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## **The Performance Management of Employees Bank BPR through Development of Climate Organization, Achievement Motivation, Job Satisfaction and Leadership Ability and Powers**

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### ***Abstract:***

*The purpose of this study were as follows: (1) describe the leadership style task behavior and relationship behavior; (2) describe the position power and personal power; (3) describe the organizational climate; (4) describe the achievement motivation; (5) describe the job satisfaction; (6) analyze the influence of leadership style task behavior and relationship behavior on the performance of an employee directly or indirectly through organizational climate, achievement motivation and job satisfaction; (7) analyze the influence of power and personal power position on the performance of an employee directly or indirectly through organizational climate, achievement motivation and job satisfaction, and (8) analyze the effect of organizational climate, achievement motivation and job satisfaction on employee performance. The results showed that:*

*(1) Style of leadership in environmental business unit BPR Krian Mojokerto Territory is between type 5, 5 (organization man management) and type 9, 9 (team management); who tend to be oriented relationship behavior, although the relationship behavior and task behavior both in the high category.*

*(2) Personal power seems to be more prominent than the power position. All dimensions of factors: legitimate power, reward power, coercive power and obtain a high responder, but which contribute significantly to the power position only legitimate power.*

*(3) Organizational climate, achievement motivation and job satisfaction of respondents who earn relatively high.*

*(4) All dimensions' factors namely: intrinsic rewards and extrinsic rewards to significantly contribute to job satisfaction, and intrinsic rewards are dominant.*

*(5) Leadership task behavior and relationship behavior is not a significant direct effect on employee performance.*

*(6) Leadership task behavior and relationship behavior is not A direct negative effect on employee performance through organizational climate, achievement motivation and job satisfaction.*

*(7) Leadership task behavior and relationship behavior is not A direct negative effect on employee performance through organizational climate, achievement motivation and job satisfaction.*

*(8) Organizational climate and job satisfaction have a significant direct effect on employee performance, while the achievement*

***Keyword:*** Leadership, organizational climate, achievement motivation, job satisfaction, performance

### **1. Introduction**

Talking about the issue of human resources (HR) is a problem that is both easy and too difficult. Why say easy? Often, we are many states in theory, but in reality / fact very difficult to implement. With regard to the issue of human resources, to the attention of all organizations, be it a business or a public organization. Why care about the human resources it so important? This is understandable because man is a very important element in the organization, in addition to other elements. Because it is people who create innovation and lead the organization to evolve and become widely known. At a more micro, the HR function is very important in all organizational units or companies. In the current circumstances are very hypercompetitive business and berketidakpastian, as revealed by Richard D'Aveni, then HR becomes a key answer for all organizations or companies to be able to survive at the same time winning the future, if you do not want to experience the events as reported by Arie de Geus of the Royal Dutch / Shell: the number of companies that went bankrupt due to not being able to learn and non-adaptive, failed to adjust to the changes that occur (Ruhana, 2012).

Suharto (2012) explains that the quality of human resources dominant influence on employee performance. Riawan (2016), stating the quality of human resources significant positive effect on financial performance area. To improve performance. According Rayadi (2012), the factors that most influence in improving the company's performance is the assessment of performance by motivating employees to work better, look of a promotion in improving the standard of quality of work. Pattiasina et al. (2014) that the competence of human resources has a close relationship with the employee's performance. Achieving goals is the main focus of the organization, both business organizations and public organizations, including the business units in the Bank's rural banks in Krian

Mojokerto. Sort financial services business organizations can implement BPR work programs management functions optimally when run properly, including those relating to: leadership, authority, organizational climate, achievement motivation and job satisfaction to support employee performance. Head of the company needs to conduct training continuously to the organization's image in the eyes of shareholders (stakeholders) through the leadership style and power, and improving working methods to ensure that the employees can perform their duties optimally, without experiencing interference that can affect its performance. Creation of a conducive organizational climate to be able to sustain and increase achievement motivation and increase employee satisfaction, and ultimately improve company performance through human-based management.

HR contributed very important on competitive advantage (competitive advantage) continuing of an organization. Mathis and Jackson (2000: 42) suggests four factors that allow human resources becomes a very important part for the achievement of strategic objectives, known as VRIO concept refers to a strategy based on the resources (resource-based management). Factors such strategies if the HR value (value), kelang-kaan (rareness), difficult to imitate (difficult, imitability), and organized (organized). In HRM, leadership and power of the most widely discussed and considered very urgent for success, especially kaitannya performance. On the other hand, the factor of organizational climate, work environment, achievement motivation and job satisfaction also have a considerable influence on the efforts of the late performance enhancers. The main problem of this research is to improve employee performance. The solution to leadership and power, as well as climate organization, achievement motivation and job satisfaction. It is assumed that kepemimpinan and his power will affect performance through organizational climate, achievement motivation and job satisfaction. The purpose of this study as follows:

1. Describe the style of leadership task behavior and relationship behavior
2. Describe the position power and personal power
3. Describe the organizational climate
4. Describe the achievement motivation
5. Describe the job satisfaction
6. Analyze the influence of leadership style task behavior and relationship behavior on the performance of an employee directly or indirectly through organizational climate, achievement motivation and job satisfaction.
7. To analyze the influence of the position of power and personal power of the performance of an employee directly or indirectly through organizational climate, achievement motivation and job satisfaction
8. To analyze the influence of organizational climate, achievement motivation and job satisfaction on employee performance

## 2. Concept Framework Research

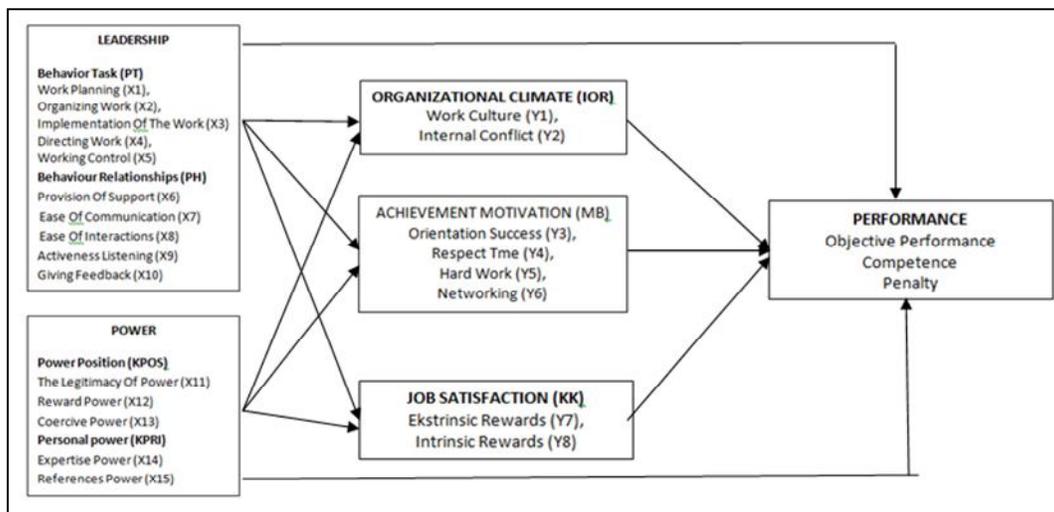


Figure 1: Framework Research Variable Relationship

Leadership cannot be separated from the sources and uses of power that shape their organizational climate and in turn affect achievement motivation, job satisfaction and employee performance. This study examined the causal relationship with the variable relations framework as presented in Figure 1.

