

RINGKASAN

Pengaruh Kepemimpinan Dan Pengembangan Sumber Daya Manusia Terhadap Kepuasan Kerja Dan Motivasi Kerja Serta Kinerja Karyawan PT. Bank Pembangunan Daerah Sulawesi Selatan (Bank Sulsel)

Kinerja Bank Sulsel secara finansial mengalami peningkatan dari tahun ke tahun. Namun kondisi tersebut tidak secara langsung menunjukkan peningkatan kinerja karyawan. Masalah kinerja karyawan yang dihadapi Bank Sulsel, antara lain penyelesaian tugas oleh karyawan tidak sesuai dengan yang diharapkan perusahaan dan pengguna jasa (nasabah). Oleh karena itu, dipandang perlu melakukan penelitian yang menguji dan menganalisis faktor-faktor yang mempengaruhi kinerja karyawan. Kepemimpinan dan pengembangan sumber daya manusia diharapkan mampu menciptakan kepuasan kerja karyawan. Kepuasan yang dirasakan akan menimbulkan motivasi untuk menghasilkan kinerja karyawan yang diharapkan.

Tujuan penelitian ini ialah menjelaskan pengaruh kepemimpinan dan pengembangan sumber daya manusia terhadap kepuasan kerja, motivasi kerja, dan kinerja karyawan. Hasil penelitian ini diharapkan dapat dijadikan acuan oleh industri perbankan khususnya Bank Sulsel dalam pengambilan kebijakan, keputusan dan program pengembangan bisnisnya.

Penelitian ini menggunakan rancangan eksplanatif (konfirmatif) dengan analisis deskriptif dan analisis inferensial dengan menggunakan *Structural Equation Modeling (SEM)* yang berbasis teori dan konsep, dengan $\alpha = 5\%$ yang digunakan untuk menguji signifikansi variabel penelitian. Populasi dalam penelitian ini adalah karyawan Bank Sulsel yang ada di kantor pusat maupun di 34 kantor cabang sebanyak 917 orang. Sampel dalam penelitian ini menggunakan teknik *cluster random sampling*, berdasarkan wilayah/ area. Data primer dihimpun menggunakan kuesioner. Data sekunder diperoleh dengan cara pengambilan data yang telah tersedia di Kantor Bank Sulsel yang berkaitan dengan penelitian ini, sedangkan wawancara dimaksudkan untuk mendapatkan data awal dan informasi lebih mendetail dalam hubungannya dengan obyek penelitian.

Hasil penelitian ini menunjukkan bahwa: 1) kepemimpinan berpengaruh signifikan terhadap kepuasan kerja, 2) pengembangan sumber daya manusia berpengaruh signifikan terhadap kepuasan kerja, 3) kepemimpinan berpengaruh signifikan terhadap motivasi kerja, 4) pengembangan sumber daya manusia berpengaruh signifikan terhadap motivasi kerja, 5) kepemimpinan berpengaruh signifikan terhadap kinerja karyawan, 6) pengembangan sumber daya manusia berpengaruh signifikan terhadap kinerja karyawan, 7) kepuasan kerja berpengaruh signifikan terhadap motivasi kerja, 8) kepuasan kerja berpengaruh

signifikan terhadap kinerja karyawan, dan 9) motivasi kerja berpengaruh tidak signifikan terhadap kinerja karyawan.

Pengembangan model teoritik kepuasan – motivasi – kinerja yang digunakan dalam penelitian ini dapat digunakan untuk memecahkan masalah kinerja karyawan. Esensi temuan adalah kepemimpinan dan pengembangan sumber daya manusia berpengaruh terhadap kinerja karyawan melalui variabel intervening kepuasan kerja dan motivasi kerja. Hasil penelitian ini dapat memberikan kontribusi bagi kepentingan Bank Sulsel dalam upaya meningkatkan kepuasan kerja, motivasi kerja, dan kinerja karyawan melalui kepemimpinan dan pelaksanaan program pengembangan sumber daya manusia. Hubungan pengaruh antar variabel penelitian merupakan model penyederhanaan atas kompleksitas fenomena masalah kepuasan kerja, motivasi kerja, dan kinerja karyawan, sehingga model penelitian ini adalah model *problem solving* yang baik.

