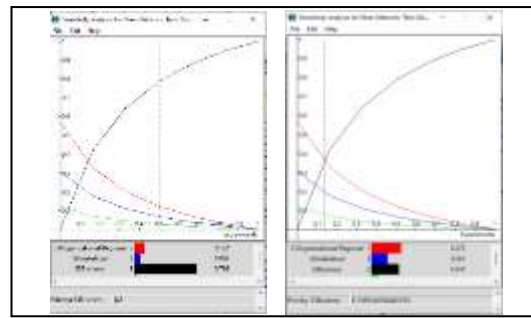


Figure 5. Sensitivity Analysis with Business as Priority
Source: Research Data (2024).

In Figure 5, the priority being analyzed is the priority for *Business* at point 0.5. At this point, the value obtained from the *Business priority* is 0.786 or 78.6%. When the priority for *Business* is changed to $x = 0.1369$, the best choice as a priority changes to *Organizational* with a priority value of 0.372 or 37.2%. In Figure 4.9. This change occurs when the priority of *Business* is changed to 0.1369, whereas above the value $x=0.1369$, the priority choice is stable in *Business* up to priority $x=100$, which means that the model is stable.

4. Customer Sensitivity Analysis as a priority

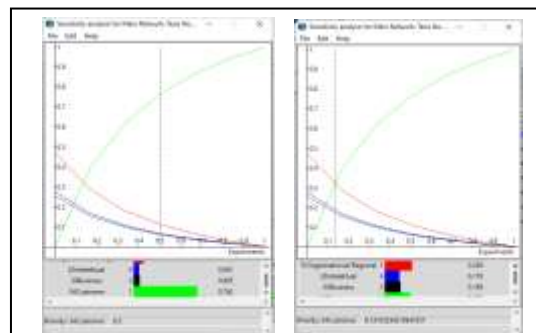


Figure 6. Sensitivity Analysis with Customer as Priority
Source: Research Data (2024).

In Figure 6. at the point $x=0.5$ the value obtained from *Customers priority* is 0.762 or 76.2%. When the priority for *Customers* is changed to $x=0.1316$, the best choice as a priority changes to *Organizational* with a priority value of 0.326 or 32.6%. In Figure 6, there is a change when the priority from *Organizational* is changed to 0.1316, whereas above the value $x=0.1316$, the priority choice is stable for *Customers* up to priority $x=100$, which means that the model is stable.

Priority Scale Calculation

The highest priority dimension is *Organizational* with a limiting value of **0.412717** and the lowest priority value is the *Representation dimension* with a limiting value of **0.007854**. Apart from that, each cluster can be shown the priority of each dimension according to Table 4 below.

Table 4. Priority scale for each cluster

Clusters	Name	Limiting
Criteria I	11Planning	0.110442
	12Investigation	0.010899
	13 Coordination	0.052412

	14Evaluation	0.035301
	15 supervision	0.076887
	16Staffing	0.023645
	17 Negotiations	0.015894
	18Representation	0.007854
Criteria II	21Recruitment	0.022111
	22Selection	0.107136
	23CustomerFocus	0.089534
	24Quality Obsession	0.047068
	25Continuous Improvement	0.05249
	26Training	0.014994
Alternatives	31Organizational/Regional	0.142717
	32Intellectual	0.076946
	33Business	0.082901
	34Customers	0.030769

Source: Research Data (2024)

The synthesized data in Table 4 was presented using the latest AHP Super Decision software version 3.2. shows that in the priority alternative cluster, namely **Organizational**, it produces a priority value of **0.142717**. In cluster criteria I, the highest priority is **planning** with a priority value of **0.110442**. Furthermore, in cluster criteria II, the highest priority is **Selection** with a priority value of **0.107136**.

Overall Synthesized Priorities

The results of the overall priority synthesis were obtained that (*normalized*) was **0.248703** and continued with third place, namely *Intellectual Strategy* with a priority value (*normalized*) of **0.230839** and the last priority was *Customer Strategy* with a priority value (*normalized*) of **0.092307**. By looking at the results above can answer the research hypothesis that the Quadruple Helix Model can be used as a good strategy for improving bank company performance by making Organizational strategy the first priority compared to the other three strategies.