## 3. Research Methods

The study population were employees of a business unit Krian rural banks in Mojokerto. Each unit RB office as a cluster sample taken purposively (purposive cluster sampling). Purposive criteria are represented on each level positions in business units at the Bank BPR spread over Mojokerto Krian totaling 121 people consisting of: 54 staff, 34 of supervision, and 33 heads of sections.

This research is classified explanatory research, aims to explain the influence of leadership style and organizational climate through the use of power, achievement motivation and job satisfaction on employee performance business unit Bank rural banks in Krian

Mojokerto. The collection of primary data by questionnaire, using a Likert scale with a score of 1 to 5. Testing the hypothesis with SEM.

SEM analysis method used to test the effect of leadership (Figure 2) and power (Figure 3). Each model is the path to examine the contribution of the dimensions of the factors, as well as examine the effect of direct and indirect leadership task orientation (PT) and the leadership of relationship orientation (PH) as well as the power position (KP) and personal power (KPRI) on employee performance (KJ) through climate organiosasi (IOR), achievement motivation (MB) and job satisfaction (KK).

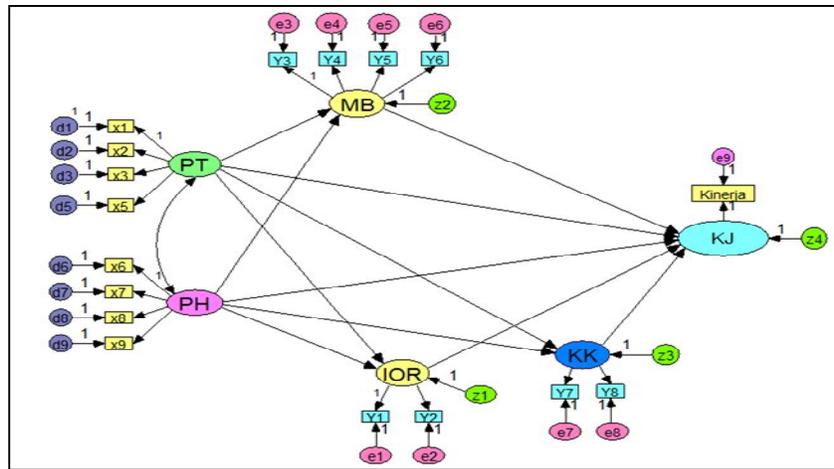


Figure 2: The model of leadership path

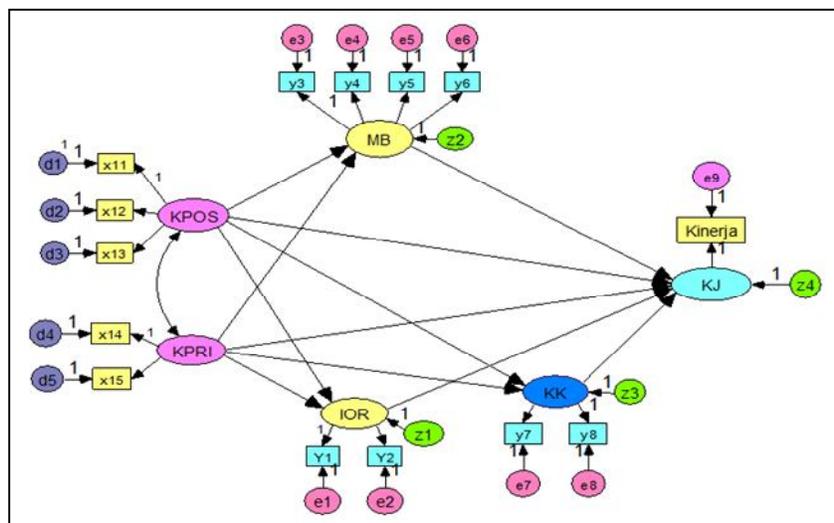


Figure 3: The model of the power path

#### 4. Results

##### 4.1. Analisis Sem Model Kepemimpinan

a. All dimensions' factors work planning, organizing work, work performance, and control of the work, has contributed significantly to the task behavior. Dimension factor with dominant contribution (\*) are planning work.  $X1 = 0,363$  PT \*;  $PT X2 = 0.342$ ;  $X3 = 0,270$  PT;  $X5 = 0.296$  PT

b. The entire dimension of the factors giving leadership support, ease of communication, ease of interaction and activity of listening has contributed signi-fikan on relationship behavior, and activity of listening has a dominant contribution.  $X6 = 0.713$  PH;  $X7 = 0.464$  PH;  $X8 = 0.347$  PH;  $X9 = 0.727$  PH \*

c. Only factors ethos / culture that contributed significantly to the climate of the organization, while internal conflicts do not have a significant contribution. Equation loading factor for a significant dimension ysng factor Ethos / work culture:  $Y1 = 0.315$  IOR

d. Dimensions of factors: the success orientation, appreciate the time, work hard and work network contributed significantly to the motivation berpres-tation, and which has a dominant contribution is a success orientation.  $Y3 = 0.693$  MB \*;  $Y4 = 0,509$  MB;  $Y5 = 0.489$  MB;  $Y6 = 0.372$  MB

e. Dimensions factors extrinsic and intrinsic rewards in exchange for giving significant contri-plugs on job satisfaction and intrinsic rewards are dominant.  $Y7$  and  $Y8 = .853$  KK KK =  $0,960$ \*

f. Coefficient direct influence leadership style butterfly task behavior and relationship behavior leader- presented in Table 1.

	<b>PT</b>	<b>PH</b>	<b>MB</b>	<b>IOR</b>	<b>KK</b>
MB	0,973 (0,009)	0,079 (0,685)	0,000	0,000	0,000
IOR	0,012 (0,904)	0,117 (0,473)	0,000	0,000	0,000
KK	0,405 (0,000)	-0,034 (0,000)	0,000	0,000	0,000
KJ	10,186 (0,992)	0,821 (0,996)	-10,395 (0,992)	0,014 (0,079)	0,002 (0,000)

Table 1: Standardized Regression Weights Influence Behavior and Behavior Task Relationship to Employee Performance  
Sources: Primary data are processed, Description (): probability coefficient

The table is based on the regression equation was formulated directly influence the task oriented leadership style and orientation relationship as follows:

1. The direct effect of leadership task orientation and relationship orientation to employee performance:  $KJ = 10.186 + 0.821$  PH PTCR (critical ratio) to PT = 0,010 or  $p = 0.992$  and CR to PH = 0,010 or  $p = 0.996$  prove that the two variables are not experience-significant influence on employee performance because the value of  $p > 0.05$ .