SUMMARY

The Effect of Leadership and Human Resources Development on Job Satisfaction and Job Motivation and Employees Performance at PT. Bank Pembangunan Daerah Sulawesi Selatan (Bank Sulsel)

Financial performance of Bank Sulsel has increased from year to year. However, isn't directly indicate an increase in employee performance. Problems of employee performance faced by Bank Sulsel, among others, the completion of tasks by employees doesn't correspond to the expected enterprise and customers service. Therefore, deemed necessary to conduct studies that examine and analyze the factors that affect employee performance. Leadership and human resource development expected to create job satisfaction of employees. Perceived job satisfaction will lead to employee motivation to produce the expected performance.

This study aims to explain the effect of leadership and human resource development on job satisfaction and job motivation and employees performance. The results of this study expected can be used as a reference by the banking industry, especially Bank Sulsel in making decision, policy, and business development programs.

This research used the design explanative (confirmative) with descriptive analysis and inferential analysis using Structural Equation Modeling (SEM) based theories and concepts, with $\alpha = 5\%$, which is used to test the significance of the research variables. The population in this study were employees of Bank Sulsel which in consist of the head office and 34 in branch offices as many as 917 people. The sample in this study using cluster random sampling technique, by region/ area. Primary data was collected using a questionnaire. Secondary data obtained by taking the data that has been available in the Office of Bank Sulsel relating to this research, while the interview is intended to obtain preliminary data and more detailed information in relation to the object of research.

The results of this study indicate that: 1) leadership has a significant effect on job satisfaction, 2) human resource development has a significant effect on job satisfaction, 3) leadership has a significant effect on job motivation, 4) human resource development has a significant effect on job motivation, 5) leadership has a significant effect on employee performance, 6) human resource development has a significant influence employee performance, 7) job satisfaction has a significant effect on job motivation, 8) job satisfaction has a significant effect on employee performance, and 9) job motivation does not significantly affect on employee performance.

The development of theoretical models of satisfaction - motivation - performance used in this study can be used to solve the problem of employee performance. The essence of the findings is the leadership and human resource

development affect employee performance through the intervening variable of job satisfaction and job motivation. The results of this study contribute to the interests of Bank Sulsel in an effort to increase job satisfaction, job motivation and employee performance through leadership and implementation of human resource development programs. Effect relationship between variables is a model study of the complexity of the phenomenon of problem simplification of job satisfaction, job motivation and employee performance, which may be the answer to the formulation of the problem, so that this research model is a good model of problem solving.

ABSTRACT

The Effect of Leadership and Human Resources Development on Job Satisfaction and Job Motivation and Employees Performance at PT. Bank Pembangunan Daerah Sulawesi Selatan (Bank Sulsel)

This study aims to explain the effect of leadership and human resource development on job satisfaction and job motivation and employees performance. Analysis by using Structural Equation Modeling (SEM) with alpha 5% to test the significance of research variable. The data were taken from all Bank Sulsel employees using cluster random sampling technique. The total respondents were 184 respondents. Questionnaire (main instrument), interview, observation, and documentary were used in collecting the data.

Results of analysis (at significance level of 5%) showed that: 1) leadership has a significant effect on job satisfaction, 2) human resource development has a significant effect on job satisfaction, 3) leadership has a significant effect on job motivation, 4) human resource development has a significant effect on job motivation, 5) leadership has a significant effect on employee performance, 6) human resource development has a significant influence employee performance, 7) job satisfaction has a significant effect on job motivation, 8) job satisfaction has a significant effect on employee performance, and 9) job motivation does not significantly affect on employee performance.

Keywords : Leadership, Human Resources Development, Job Satisfaction, Job Motivation, Employees Performance.