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Loan Origination System Implementation Model and Credit Business Process Value Creation in Improving Business Performance

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ABSTRACT

The banking industry as a credit provider has changed substantially over the last century, namely that when a bank will lend money with collateral as collateral, the process is carried out in stages involving many bank officers. Currently, almost all operating financial institutions have been digitized, especially the credit application process. More and more customers are choosing digital loans over traditional loans because of the benefits they provide. The aim of this research was to analyze the picture of Business Performance which includes Customer Requirements, Digital Leadership, Loan Origination System Implementation and Credit Business Process Value Creation which influence it. The research method uses quantitative research with descriptive and verification research types. The research population was 64 branch offices which were the analysis units using a saturated sampling technique. The research instrument uses a questionnaire and data analysis techniques to determine the correlative relationship in this research using Partial Least Square. The research results show that Business Performance with the dominant dimension, namely Financial Performance, is influenced by Loan Origination System Implementation with the dominant dimension, namely Document Management and Credit Business Process Value Creation with the dominant dimension, namely Responsiveness. Loan Origination System Implementation and Credit Business Process Value Creation are influenced by Customer Requirements with the dominant dimension, namely Customer Expectation and Digital Leadership with the dominant dimension, namely Customer Focused.

1. Introduction

The use of information systems and technology in the world banking environment is increasing and expanding, especially in competing and gaining competitive advantage. The traditional credit application process is carried out carefully but takes time, requiring the collection and verification of information about the applicant regarding personal data, income data, collateral data as a measure of the credibility of potential debtors. With these problems, it is necessary to have a computerized system to solve them. (Lubis, 2019; Tyoso, 2016)

The context of the banking industry as a credit provider has changed substantially over the last century, from when banks would lend money with collateral as collateral, the process was carried out

in stages involving many bank officers. Currently, almost all operating financial institutions have been digitized, especially the credit application process. The traditional "brick and mortar" model of the banking industry will soon be abandoned, namely the traditional way of doing business where banks have buildings or outlets in one physical location so that customers can come in person to buy products or obtain services. Rapid breakthroughs are being made in the banking industry such as artificial intelligence and cloud computing as well as faster and more affordable internet connectivity. (Nasution, et al, 2023; Akhileshwari & Majumdar, 2023)

The following is figure 1 is the difference between the traditional credit application process and the digital credit application process.

Fig. 1. Comparison of Traditional Credit Application Process & Credit Application Process Digital Loans

The performance of bank credit applications in the consumption sector, such as home ownership loans or mortgages, is experiencing a slowdown. Customers tend to refrain from applying for KPR, in line with the increase in Bank Indonesia's benchmark interest rate which has an impact on increasing bank credit interest rates. Annual mortgage growth has started to slow down since April 2022. Annual mortgage growth in that month was 10.3 percent (Year on Year / YoY), then continued to shrink to 7.5 percent in August, even smaller than total credit growth as can be seen. seen in Figure 2. following.

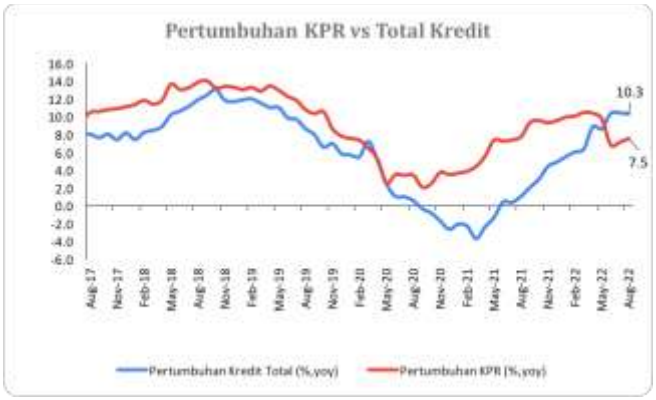

Fig. 2. Mortgage Growth Versus Total Credit

The lowest position in growth in the performance of home ownership credit occurred in June, which was only 6.8 percent. This achievement is the smallest since May 2021. Tragically, usually the growth in KPR distribution is always higher than the performance of total credit distribution. However, since June 2022, its performance has been below total credit. Uncertainty about future economic conditions also influences consumer expectations/spending, thereby influencing the rate of growth in credit distribution.