2. The direct effect of task oriented leadership and an orientation toward achievement motivation circuted,  $MB = 0.973 + 0.079$  PH PT. CR to PT = 2,602 or  $p = 0.009$  and  $pH = 0.405$   $p = 0.685$  prove or just the style of leadership behaviors-ruh berpenga task significantly to the achievement motivation for  $0.009$   $p < 0.05$ .

3. The direct effect of leadership style task orientation and relationship orientation of organizational climate,  $IOR = 0.012 + 0.117$  PH PTCR to PT = 0.121 or  $p = 0.904$  and CR to PH = 0.717  $p = 0.473$  or prove that both the leadership style task behavior and relationship behavior does not significantly influence the organizational climate due to the significance of  $> 0.05$ .

4. The direct effect of task oriented leadership style and orientation relationship to job satisfaction,  $PT$   $KK = 0.405 - 0.034$  PH CR and significance of P for PT and the PH of the KK was not expressed (fixed); proves that both the leadership style task behavior and relationship behavior have a significant effect on job satisfaction.

g. Indirectly leadership style task behavior and relationship behavior negative indirect effect on the performance of the work-wan through achievement motivation, organizational climate and job satisfaction.

	<b>PT</b>	<b>PH</b>	<b>MB</b>	<b>IOR</b>	<b>KK</b>
MB	0,000	0,000	0,000	0,000	0,000
IOR	0,000	0,000	0,000	0,000	0,000
KK	0,000	0,000	0,000	0,000	0,000
KJ	-10,114	0,816	0,000	0,000	0,000

Table 2: Standardized Indirect Effect Behavior and Behavior Task Relationship to employee performance  
Sources: Primary data processed

Coefficient indirect effect presented in Table 2. All the coefficients of the indirect effect and -0.816 -10.114 i.e. greater than 0.50 means that there is a meaningful relationship because of his influence over 50%. Especially the influence of leadership style task behavior that needs to be addressed because of the indirect impact negatively influences far more besar. Perilaku task directly does not affect the employee's performance but behavioral tasks affect job satisfaction and achievement motivation so that the task developed behavior should be proportionate with regard to the satisfaction of duty given (e.g. with clarity of roles and authority) and the duty to encourage the achievement motivation (e.g. the task is quite challenging and there are career prospects) so as not to cause a negative impact on employee performance.

h. The influence of organizational climate, achievement motivation and job satisfaction on the performance karyawan. Hasil leadership model analysis proved that:

1. Climate organization has approached  $0.05$   $p = 0.07$ . In the social sciences, can be accepted significance at the 90% level ( $p < 0.10$ ); so, that the coefficient of 0.07 is enough to prove the significance of organizational climate have a significant effect on the performance of employees at the level of 93%.

2. Achievement motivation has no significant effect on employee performance for coefficient of significance  $p = 0.992 > 0.05$ .

3. Job satisfaction significantly influence employee performance. Table 3. Standardized direct effect IOR, MB and KK on employee performance (KJ) in Leadership Model

	<b>PH</b>	<b>PT</b>	<b>MB</b>	<b>IOR</b>	<b>KK</b>
MB	0,973	0,079	0,000	0,000	0,000
IOR	0,012	0,117	0,000	0,000	0,000
KK	0,405	-0,034	0,000	0,000	0,000
KJ	10,186	0,821	-10,395	0,014	0,002

Table 3  
Sources: Primary data processed

Standardized coefficient direct effect organizational climate, achievement motivation and job satisfaction to employee performance presented in Table 3. Based on the table formulated regression equation organizational climate influence, achievement motivation and job satisfaction on employee performance namely:  $KJ\ IOR = 0.014 - 0.002\ 10.395\ MB + KK$ , Only the organizational climate and job satisfaction have a significant effect terhadap employee performance and organizational climate which is dominant because of the regression coefficient of 0.014 IOR greater than 0,002 families; whereas the achievement motivation did not have a significant influence on employee performance.

4.2. *Sem Analysis Model of Power*

a. Dimensions factors that have contributed significantly to the use of power is legitimate power position, while the dimensions of other factors that reward power and coercive power is not significant because the coefficient of significance  $p = 0.114$  and  $0.110 > 0.05$ .

Equation loading legitimate power factors namely:  $X11 = 0.164\ KPOS$

b. Dimensions of power factor and power expertise reference has significant contribution to the use of personal power. The dominant contribution (\*) is a reference power.  $KPRI\ X14\ and\ X15 = 0.439 = 0.633\ KPRI\ *$

c. Dimensions of internal conflict factors are not significant and only the dimensions of factors ethos / work culture which significantly contribute to organizational climate, with a loading factor equation:  $Y1 = 0.326\ IOR$

d. All dimensions' factors of success orientation, appreciate the time, hard work, and networking contributing significantly to the achievement motivation. The dominant contribution is the orientation of success  $Y3 = 0.662\ MB\ *; Y4 = 0.584\ MB; Y5 = 0,495\ MB; Y6 = 0.342\ MB$

e. Dimensions factors extrinsic and intrinsic rewards contributes significantly to job satisfaction, but which has a dominant contribution is intrinsic rewards,  $Y7\ and\ Y8\ KK = 0.875 = 0.933\ KK\ *$

f. The coefficient of the direct influence of power and personal power position presented in Table 4. Based on the table directly influence the regression equation as follows:

1. The direct effect of power and personal power position on employee performance,  $KJ = 0.466 + 0.140\ KPOS\ KPRI$ . CR (critical ratio) for  $KPOS = 1.151$  or  $p = 0.250$  and CR for  $KPRI = 0.377$   $p = 0.706$  prove or both of these variables did not significantly affect the performance of employees for the value of  $p > 0.05$ .

2. The direct effect of power and personal power position towards the achievement motivation,  $MB = 0.450 + 0.337\ KPOS\ KPRI$ . CR to  $KPOS = 1,518$  or  $p = 0.129$  and CR for  $KPRI = 1,772$  or  $p = 0.07$  proved to be only personal power variable that significantly influence the motivation to perform at a significance level of 93%.

3. The direct effect of the position of power and personal power of organizational climate,  $IOR = -0.106 + 0.238\ KPOS\ KPRI$  CR to  $KPOS = -0.671$  or  $p = 0.502$  and CR for  $KPRI = 0.897$   $p = 0.370$  or prove that the two variable positions of power and personal power does not significantly influence the organizational climate for significance coefficient  $> 0.05$ .