Name	Ideals	Normals	Raw
31Organizational/Regional	1,000,000	0.428151	0.142717
32Intellectual	0.539152	0.230839	0.076946
33Business	0.580876	0.248703	0.082901
34Customers	0.215595	0.092307	0.030769

Figure 7. Priority Scale of Alternatives

Source: Processed by the author (2024)

Discussion

The strategy model that can be used for Bank BNI with the Quadruple Helix model is based on the results of an overall synthesis of priorities from first to last in Leadership Succession in Bank Companies, including:

a) Organizational Strategy Priorities.

Organizational strategies that can be used as a priority with good support from policy makers to provide facilities and infrastructure for sustainable leadership succession at each level of leadership in banking companies. This strategy can be supported by becoming a Business Strategy, so that the strategy can be carried out by strengthening the procedural system so that maximum company performance can be achieved. Researchers analyze that a leadership succession can run well if the Organizational Strategy is also supported by a Business Strategy.

This strategy includes authority in banking as well as the role of directors as strategic policy makers, mentoring and funding. BNI's organizational system also focuses on providing value to customers. This system includes labor, materials, machine/process technology, methods of operation and work implementation, work process flow, information flow, and decision making.

b) Business Strategy Priorities.

Business strategy as the second priority in sustainable leadership succession at each level of leadership in the banking company to improve performance. In achieving company goals, BNI has a service network both at home and abroad which is under the Network and Services Division which includes structure, network and procedures. By carrying out transformations to increase and strengthen BNI's future ready capabilities, namely increasing HR capabilities, especially leadership, accelerating decision making, increasing adaptive working methods, collaborative work patterns.

In this research, when the value $x=0.1369$ is taken, the priority is Organizational. This is proven if a good network and service system cannot be successful without support from the Board of Directors' policies.

c) Intellectual Strategy Priorities.

Intellectual strategy as the third priority for sustainable leadership succession at each level of leadership in the banking company to improve performance. In the Intellectual strategy to support leader capabilities, BNI has BNI University as a development and training unit, including experts and researchers as well as training institutions. This sector acts as a provider of education, training, knowledge and technology. Conduct regular refreshments for leaders so they can keep up with developments in company and customer needs, with formal and informal training.

d) Customer Strategy Priorities.

Customer Strategy is used as the final priority that can be carried out by including strengthening customer relationships and satisfaction, in this case the existence of policies that target BNI buyers and partners, customer satisfaction, customer reactions and satisfaction and criticism.

Customer Relations and Satisfaction according to Singh et al (2018) in Anandy (2023) argue that customer satisfaction and relationships are important factors in TQM because they are core to getting better business results. Feedback from customers is taken after complaints are raised and reviewed properly to maintain standards. Additionally, providing partnerships with customers makes customer relationships better. Feedback from buyers or customers can be used by companies to analyze to improve a product or service and develop appropriate strategies that are customer-oriented.

BNI provides customer service and pays close attention to input and accepts all criticism and suggestions submitted by customers openly and evaluates them to improve service quality. So when customer relations and satisfaction increase, the company's performance will also increase. The input and suggestions given by customers to the company can be used by the company in making product improvements and also planning appropriate policies or strategies for the future.

CONCLUSION

From this research the following conclusions can be drawn:

1. Based on the results obtained from the analysis using the ANP Super Decision software version 3.2.0, the strategy through the Quadruple Helix Model in Leadership Succession

to improve Bank XYZ Company Performance can be used as the first priority for Organizational Strategy.

2. Based on the research results, the most appropriate QH model is from an Organizational Strategy perspective with the support of Business Strategy, so that Leadership Succession can be achieved. Selection support for candidates in generating leaders through appropriate processes is expected to provide leadership that is focused on customers to be able to improve branch performance with good planning.

To deepen the role of the Quadruple Helix Model in Leadership Succession in improving performance, researchers suggest the following things, including:

1. For each branch of the Bank, so that Leadership Succession can go along with improving Performance, strategies can be implemented such as preparing several Leader Candidates who have the main characteristic of Focusing on Customers in order to produce maximum Company Performance.
2. This research was only conducted at one banking company, namely PT Bank BNI (Persero) Tbk, so according to the researchers, the research results cannot be directly applied to companies with a different core business to the research object.
3. In this research, there are still several research limitations, including only taking a few samples or respondents.

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