One of the state-owned banks, such as Bank Mandiri, apart from distributing more credit to the corporate (company) level, Bank Mandiri's KPR distribution will also target employees of the company. The property market share, especially housing, is very wide, so the position taken by Bank Mandiri is to synergize with other banks, rather than compete. Following are some people's preferences in home ownership as shown in Figure 3. following. (Bank Mandiri, 2023; Bisnis Indonesia, 2022)

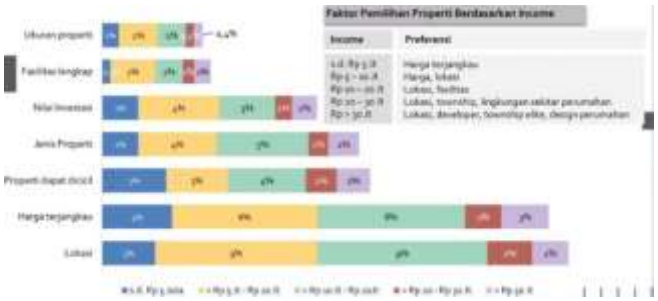

Fig. 3. Property Selection Factors Based on Income

Loan Origination System (LOS) is a system developed specifically to support the credit application process required by banks to make it easier, faster and more efficient. In the field of distribution, the LOS (Loan Origination System) application is very helpful in daily activities, thus making work easier, faster and more effective. The era of globalization has demanded that all information can be accessed quickly and practically. The use of the LOS application is very important to support work business activity processes in dealing with rapidly developing situations and conditions. The LOS application is generally used by several banks to support work processes. Credit analysts find it helpful to facilitate the implementation of their duties and work in processing data, calculating credit simulations and recording data from potential debtors (Lubis, 2019).

The Loan Origination System (LOS) in a company has a positive relationship with business performance where the existence of LOS can simplify the business process of providing credit to customers. In line with studies on a number of large companies in Europe which conducted research on the relationship between the Loan Origination System and business performance and the results show that there is a positive relationship between the LOS application and the process of providing credit to customers, it can facilitate the ongoing credit process so that the results obtained are effective, time efficient and the error rate that arises is very small. This is the main output in carrying out LOS in the banking industry. (Deulkar, et al, 2021; Lubis, et al, 2021)

Based on the problem formulation that has been described, the research objectives that will answer the problem formulation above are to find out, explore data, study, analyze and understand how:

1. The influence of Customer Requirements and Digital Leadership on Loan Origination System Implementation
2. The influence of Customer Requirements and Digital Leadership on Credit Business Process Value Creation
3. Influence of Loan Origination System Implementation on Credit Business Process Value Creation
4. The influence of Loan Origination System Implementation and Credit Business Process Value Creation on Business Performance
5. The influence of Loan Origination System Implementation on Business Performance mediated by Credit Business Process Value Creation

2. Method

2.1.Reseacrh Method

This research uses a strategic management approach, especially in analyzing business performance. In this research, there are three types of variables that are used as research objects. A variable is anything that has a difference or variation in value. The units of analysis that will be used as respondents in this research are all Branch Offices in one of the Regional Development Banks. The selection of the analysis unit is based on the relatively homogeneous characteristics of the analysis unit to be studied which has duties both in terms of business expansion such as collecting funds, distributing credit, increasing fee based income, as well as in terms of service and operations for customers as well as other administrative tasks. This research was conducted over a research period of less than one year, so the research method used was the cross sectional method, namely a research method by studying objects over a certain period of time (not continuously over a long period of time). Information collection from research subjects was only carried out once in one time period, so this

research was one-shot or cross sectional (Maholtra, 2010; Sekaran & Bougie, 2013; Dane & Carhart, 2022).

2.2.Population and Sampling

In the research, the unit of analysis is the branch leaders in branch offices. The characteristics of the attributes of the analysis unit that will be researched at branch offices are relatively homogeneous, having a special task as a strategic decision maker so that it is in line with the strategic management research theme which is taken both from the business expansion side such as lending, increasing fee based income, as well as from the service and operational side to customers and other administrative tasks.

The number of branch office networks that will be the subject of research is 64 (sixty four) Branch Office. The sample used in this research was obtained by sampling using Saturated Sampling techniques so that the number of samples that will be taken as respondents in this research is 64 branch office leaders.