	<b>KPRI</b>	<b>KPOS</b>	<b>MB</b>	<b>KK</b>	<b>IOR</b>
MB	0,337 (0,076)	0,450 (0,129)	0,000	0,000	0,000
KK	0,131 (0,367)	0,368 (0,128)	0,000	0,000	0,000
IOR	0,238 (0,370)	-0,106 (0,502)	0,000	0,000	0,000
KJ	0,140 (0,706)	0,466 (0,250)	0,598 (0,102)	0,299 (0,188)	0,496 (0,023)

Table 4: Standardized Regression Weight Effects of Personal Power Power Position and the Employee Performance  
Sources: Primary data processed

4. The direct effect of the position of power and personal power to job satisfaction,  $KK = 0.368 + 0.131\ KPOS\ KPRI$  CR to  $KPOS = 1,525$  or  $p = 0.128$  and CR for  $KPRI = 0.902$   $p = 0.367$  or prove that the two variable positions of power and personal power has no significant effect on satisfaction kerjka for significance coefficient  $> 0.05$ .

g. Indirectly power and personal power position does not have a significant influence on employee performance through organizational climate, achievement motivation and job satisfaction. Coefficient indirect effect noted in the following table 5:

	<b>KPRI</b>	<b>KPOS</b>	<b>MB</b>	<b>KK</b>	<b>IOR</b>
MB	0,000	0,000	0,000	0,000	0,000
KK	0,000	0,000	0,000	0,000	0,000
IOR	0,000	0,000	0,000	0,000	0,000
KJ	0,359	0,326	0,000	0,000	0,000

Table 5: Standardized Indirect Effect of Power Position and Personal Power to employee performance  
Sources: Primary data processed

All indirect effect coefficients (0.359 and 0.326) <0.50 means that the relationship is not strong enough because under the standard 50%.

h. Proved that the model of power: organizational climate has a value of  $p = 0.002$  and  $0.041$  achievement motivation; The second  $p$ -value <0.05 means having a significant influence on employee performance. While working klepuasan no significant effect on employee performance. The coefficient of the direct effect of organizational climate, achievement motivation and job satisfaction to employee performance presented in Table 6.

	KPRI	KPOS	MB	KK	IOR
MB	0,337	0,450	0,000	0,000	0,000
KK	0,131	0,368	0,000	0,000	0,000
IOR	0,238	-0,106	0,000	0,000	0,000
KJ	0,140	0,466	0,598	0,299	0,496

Table 6: Standardized Direct Effect IOR, MB and KK on the performance of the Model Power  
Sources: Primary data processed

The table is based on the regression equation formulated organizational climate influence, achievement motivation and job satisfaction on employee performance namely:  $KJ\ IOR = 0.496 + 0.598 + 0.299\ MB\ KK$

In the model of power, organizational climate and achievement motivation have a significant influence on employee performance and achievement motivation have a dominant influence because it has a regression coefficient of 0.310 is greater than the organizational climate regression coefficient of 0.256.

## 5. Discussion

### 5.1. Leadership Style Behavior Task

All dimensions of factors (work planning, organizing work, executor of the late work, and work control) contributed significantly to the leadership style task behavior. Leadership style task behavior is high. Dimensions of the main contributing factors to the leadership task orientation are: the implementation of work and work planning. That is a task oriented leadership style is dominated by the two dimensions of these factors, but when judging from the variety of data, then it appears the work planning more berva-riasi. It shows that the leadership style task behavior in the environment business unit BPR Krian Mojokerto Region should emphasize the improvement of work planning, in addition to other factors dimensions namely organizing work, work performance, and control of work. With perfect planning tasks, can be done well and correctly, in accordance with the expected goals. This fact according Hersey and Blanchard (1988) that in order to produce a successful leadership can be achieved by selecting the appropriate style of leadership, which is dependent on the degree of readiness or maturity of its followers. Planning work Meru-feed formal forms of personal readiness in an organization to Melak-ment work, according to the vision, mission, objectives and work program set.

Dimensions leadership factor task behavior in the environment business unit BPR Krian Mojokerto Region needs to be improved is the organization of work and control of work because it gives the dominant contribution. In orga-ization of banking this kind can be dime-understand, especially if the employee work experience and professional in his field, so it's not too dipriori-taskan mela-Kukan organizing work, except the work plan directed especially regarding the targets to be achieved by the company, while organizing work, work practices, employment guidance and job control are more flexible in line with the planning of the work that has been made. That is, the behavioral factors more influenced by the level of work planning flexibility is certainly more rigid (rigid) than the dimensions of other factors.

### 5.2. Leadership Style Behavior Relationships

All dimensions of factors (the provision of support, ease of communication, the convenience-limb interaction, active listening) to significantly contribute to the leadership of relationship behavior, and liveliness listening dominant. Based on the description of the indicator turns all respondents obtain a high level of leadership behavior relationship, so we can say the leadership in environmental business unit BPR Region Mojokerto tend Krian relationship oriented rather than task oriented. The order of the contribution level indicator on the leadership relationship orientation are: ease of communication, provision of support, active listening and ease of interaction. Liveliness dominant means if you want to listen to and thus increasing the leadership of relationship orientation are then prioritized activity of listening, which employees expect their attention to the complaints / issues including the nature of individual employees.

### 5.3. Position of power

Dimensions of power factor keuasaan rewards and coercion do not significantly contribute to the power position, and that only legitimate power is significant. Descriptive results showed all the positions of power indicator (legitimate power, reward power and coercive power) gain of respondents were high, but from the results of analysis loading factor that contributes significantly to positions of power is legitimate power. This means that the use of power more emphasis on the position of legitimate power than the power of reward and coercive power. Bosses tend to use legitimate power that is more formal than the rewards of power and coercion which contains elements of wisdom that may have little or no popular among employees.

#### 5.4. *Personal Power*

All dimensions' factor (power expertise and power reference) to significantly contribute to personal power, and the power of the dominant reference. This shows that personal power is more power-oriented reference. Descriptive analysis of all the indicators above shows the high gain feedback from respondents. Kekua's personal higher than the position of power because power indicator on variable force applied less power position, and the power of the dominant reference contributes to personal power.

#### 5.5. *Organizational Climate*

Dimensions factors ethos / work culture contributes significantly to organizational climate and internal conflicts are not significant. This shows that the ethos / work culture needs to be managed to support a conducive organizational climate. In accordance opinions Higgins (1982) in Kamela (2001: 23) that the work environment of an organization as individual feelings related to the internal environment of the organization and will affect individual behavior, perceptions and feelings of the individual against the organization's internal environment which can be positive or negative. Organizational climate is the outward appearance of an organization's internal environment quality perceived or perceived either directly or indirectly affect the motivation and behavior of its members, and can be described in the values beliefs and attitudes of individuals in the organization. Because of the internal environment need to be managed primarily ethos / work culture that is conducive to achieving organizational goals.