2.3.Data Analysis Techniques

This study uses descriptive statistical analysis techniques to see the picture of respondents' answers to statements, indicators and variables studied with the SEM PLS analysis tool. The descriptive analysis used is the frequency distribution and the average value of the answer score which will be interpreted into a continuum line. The average value obtained is then interpreted with the provisions of the continuum line obtained from the following calculations:

Data analysis techniques are a way to measure, process and analyze data in the context of hypothesis testing. The aim of data processing is to provide useful information, as well as to test the hypotheses that have been formulated in the research so that data analysis techniques are directed at testing hypotheses and answering the problems posed. The research tool used in this research is a questionnaire. The questionnaire was prepared by researchers based on the variables contained in the research. Data analysis activities in this research were carried out through several stages, including:

1. Compile data, this activity aims to check the completeness of the respondent's identity, completeness of the data and filling in the data according to the research objectives.
2. Selecting data, this activity is carried out to check the perfection and correctness of the data that has been collected.
3. Data tabulation, this research tabulates data using the following steps:
   a. Enter/input data into the Microsoft Office Excel program
   b. Give a score to each item
   c. Add up the scores on each item
   d. Arrange score rankings for each research variable.
4. Testing
   To test the hypothesis where the analytical method used in this quantitative research is the verification analysis method, path analysis was carried out. To categorize the calculation results, percentage interpretation criteria are used which are taken from 0% to 100%.

3. Results and Discussion

3.1.Verification Analysis Results

This verification analysis is related to the formation of a structural equation model, which will then be tested using the PLS-SEM method. According to Hair et al (2019), the PLS-SEM method estimates complex models with many constructs, indicator variables and structural paths without imposing distributional assumptions on the data. The following Figure 6 is the PLS-SEM model in this research.