#### 5.6. *Motivation Achievement*

Dimensional orientation of the success factors, respect for time, hard work and networking to significantly contribute to the successful achievement motivation and orientation shows the dominant contribution. Shows that respect for the preferred time employees, because someone will determine a good work schedule, so that the desired achievement can be planned. In accordance Davis and Newstrom (1985) that the achievement motivation (achievement motivation) is a boost in a person to overcome all the challenges and obstacles in achieving its objectives. People who Memi-Liki this urge want to expand and grow, and want to move forward discover the ladder of success, for it must respect the orientation of success. De Cecco and Crawford (1977) defines the achievement motivation as a hope to gain satisfaction in mastering a difficult challenge and performance. Colloquial term achievement motivation sometimes called the pursuit of excellence, where to pursue excellence. one must appreciate the success orientation.

#### 5.7. *Job Satisfaction*

Dimensions factors extrinsic rewards and intrinsic rewards significantly contributes to employee satisfaction, and intrinsic reward factor had dominant contribution. This conclusion shows that the preferred environmental management at business unit BPR Krian Region Mojokerto not reward that is extrinsic, intrinsic rather than within the employees themselves (labor itself) and in the work, itself (work itself). This is a higher satisfaction of physiological needs with respect to reward high performance, like challenging work, career development with clarity of roles and authority given by the management to the employees.

#### 5.8. *Effect of Leadership Style Behavior Task*

Leadership style task behavior did not provide significant direct influence on employee performance, but indirectly through job satisfaction and achievement motivation potentially negative effect. The negative effect especially with respect to the management of job satisfaction and achievement motivation, because the two variables are directly affected by the behavior of the leadership duties. That is, if the variable is not managed well, it can negatively affect the performance.

In the Michigan study results oriented leader mentioned high on the task (task-oriented) tend to emphasize the technical aspects of the job or task. Their main concern is to use this leadership style is the completion of the task, and the group members are instruments to achieve the ultimate goal of the task. Task-oriented leader behaviors include: plan and organize work, coordinating activities of his subordinates, provide the required, equipment and technical assistance is needed, it also guides the subordinates in setting performance goals (performance goals) high. Task-oriented behavior on the Michigan study were similar to initiating structure.

The results showed leadership style task behavior is high in the environment business unit BPR Krian Region Mojokerto. It should be stressed that the leadership behavior of high duty is not to be important to improve employee performance, especially if the employee has experienced-ngalaman and professional work in the field. It can cause long experienced negative-ruh to employee performance if the leadership style behaviors redundant tasks, less expensive job satisfaction and achievement motivation.

#### 5.9. *Effect of Leadership Style Behavior Relationships*

Leadership behavior no significant effect relationship A direct the performance of employees, but indirectly through job satisfaction has the potential to cause negative effects. The negative influence especially with respect to the management of job satisfaction because job satisfaction is directly affected by the behavior of the leadership duties. That is, if the job satisfaction is not managed well, the leadership style of relationship behavior can negatively affect employee performance. Kesim-gathering showed that improved performance in the environmental business unit BPR Territory Krian Mojokerto not expect the relationship behavior is excessive, in the sense of leadership should be more proportional support, provides an easy to communicate, the convenience of branches to interact, more attention or listening to employees' desire to maintain job satisfaction, in order to improve employee performance.

Listening liveliness proved to have the dominant contribution to the relationship behavior. This can be understood as the activity of listening to the leadership will understand what is meant or desired employee so that there will be a communication that meets or mutually corresponding (matching). With their mutual communication brings, then the behavior of the relationship between superiors and subordinates will go well. This is in accordance with the opinion of Hersey and Blanchard (1988) that the leadership style oriented

relationship behavior (relationship-oriented behavior) is the efforts of leaders to foster personal relationships among themselves and with members of the group (followers) with open channels of communication and provide socio-emotional support.

Leadership style to emphasize the element of human relationships proved to be quite effective but need pertimbangamn proportionally to maintain a balance between the tasks and relationships. The results of this study are consistent with the Michigan study conducted by Likert (1961) and subsequently cited by Robbins (1996: 396) concluded that leadership style oriented relationship behavior correlates with effective leadership including showing trust and confidence, act friendly and full attention, trying to understand the problem of subordinates, helped developed the subordinates and increase career, always giving information on the subordinate, aspiring to the ideas of subordinates and give recognition to the contributions and successes of subordinates, where relationship-oriented behavior is identical to consideration.

The description indicates that the style of leadership oriented relationship behavior in the environment business unit BPR Krian Region Mojokerto was more effective than task-oriented; BRI environmental leadership means in Pati more emphasis on the human element (human relationship) compared with the element of sheer duty. Not that a task orientation ruled out, but the fact descriptive research data shows that the orientation of the task has been done well and do not need much. This leadership style seems well suited to the present where the SDM approach, employees are viewed as the most important asset for the company. SDM is an asset perusahaan unique and dynamic, and the view that employees are the human capital factors of production such other factors of production is becoming obsolete.

#### 5.10. Effect of Power Position

Use of the power position did not significantly influence employee performance, both directly and indirectly through organizational climate, achievement motivation and job satisfaction. In an effort to improve employee performance, should be the leaders in the business unit BPR Krian Region Mojokerto not rely on the power position. Power position is also no significant effect on organizational climate, achievement motivation and job satisfaction. In general authority includes properties that relate to people and positions, which is the basis for the leadership to influence others. Bass (1990) in Hinkin and Schriesheim, (1990: 49), states kekuasaan a person's ability to influence others melaku-kan action as expected. So, power is a capacity or ability to influence others towards achieving the goal that is as the capacity to compel a person to obey the will of others, as well as the original energy outside and within the individual.

Power can be obtained from the office, personal effects or both. Someone who has the ability to influence the behavior of others to do the work because of its position in the organization is deemed to have a position of power; someone who has the power of his followers said to have personal power. But at a certain moment a person simultaneously has both the power and the authority of the position of personal power. French and Raven, in Gibson et al. (1996: 482), offers five types of power, namely:

- a) The power of legitimacy (legitimate power) that power legally acquired for the position of someone in the group or organizational hierarchy.
- b) Power Rewards (reward power) is power based on the provision of hope, praise or revenue for the fulfillment of the request of a leader to his subordinates.
- c) Coercive Power (coercive power) is power based on fear. A follower feels that failure to meet the requester's leaders can lead to the imposition of a form of punishment.
- d) Power of Expertise (expert power) is power based on specific skills, expertise or knowledge leaders, where followers assume that the person has relevant expertise and are confident that his expertise beyond their own expertise.
- e) Power Resources (referent power) is power based on admiration of their followers.

Etzioni in Hersey (1988) explains one source of power is the position of power (power position / positions), the power of a person for a position or a position in the organization. Legitimate power (legitimate power) is the power of a leader who obtained because a formal position in the organization. Legitimate power will appear in the various tendencies that coercive power and reward power. Therefore legitimate, coercive and reward power is the principle of power that flows from leaders to subordinates, then it can be classified into power positions (position power).

Based on the analysis concluded that the power position within the business unit BPR Krian Mojokerto Region is high and the indicators that support only legitimate power. That is the future reward and coercive power increasingly unpopular where employees prefer a legitimate power. Power position does not significantly influence employee performance, organizational climate, achievement motivation maupuin on job satisfaction.

Yukl and Taber (1993) in Timpe (1987: 71), put forward guidelines for using the power of the legitimacy of the rule is applied by making a simple request orally or in writing, command polite is more effective than the arrogant, at least to subordinate older age or anything else that is sensitive to differences in status. In an emergency situation, it is better to use assertive ways, requests and assignments should be made in a way that is clear, concise, using language that is easily understood. If advised to communicate a complex message in writing or verbally.

#### 5.11. Effect of Personal Power

Personal power was also not a significant effect on the performance of the employee, either directly or indirectly through organizational climate and job satisfaction. Personal power has a significant influence on achievement motivation, achievement motivation but do not have a significant influence on employee performance.

Application of power in the region BPR Bank business unit Krian Mojokerto is a combination of power and personal position but rather to personal power. Good use of power and personal power position did not exert significant influence on employee performance, although the reference authority actually has a dominant contribution to the use of personal power. Yukl and Taber (1983) in Timpe (1987: 71), suggests some guidelines in using the reference power: Ask the person who has friendly relations to do something. Another way is to start modeling roles as subordinates tend to imitate their leaders know that the leaders should set an example of the behavior of the appropriate role of doing tasks in a manner that is responsible and dedicated and avoid behavior that is not good.

#### 5.12. Influence of Organizational Climate, Achievement Motivation and Job Satisfaction

Only the organizational climate and job satisfaction have a significant effect whereas no significant achievement motivation. Organizational climate has a significant influence on employee performance indicates if the organizational climate will be developed positive influence on employee performance improvement. It is worth noting that experts believe the concept of organizational behavior organizational climate is not only concerned with things that are physical, but also psychological. Mc Farlan (1974) in Kamela (2001: 22) argues that, the organizational climate as a characteristic that describes an organization that differentiates the organization with other organizations, and was active forever and affect human behavior that exist within the organization. It can be said that the organizational climate as the quality of the internal environment of an organization that is perceived by its members and influence behavior and can describe the specific character of the organization. So, the organizational climate is an outward appearance of an organization's internal environment quality perceived or perceived either directly or indirectly affect the motivation and behavior of its members, and can be described in the values of trust and attitudes of individuals in the organization. Internal environment includes the design's workers, the application of technology, organizational culture and managerial practices as well as the characteristics of the member. Direct organizational climate has a significant impact on employee performance, shows that to improve the performance of employees, the organizational climate needs to be managed. From the analysis deskrip-tif known indicator ethos / work culture to support the organizational climate, especially item circumstances conducive working and social relationships of the organization, but a social relationship with a boss and an employee needs to be improved.

Achievement motivation did not give a direct influence on employee performance. Based on the results of descriptive analysis of achievement motivation, it turns out all the dimensions of the factors contributing particularly high networking, success orientation, and appreciate the time however the hard work still needs to be improved. It shows if you want to increase motivation berpres-tation of the priority development is hard-working attitude and appreciate the time. Respect the time to give the dominant contribution to the achievement motivation. It means achievement motivation in employees of a business unit BPR Krian Mojokerto Region is supported by respect for time, and this is a factor of excellence in managing human resources. Indicators that less is hard work, so it is advisable when the hard-working attitude improved the achievement motivation will increase. Winkel (1983: 29) states achievement motivation (achievement motivation) is one of the intrinsic motivation is the driving force in a person to reach the highest achievement possible. If the specified level is reached, a person feels satisfied and give praise to himself, if not so then he will feel disappointed, because it needs to be considered in the management of human resources for the development of achievement motivation.

Job satisfaction significantly influence employee performance, job satisfaction improved means if it will significantly influence employee performance improvement. Job satisfaction is an indicator of satisfaction with regard to extrinsic and intrinsic satisfaction. Descriptive analysis showed all the indicators of job satisfaction namely extrinsic and intrinsic satisfaction of contributing to job satisfaction and intrinsic satisfaction dominant. All items of intrinsic satisfaction indicators obtain a high responder, but some items of extrinsic satisfaction indicators are lacking. Item extrinsic satisfaction is meant to be developed are: recreational holiday program, in return for retirement benefits, rewards to employees who excel, and special attention to employees who excel, as well as career promotion need to first consider the achievements and seniority. Apabi-la items were developed then descriptively will increase customer satisfaction has also increased the mean extrinsic job satisfaction, and ultimately enhance employee performance.

It seems that employees of a business unit BPR Krian Region Mojokerto look intrinsic rewards in return which gives the dominant contribution to job satisfaction. This is in accordance with the opinion of Edward Lawler in Gibson et al. (1996) who argued that some extrinsic rewards are satisfied because they lead to other benefits. That is, some items extrinsic rewards are sufficient to meet the needs and sufficient to meet employee satisfaction to a certain extent and employees began to prioritize the needs of intrinsic. In accordance with the theory of Maslow's hierarchy of need, when a level of need has been satisfied it would appear other needs which in turn also need to be satisfied. From the results of this study are encouraged to be improved are:

1. Extrinsic Rewards in the form of recreation holiday program, in return for retirement benefits, awards and attention to employees who excel, as well as career promotion need to first consider the achievements and seniority
2. The intrinsic rewards of increased creativity, developed the employees in occupations that provide autonomy and authority to make decisions, and monitoring are not excessive.

Job satisfaction significantly influence employee performance. As it is known that job satisfaction is an attitude that arises based assessment of the employment situation. In simple terms, it can be said that a disgruntled employee prefers his situation than dissatisfied. The results are consistent with the findings of Jewell and Siegall (2000: 543) states that there is a positive relationship between performance and job satisfaction for the subjects who were given appropriate award. The nature and magnitude of satisfaction and performance is highly dependent on the contingency awards that have been set up and established by the company. While elements of job satisfaction are: pride, a sense of reach, recognition, progress, and challenges. His research also detects job satisfaction (job satisfaction) with the concept of both extrinsic and intrinsic rewards.