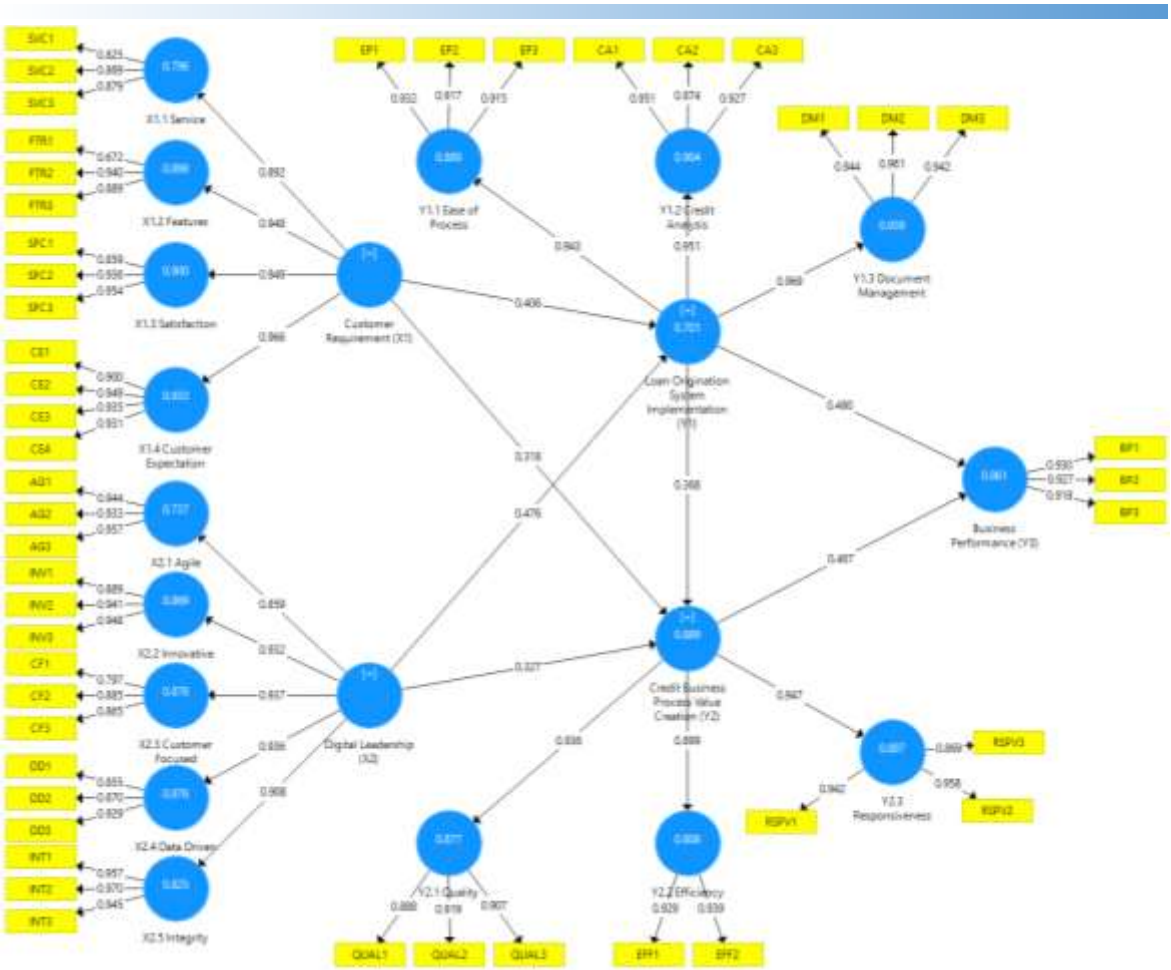

Fig. 4. Diagram of Loading Factor Values Between Variables

Based on the test results, results were obtained which showed that all manifests (observed variables) had loading factor values greater than 0.60. So the SEM-PLS model is said to have good construct validity. The following is Table 1. which shows the loading factor values in detail in the model.

Table 1. Loading Factor

Indicator	Loading Factor	R Critical	Criteria (Loading Factor ≥ 0,6)
SVC1 ← X1.1 Service	0,825	0,6	Valid
SVC2 ← X1.1 Service	0,869	0,6	Valid
SVC3 ← X1.1 Service	0,879	0,6	Valid
FTR1 ← X1.2 Features	0,672	0,6	Valid
FTR2 ← X1.2 Features	0,940	0,6	Valid
FTR3 ← X1.2 Features	0,889	0,6	Valid
SFC1 ← X1.3 Satisfaction	0,859	0,6	Valid
SFC2 ← X1.3 Satisfaction	0,936	0,6	Valid
SFC3 ← X1.3 Satisfaction	0,954	0,6	Valid
CE1 ← X1.4 Customer Expectation	0,900	0,6	Valid
CE2 ← X1.4 Customer Expectation	0,949	0,6	Valid
CE3 ← X1.4 Customer Expectation	0,935	0,6	Valid
CE4 ← X1.4 Customer Expectation	0,931	0,6	Valid
AG1 ← X2.1 Agile	0,944	0,6	Valid
AG2 ← X2.1 Agile	0,933	0,6	Valid
AG3 ← X2.1 Agile	0,957	0,6	Valid
INV1 ← X2.2 Innovative	0,889	0,6	Valid
INV2 ← X2.2 Innovative	0,941	0,6	Valid
INV3 ← X2.2 Innovative	0,948	0,6	Valid
CF1 ← X2.3 Customer Focused	0,797	0,6	Valid
CF2 ← X2.3 Customer Focused	0,885	0,6	Valid
CF3 ← X2.3 Customer Focused	0,865	0,6	Valid

DD1 ← X2.4 Data Driven	0,855	0,6	Valid
DD2 ← X2.4 Data Driven	0,870	0,6	Valid
DD3 ← X2.4 Data Driven	0,929	0,6	Valid
INT1 ← X2.5 Integrity	0,957	0,6	Valid
INT2 ← X2.5 Integrity	0,970	0,6	Valid
INT3 ← X2.5 Integrity	0,945	0,6	Valid
EP1 ← Y1.1 Ease of Process	0,932	0,6	Valid
EP2 ← Y1.1 Ease of Process	0,917	0,6	Valid
EP3 ← Y1.1 Ease of Process	0,915	0,6	Valid
CA1 ← Y1.2 Credit Analysis	0,951	0,6	Valid
CA2 ← Y1.2 Credit Analysis	0,874	0,6	Valid
CA3 ← Y1.2 Credit Analysis	0,927	0,6	Valid
DM1 ← Y1.3 Document Management	0,944	0,6	Valid
DM2 ← Y1.3 Document Management	0,961	0,6	Valid
DM3 ← Y1.3 Document Management	0,942	0,6	Valid
QUAL1 ← Y2.1 Quality	0,888	0,6	Valid
QUAL2 ← Y2.1 Quality	0,919	0,6	Valid
QUAL3 ← Y2.1 Quality	0,907	0,6	Valid
EFF1 ← Y2.2 Efficiency	0,929	0,6	Valid
EFF2 ← Y2.2 Efficiency	0,939	0,6	Valid
RSPV1 ← Y2.3 Responsiveness	0,942	0,6	Valid
RSPV2 ← Y2.3 Responsiveness	0,958	0,6	Valid
RSPV3 ← Y2.3 Responsiveness	0,869	0,6	Valid
BP1 ← Business Performance (Y3)	0,930	0,6	Valid
BP2 ← Business Performance (Y3)	0,927	0,6	Valid
BP3 ← Business Performance (Y3)	0,918	0,6	Valid