Furthermore, based on the results of this study in which job satisfaction affect the performance and of the description of the employees have job satisfaction especially high intrinsic satisfaction means that the dimensions of job satisfaction factors that exist have been met, then management elements in the environment business unit BPR Territory Krian Mojokerto may need consider new approaches in managing job satisfaction, a popular one is the corporate mystic. Hendricks and Ludeman (1998: 40-41), related to job satisfaction tries to offer a new idea called corporate mystic ", of which states:

1. Work with conscience, because the work is not just for the satisfaction of the material, but more important is to cultivate potential spiri-tual and personal, as well as the development actuality of identity. Someone who works only for the satisfaction of the material, will only be a waste of time in his life. They are stuck in a job that is monotonous, boring, because it is done without a clear and focused vision, integrity, independent and strong, responsive and intuitive faculties

2. The company is full of mystique (corporations are full of mystics). If you want to succeed in the job, then identify and understand all mis-teri, both in yourself and the environment you are working,

3. The Corporate Mystics is the worker who with his awareness as long lu maintain a spiritual relationship with oneself, others, nature and environment. They will work on the foundation of integrity, trying to catch the vision with patience and encourage the growth potential of the maxi-mall partners. They work between two worlds, the spiritual world and the real business world. In other words, they might be called a visionary, tireless with both feet still tread the earth.

4. Some of the characteristics that characterize them as the corporate mystics are: 1) Dare to desire increase knowledge, 2) More concerned with contributions than consumption information against anyone, 3) Non-dogmatic spiritual, 4) Open to pe rubahan, 5) have a sense of humor (sense of humor), 6) Cultivate self-discipline, and 7) have a sense of balance.

5. The Mystic as a Leader: Becoming the source. Be a leader as the source of all sources. A mystic corporate leadership will greatly enjoy if he could act as a source of integrity, vision and intuition for all members of the organization.

6. The practical mystic: Spirited solutions to everyday business problems, consisting of: 1) Commitment, because people are not committed to their work, are less likely to be productive, 2) Managing projects, train and use intuition strategic to feel and deal with problems that suddenly arise, and 3) Creating wealth, (wealth) in the sense of material as well as love or affection, is not a gift that can come on suddenly, but must be pursued in a planned and consistent presence.

Discussion on the contribution of each factor dimensions and the direct and indirect influence over the corresponding results of the analysis show that:

- 1) Directly leadership or authority has no significant effect on employee performance.
- 2) Indirectly leadership task behavior and relationship behavior has a negative influence on employee performance
- 3) Indirectly power and personal power position does not have a significant impact on employee performance
- 4) Leadership task behavior significantly influence achievement motivation and job satisfaction
- 5) Leadership relationship negatively affect job satisfaction
- 6) The power position has no significant effect on employee performance, organizational climate, achievement motivation and job satisfaction
- 7) Personal power only significant effect on achievement motivation
- 8) Organizational climate and job satisfaction have a significant effect on the performance of employees, while the achievement motivation did not have a significant effect on employee performance

This means, that in order to improve the performance of employees in the business unit BPR Krian Region Mojokerto then:

1. Leadership is more important than the exercise of power.
2. Leadership style task behavior is more effective than the leadership style of relationship behavior for leadership task behavior significantly influence achievement motivation and job satisfaction, while the leadership of relationship behavior only significant effect on job satisfaction.
3. Leadership task behavior and relationship behavior indirect negative effect on employee performance, which means therefore need careful consideration in the development of job satisfaction and organizational climate for flights between these two variables significantly influence employee performance
4. Leadership relationship behavior negatively affect job satisfaction; therefore, we recommend the application of relationship behavior more proportionate and not excessive so as not to bring negative impact on job satisfaction and employee performance
5. Both styles of leadership oriented relationship behavior and task behavior had the indirect effect is negative, led to speculation that the style of leadership in environmental business unit BPR Territory Krian Mojokerto not effective enough to improve the performance of employees, because the workers are generally already known enough about the job and the duties of each so that they can work well according to the standard job duties. For example, concerning: what jobs employees, who should do, when and where the work should be completed, as well as how the work was to be done, everything is set, understood and implemented according to the job description respective positions and work procedures of the applicable standards in the BPR.

To improve the performance of employees in the business unit BPR Regional Leadership Krian Mojokerto it should be more oriented to job satisfaction and organizational climate has a significant influence on employee performance. The two variables are more oriented to the needs of employees. As we know, the conceptual framework for the lattice managerial (managerial gird) assumes that most leaders forked mind, that one branch of the attention to people and one branch more attention to production. The grid matrix

managerial relationship, there are 9 positions along the vertical and horizontal axis. According to Blake and Mouton assumptions, attention to production and complementary task to achieve effective work. The best-performing manager in the style of 9.9 (type of team management), compared to the 9.1 style (type autocracy) or 1.9 (type of country club). If the results of the analysis of this study is associated with the theory of the managerial grid, the style of leadership that apply within the business unit BPR Krian Mojokerto Territory is between 5.5 type (organization man management) and 9.9 (team management). The analysis showed leadership style oriented relationship behavior and tasks are equally high, but more likely to behave in a relationship, and relationship behavior has a negative effect on job satisfaction, which in turn affect the performance of employees.

The results showed the leadership style oriented to human needs proportionally more advanced than the use of power (either positional or individual). Results of research mene-mukan positive conditions as required by the health of banks. Leadership proved sufficient managerial ability and leadership (leadership) as well as the employees are professional enough in Melak-ment of its tasks. However, it is suggested oriented leadership on the human element in the environment business unit BPR Territory Krian Mojokerto need to be developed not excessive and proportionally communication between leaders and subordinates are effective, employee performance evaluation system is based on the objective assessment and feedback, as well as the development career paths and implementation of promotion done on the basis of achievement.

Descriptive analysis of the performance related to an objective performance targets in both categories, mainly due to the contribution of items: measurable performance targets (measurable) and the relevance of objective performance targets (relevant), thereby supporting the achievement of the vision, mission, and goals of the organization. While the issue of whether the performance goals defined can be achieved or not (achievable) relatively still at levels sufficient, and who obtained the lowest response is the factor specification of objective performance goals. It seems that the objective performance goals are formulated according to the majority of respondents still less specific. Loading factor analysis results show that the achievement of the period (time frame) that is clearly a contributing dominant item. While the target indicators of competency seen that concern inter-personal (interpersonal understanding) is the dominant item.

Descriptive analysis of employee performance within business units BPR Krian Region Mojokerto, concerning the target indicators of competency is generally quite good. All items of target indicators of competence supposedly most respondents classified as good, which is the 19th item as follows: analytical thinking, conceptual thinking, information seeking, strategic thinking, organizational awareness, initiative, achievement motivation concern for quality and accuracy, interpersonal understanding, Influencing others, leadership, teamwork, self-confidence, developing others, building relationships, work / operational integrity, directness, customer services orientation, and organizational commitment.