Table 1 shows the loading factor values for each construct for each variable. Based on this table, it can be seen that all loading factors have a value of more than 0.6, so it can be concluded that each construct in the research has good validity. Next, average variance extracted (AVE) testing will be carried out to further strengthen the results of convergent validity with the criterion that if the AVE value is > 0.5 (Hair et al, 2019), then the construct used in the research is valid. The following Table 2 presents the results of the average variance extracted test using the SmartPLS 3 program:

Table 2. Average Variance Extracted Value

Latent Variables	Average Variance Extracted (AVE)	R Critical	Kriteria (*AVE* ≥ 0,5)
X1.1 Service	0,735	0,5	Valid
X1.2 Features	0,708	0,5	Valid
X1.3 Satisfaction	0,841	0,5	Valid
X1.4 Customer Expectation	0,863	0,5	Valid
X2.1 Agile	0,893	0,5	Valid
X2.2 Innovative	0,858	0,5	Valid
X2.3 Customer Focused	0,722	0,5	Valid
X2.4 Data Driven	0,783	0,5	Valid
X2.5 Integrity	0,916	0,5	Valid
Y1.1 Ease of Process	0,850	0,5	Valid
Y1.2 Credit Analysis	0,843	0,5	Valid
Y1.3 Document Management	0,901	0,5	Valid
Y2.1 Quality	0,819	0,5	Valid
Y2.2 Efficiency	0,872	0,5	Valid
Y2.3 Responsiveness	0,854	0,5	Valid
Customer Requirement (X1)	0,703	0,5	Valid
Digital Leadership (X2)	0,695	0,5	Valid
Loan Origination System Implementation (Y1)	0,786	0,5	Valid
Credit Business Process Value Creation (Y2)	0,721	0,5	Valid
Business Performance (Y3)	0,856	0,5	Valid

Based on table 2, the convergent validity results can be seen based on the average variance extracted value. These results show that all latent variables have an AVE value of more than 0.5. This indicates that the indicators that form the latent construct have good convergent validity when seen from the average variance extracted value.

Cronbach's Alpha and Composite Reliability to determine whether the construct reliability is good or not. Each construct is said to be reliable if it has a Cronbach's Alpha and Composite Reliability that is greater than 0.70, it can be said to be reliable, but if the Cronbach's Alpha and Composite Reliability

are greater than 0.60 it can still be said to be reliable. (Hair et al, 2017) Following Table 3, the results of the reliability test using the Smart PLS program are presented.

Table 3. Cronbach's Alpha and Composite Reliability values

Variabel Laten	*Cronbach's Alpha*	*Composite Reliability*
X1.1 Service	0,820	0,893
X1.2 Features	0,783	0,877
X1.3 Satisfaction	0,905	0,941
X1.4 Customer Expectation	0,947	0,962
X2.1 Agile	0,940	0,961
X2.2 Innovative	0,917	0,948
X2.3 Customer Focused	0,807	0,886
X2.4 Data Driven	0,861	0,915
X2.5 Integrity	0,954	0,970
Y1.1 Ease of Process	0,912	0,944
Y1.2 Credit Analysis	0,907	0,941
Y1.3 Document Management	0,945	0,965
Y2.1 Quality	0,889	0,931
Y2.2 Efficiency	0,854	0,932
Y2.3 Responsiveness	0,913	0,946
Customer Requirement (X1)	0,964	0,968
Digital Leadership (X2)	0,968	0,971
Loan Origination System Implementation (Y1)	0,965	0,970
Credit Business Process Value Creation (Y2)	0,961	0,966
Business Performance (Y3)	0,916	0,947

Based on Table 3, it can be seen that there is a latent construct that has a Cronbach's alpha value of more than 0.7, this indicates that the latent construct has good reliability. Apart from that, the composite reliability value of all latent constructs also has a value greater than 0.70. Based on the Cronbach's alpha and composite reliability values obtained, it shows that the model has good reliability.