Generally, employees have a good competence regarding jobs and tasks. As is known, each position requires a different set of competencies but interacting. Kompetensi set which is required for a position referred to as the competence profile. The competencies of each employee are evaluated highly dependent on the duties and responsibilities of workers. Thus, the competency targets to be achieved and the basis for evaluating the competence required is in the competence profiles defined for each position.

Competence performance in this study were evaluated and rated by measuring the depth or intensity of the respective competencies possessed by the employees. In this case pengumpulkan competency performance data based on questionnaires, so the employees sought to assess himself and assess his colleagues. The results of the study indicate that in general the average employee has reached the intensity of the competencies required, and could further be developed better future. As noted Soetalaksana (1998: 4), the growth of a bank should have a sustainable growth (sustainable growth), but many banks in certain years achieve development in all aspects, but in subsequent years was not able to defend it.

## 6. Conclusion

1. The leadership style in the business units BPR Krian Mojokerto Territory is between type 5, 5 (organization man management) and type 9, 9 (team management); who tend to be oriented relationship behavior, although the relationship behavior and task behavior both in the high category. Dimensions factors oriented leadership style tasks obtain high response is: work practices and work planning, higher than the organization of work and control of work. Work planning, organizing work, work performance, and control of the work contributed significantly to the task behavior. Planning work gives the dominant contribution, that is, to improve the behavior of the priority tasks is the planning of the work.

2. All dimensions of leadership behavior factors relations obtain a high responder, with the deployment of more varied data. Provision of support and ease of communication obtain a higher response, while the ease of interaction and activity of listening is also quite high but lower than the provision of support and ease of communication. All dimensions of factors: the provision of support, co-tele- convenience, ease of interaction and liveliness listening to significantly contribute to the leadership of relationship behavior. Liveliness listening contributing dominant, meaning that if you want to improve the relationship-oriented leadership priority is listening liveliness.

3. The personal power seems to be more prominent than the power position. All dimensions of factors: legitimate power, reward power, coercive power and obtain a high responder, but which contribute significantly to the power position only legitimate power. This means that if the use of power position to be improved then developed legitimate power should not reward power and coercive power. All dimensions of factors: power expertise and reference power high gain feedback from respondents; The second dimension of these factors also contribute significantly to the personal power, where power reference shows the dominant contribution; shows that the future should be more oriented private power reference power. Organizational climate, achievement motivation and job satisfaction of respondents who earn relatively high. Dimensions of factors: the ethos / work culture contributes significantly to organizational climate and internal conflicts are not significant. This means to support the organizational climate

conducive ethos / work culture needs to be managed primarily a social relationship with the boss and an employee needs to be improved as well as maintain the situation and working conditions are conducive.

4. All dimensions of factors namely: orientation success, respect for time, hard work and networking are contributing significantly to the achievement motivation and orientation success shows the dominant contribution. All indicators are obtained respondents, particularly high response network, success orientation, and appreciate the time but the indicators of hard work still need to be improved. The descriptive results show when the motivation of achievement to be improved so that the priority is the development orientation of success in addition to hard-working attitude.

5. All dimensions of factors namely: intrinsic rewards and extrinsic rewards to significantly contribute to job satisfaction, and intrinsic rewards are dominant. It shows that you need to develop is the intrinsic rewards. All items of intrinsic satisfaction of respondents obtain a high, but some items of extrinsic satisfaction felt less namely: recreational holiday program, in return for retirement benefits, rewards and special attention to employees who excel, as well as career promotion need to first consider the achievements and seniority. If these items are developed, then descriptively will increase extrinsic satisfaction which means improved job satisfaction. Intrinsic satisfaction that needs to be developed towards autonomy and authority.

Leadership task behavior and relationship behavior is not a significant direct effect on employee performance. However, the task of leadership behaviors significant effect on achievement motivation and job satisfaction, while the leadership of relationship behavior has a negative effect on job satisfaction.

6. Leadership task behavior and relationship behavior is not A direct negative effect on employee performance through organizational climate, achievement motivation and job satisfaction. This indicates improved performance through leadership should be more proportionate primarily concerned with the management of job satisfaction and organizational climate. Relationship behavior has a negative effect on job satisfaction so that the behavior of relationships in providing support, convenience for berkomu-nication, easy to interact, active listening should not be excessive and disproportionate.

7. The use of power or position for personal power does not have a significant direct effect on employee performance, but the power of personal influence on achievement motivation.

The use of power and personal power position also does not have a significant indirect effect on employee performance through organizational climate, achievement motivation and job satisfaction.

8. Organizational climate and job satisfaction have a significant direct effect on employee performance, while the achievement motivation did not have a significant influence on employee performance.

## 7. Suggestions

1. Suggested rearranges good leadership behavior orientation task and relationship behavior, because it proved both turned on causing a potentially negative influence indirectly on performance karyawan, especially the leadership of the relationship orientation negative direct effect on job satisfaction. In this case the necessary liveliness menyimak in proportion to the needs of employees, as well as ease of suggested personal interaction is limited proportionally but the interaction for the benefit of the task needs to be improved.

2. Causality improving employee performance can also be done through the improvement of the organizational climate and increase job satisfaction for these two variables proved to have a significant direct effect on employee performance.

a. To improve employee performance through organizational climate suggested maintaining the ethos / culture conducive work and develop social relationships with superiors and among employees secara proporsional.

b. To improve the performance of employees through job satisfaction are advised to prioritize the needs intrinsic to give the dominant contribution to job satisfaction. Job satisfaction significantly influence employee performance and job satisfaction is high especially intrinsic satisfaction and extrinsic satisfaction of the bulk items except recreational vacation, retirement benefits, rewards and special attention to the achievement and promotion of career karyawan consider the achievements and seniority. It is advisable to consider new approaches in managing job satisfaction, a popular one is the corporate mystic consciousness encourage workers to always maintain a spiritual relationship with oneself, others, nature and the environment around them. They work on the foundation of integrity, trying to catch the vision with patience and would promote the development of the full potential partners. They are satisfied to work between two worlds, the spiritual world and the real business world.

3. Improved performance of employees can also do descriptively through increased performance goals, objectives and targets for the competence.

a. To improve the performance of the suggested objective achievement through the development period (time frame) that is clear from the work planning and formulation of specific performance targets.

b. To improve the performance of competence suggested by developers-an awareness of interpersonal (interpersonal understanding), the ability to think conceptually (conceptual thinking), awareness organization (organizational awareness), the ability to think strategically (strategic thinking), the ability to think analytically (analytical thinking), the directionality (directiveness), the ability to build relationships (relationship building), the ability to search for information (information seeking), kepedualian quality and accuracy (concern for quality and accuracy), as well as service orientation to customers (customer services orientation).

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