Hypothesis testing in this research was carried out using the path coefficient, t-value and p-value. To assess the significance and predictions in hypothesis testing, it can be seen from the path coefficient and t-value (Kock, N. 2016).

According to Kock, N. (2016), with a confidence level of 95% (alpha 5%), two-tailed, the following t-table values are obtained:

1. If the t-statistic value is ≥ 1.96 (used for direct influence), then H0 is rejected and H1 is accepted.
2. If the t-statistic value is <1.96 (used for direct influence), then H0 is accepted and H1 is rejected.

The magnitude of the significance value between the variables being tested is presented in the form of a value contained in an arrow that connects one variable to the variable that is the research objective. The following Table 4 is a recapitulation of the hypothesis test results:

Table 4. Hypothesis Test Results Based on Path Coefficient Values and P-values

Hypothesis	Variabel	T Statistics	P-values	Result
H1	$H_{1.1}$: *Customer Requirement* (X1) → *Loan Origination System Implementation* (Y1)	2,656	0,008	**Accepted**
	$H_{1.2}$: *Digital Leadership* (X2) → *Loan Origination System Implementation* (Y1)	3,272	0,001	**Accepted**
H2	$H_{2.1}$: *Customer Requirement* (X1) → *Credit Business Process Value Creation* (Y2)	3,026	0,003	**Accepted**
	$H_{2.2}$: *Digital Leadership* (X2) → *Credit Business Process Value Creation* (Y2)	2,546	0,011	**Accepted**
H3	H_3 : *Loan Origination System Implementation* (Y1) → *Credit Business Process Value Creation* (Y2)	3,467	0,001	**Accepted**
H4	$H_{4.1}$: *Loan Origination System Implementation* (Y1) → *Business Performance* (Z)	3,329	0,0001	**Accepted**
	$H_{4.2}$: *Credit Business Process Value Creation* (Y2) → *Business Performance* (Z)	3,251	0,001	**Accepted**
H5	H_5 : *Loan Origination System Implementation* (Y1) → *Credit Business Process Value Creation* (Y2) -> *Business Performance* (Z)	2,441	0,015	**Accepted**

3.2.Discussion of Verification Research Results

Based on the output of the SmartPLS program, the estimated lambda parameters are the same as the estimated standardized regression parameter values (standardized regression weight) or referred to as path coefficients. By knowing the value of the path coefficient, the calculation of how much

direct, indirect and total structural influence between variables is known and determined. The coefficient values resulting from the estimation of the Lambda X and Lambda Y parameters are shown in Table 5 as follows:

Table 5. Lamda (Loading Factors) Estimation Results Values for Each Dimension of Exogenous and Endogenous Variables in the Structural Model

Exogen Variables	λ Value	Intervening Variables	λ Value
Customer Requirement **(X_1)**		***Loan Origination System Implementation*** **(Y_1)**	
X_1 → Y_1 : 0,406		**Y_1 → Y_2 : 0,368**	
X_1 → Y_2 : 0,318		**Y_1 → Z : 0,490**	
a. ***Service*** **($X_{1.1}$)**	**0,882**	**a.** ***Ease of Process*** **($Y_{1.1}$)**	**0,943**
b. *Features* ($X_{1.2}$)	0,948	b. *Credit Analysis* ($Y_{1.2}$)	0,951
c. *Satisfaction* ($X_{1.3}$)	0,949	**c.** ***Document Management*** **($Y_{1.3}$)**	**0,969**
d. ***Customer Expectation*** **($X_{1.4}$)**	**0,966**		
Digital Leadership **(X_2)**		***Credit Business Process Value Creation*** **(Y_2)**	
X_2 → Y_1 : 0,476		**Y_2 → Z : 0,467**	
X_2 → Y_2 : 0,327		a. *Quality* ($Y_{2.1}$)	0,936
a. ***Agile*** **($X_{2.1}$)**	**0,859**	**b.** ***Efficiency*** **($Y_{2.2}$)**	**0,899**
b. *Innovative* ($X_{2.2}$)	0,932	**c.** ***Responsiveness*** **($Y_{2.3}$)**	**0,947**
c. ***Customer Focused*** **($X_{2.3}$)**	**0,937**	**Endogen Variable**	**λ Value**
d. *Data Driven* ($X_{2.4}$)	0,936		
e. *Integrity* ($X_{2.5}$)	0,908	***Business Performance (Z)***	
		a. ***Financial Performance*** **(Z_1)**	**0,930**
		b. *Customer Performance* (Z_2)	0,927
		c. ***Internal Process Performance*** **(Z_3)**	**0,918**

The estimated values for the parameter λ, both for exogenous indicators and endogenous variables, all show coefficients greater than 0.700 and significant at $\alpha = 0.05$. This means that the dimensions or indicators (measured variables) are valid and reliable factors for each latent variable or construct.

The following is a verification discussion of the results of the analysis that has been carried out :

1. Discussion of the Influence of Customer Requirements and Digital Leadership on Loan Origination System Implementation. A deep understanding of customer expectations and needs is essential in designing and implementing an effective lending system. According to the results of the literature review, fulfilling customer requirements does not only include identifying needs but also developing relevant products, as well as continuous evaluation through customer feedback. Organizations that are able to meet customer needs well tend to achieve higher satisfaction, which in turn can contribute to better business performance. Digital leadership has a significant influence on the implementation of the Loan Origination System (LOS). Leaders who master technology and are able to integrate it into organizational strategy are critical in ensuring that lending systems can adapt quickly to changing market needs. The results of the literature review underscore the importance of digital leaders in promoting innovation, building adaptive teams, and managing risks associated with technology. Thus, strong digital leadership can accelerate digital transformation and increase the effectiveness of implemented systems. From these two hypotheses, it can be concluded that both understanding customer requirements and digital leadership skills have a significant role in the success of Loan Origination System Implementation. Organizations need to invest time and resources to understand customer needs and develop leadership that is able to make good use of technology. This will not only increase customer satisfaction but will also drive better business performance in the future.
2. Discussion of the Influence of Customer Requirements and Digital Leadership on Credit Business Process Value Creation. By understanding customer expectations and needs, bank can design more relevant products and services, increase customer satisfaction, and ultimately increase the value created by the business process. Research shows that collecting data through surveys and interviews is very important to identify customer needs and carry out appropriate segmentation. This allows bank to focus on developing products that suit the preferences of each customer segment. Leaders who are able to integrate digital technology into organizational strategy can create processes that are more efficient and responsive to customer needs. A leader's ability to drive innovation, leverage technology such as artificial intelligence, and manage risk is critical to

improving the quality of credit services. By utilizing technology, bank can speed up credit decision making and improve customer experience, which in turn creates added value. From these two influences, it can be analyzed that both understanding Customer Requirements and Digital Leadership have a significant influence on Credit Business Process Value Creation. Bank needs to focus on identifying customer needs and building effective leadership in adopting digital technology. With this approach, organizations can not only increase customer satisfaction, but also achieve operational efficiency and create sustainable competitive advantages.

3. Discussion of the Influence of Loan Origination System Implementation on Credit Business Process Value Creation. Implementation of the Loan Origination System has a significant effect on Credit Business Process Value Creation. In other words, the better the LOS system is implemented, the higher the value resulting from the credit application process. LOS is designed to automate the workflow in credit applications, from information collection to loan approval. This increases efficiency and reduces the risk of human error, which in turn speeds up response time and accuracy of credit analysis. Faster and more accurate processes can lead to increased customer satisfaction, which is an important element in value creation. Apart from increasing efficiency, LOS also supports compliance with applicable policies and regulations. With an appropriate system that is integrated with existing IT infrastructure, banks can minimize the risk of regulatory violations, which has the potential to increase customer reputation and trust. Despite many advantages, LOS implementation also faces challenges, such as integration with legacy systems and a lack of features that meet future needs. Therefore, it is important for financial institutions to continuously evaluate system performance and make improvements to remain relevant. Overall, the implementation of the Loan Origination System not only speeds up and simplifies the credit application process, but also contributes significantly to value creation in the credit business process. By optimizing the use of this technology, financial institutions can improve operational efficiency, customer satisfaction, and reduce the risks associated with credit decisions. These results emphasize the importance of investing in the right technology to create a sustainable competitive advantage in an increasingly competitive market.
4. Discussion of the Influence of Loan Origination System Implementation and Credit Business Process Value Creation on Business Performance. Implementation of the Loan Origination System (LOS) has a positive and significant influence on business performance. LOS increases operational efficiency, speeds up processing of credit applications, and reduces the risk of human error, which in turn contributes to improving the Bank's financial and non-financial performance. Value creation from credit business processes significantly influences business performance. An efficient process in understanding customer needs and managing risks can improve company performance in terms of customer satisfaction and profitability. Overall, the results of the hypothesis test show that both the implementation of the Loan Origination System and the creation of value from the credit business process have a significant influence on business performance. Bank must be able to utilize these two aspects optimally to strengthen their competitive position and achieve success in an increasingly competitive market. Investment in technology and business process innovation is the key to achieving sustainable performance.
5. Discussion of the Effect of Loan Origination System Implementation on Business Performance mediated by Credit Business Process Value Creation. The implementation of the Loan Origination System (LOS) not only has a direct effect on business performance, but also mediates value creation in the credit business process. This means that LOS increases efficiency and effectiveness in the credit application process, which in turn contributes to improving overall business performance. LOS functions to automate the workflow in credit applications, which increases the speed and accuracy of the process. With this system in place, banks can reduce the risk of human error and speed up response times, which are important factors in business performance. Successful implementation of LOS can strengthen a bank's reputation and increase customer satisfaction, which is an important element in value creation. Bank must be able to create value from the credit business process through a deep understanding of customer needs. With LOS, the credit application process becomes more efficient, enabling more accurate risk analysis and appropriate service adjustments for customers. This supports value creation which ultimately improves business performance. Business performance is measured through financial and non-financial indicators, including profitability, customer satisfaction and service quality. The research results show that the value creation generated by LOS through improving credit business processes contributes

significantly to business performance. Overall, the results of the hypothesis test show that the implementation of LOS has a positive impact on business performance through value creation in the credit business process. This emphasizes the importance of technology integration in increasing the efficiency and effectiveness of bank operations, which leads to increased customer satisfaction and profitability. Therefore, banks need to continue investing in technology and innovation to maintain their competitive advantage in the market.

3.3.Research Result

The results of the research model testing carried out resulted in the formulation of the Loan Origination System Implementation Model and Credit Business Process Value Creation in Improving Business Performance as seen in Figure 7. as follows:

Fig. 5. Research Findings: Model for Improving Business Performance Through Implementing Loan Origination System and Credit Business Process Value Creation with Digital Leadership and Paying Attention to Customer Requirements

4. Conclusion

Based on the results of verification testing on Hypothesis 1, it can be concluded that there is a significant influence between Customer Requirements and Digital Leadership on Loan Origination System Implementation. The influence of Digital Leadership on Loan Origination System Implementation is greater when compared to the influence of Customer Requirements on Loan Origination System Implementation.

Based on the results of verification testing on Hypothesis 2, it can be concluded that there is a significant influence between Customer Requirements and Digital Leadership on Credit Business Process Value Creation. The influence of Digital Leadership on Credit Business Process Value Creation is greater when compared to the influence of Digital Leadership on Credit Business Process Value Creation.

Based on the results of verification testing on Hypothesis 3, it can be concluded that there is a significant influence between Loan Origination System Implementation on Credit Business Process Value Creation.

Based on the results of verification testing on Hypothesis 4, it can be concluded that there is a significant influence between Loan Origination System Implementation and Credit Business Process Value Creation on Business Performance. The influence of Loan Origination System Implementation on Business Performance is greater when compared to the influence of Credit Business Process Value Creation on Business Performance.

Based on the results of verification testing on Hypothesis 5, it can be concluded that there is a significant influence between Loan Origination System Implementation on Business Performance which is mediated by Credit Business Process Value Creation.

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Declarations

Author contribution.
Harmansyah Nasution: Conceptualization, Methodology,Validation, Analysis, Writing –Original Draft Preparation, Writing–Review. Agus Rahayu: Conceptualization, Analysis,Writing–Review. Vanessa Gaffar: Writing–Review, Visualization. Alfira Sofia:Validation, Analysis,Visualization, Methodology. Erwin Yulianto: Conceptualization, Methodology,Validation, Analysis, Writing–Review, Visualization.

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