

Effect of Learning Organization, Leadership and Workload on the Performance of Employees of the Central Office PT. BANK RIAU KEPRI

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Abstract

The purpose of this research is to describe the affect of organizational learning, leadership and workload to the employee productivity. This research is conducted to the employee of Bank Riau Kepri main office that from the data, their productivity is fluctuative since 2012, it indicates that employee performance not yet optimized during the last 4 years. The total population is 263 employees of the Central Office Bank Riau Kepri. The sampling technique used in this research is formula slovin, in order to obtain a total sample of 159 people. The model used in this study is a model of causality or relationships influence. To test the hypothesis that will be proposed in this study, the data analysis using quantitative methods by using multiple regression analysis is linear regression. The results of this research showed that (1) is jointly variable organizational learning, leadership and work load significantly influence the performance of employees of the Central Office PT. Bank Riau Kepri. (2) organizational learning factors partially influence on employee performance of the Central Office PT. Bank Riau Kepri, (3) partially influence the leadership factor to employee performance Central Office PT. Bank Riau Kepri, and (4) factors partially workload does not affect the performance of employees of the Central Office PT. Bank Riau Kepri. R Square obtained at .473, and Adjusted R Square of 0.463 . This can be explained that variable of organizational learning, leadership and work load affect the performance of employees of Central Office PT. Bank Riau Kepri.

Key words : Organizational Learning, Leadership, Workload, Employee Performance

INTRODUCTION

Employees and the company are two things that can not be separated. Employees play a major role in running the company's life and active players of each organization's activities. Wheel of life is a good company if the company has a good employee performance were finally able to create a good performance anyway. Good employee performance can be seen from all sides. Therefore, performance appraisals are needed by companies to determine the extent to which employees are able to participate in the development and growth of the company.

One that can be taken the company to survive is to improve performance. The work done in achieving improved performance starting from the workers in the company. Workers in the company is a resource that should always be evaluated, because it is a key success factor and determinant of the company's future.

Performance is the result of the quality and quantity of work accomplished by an employee in carrying out their duties in accordance with the responsibilities given to him "(Mangkunagara (2000; 67). Employees have a responsibility to complete the amount of work within a certain time which is the workload for workers tersebut. High and low workload depends on the level of complexity of work procedures, work demands, work tempo, and the job responsibilities are not the same. This causes the speed in completing the work and performance of each worker is not the same in accordance with their respective workloads.

The measures of the performance of employees proposed by the Isyandi Bernandin & Russell (2004), namely:

1. Quantity of work, is the amount of work done within a specified time period.
2. Quality of work, is the quality of the work achieved under the terms of suitability and readiness.
3. Job knowledge, is the breadth of knowledge on employment and skills.
4. creativeness, is the originality of the idea and the ideas generated, and actions to resolve issues that arise.
5. Cooperation, is the willingness to cooperate with other people or fellow members of the organization.
6. Dependability, is consciousness to be trusted in terms of attendance and completion of works.
7. Initiative, is the spirit to carry out new tasks and in growing responsibilities.
8. Personal Qualities, is related to personality, leadership, hospitality and personal integrity.

Statement Robbins (2003: 127) that the success of an organization in achieving business objectives through mobilizing others in the organization or institution can not be separated from the capacity, role, behavior and characteristics of a leader. Characteristics of a leader include the nature of leadership, leadership functions, factors restrictions leadership, decision-making action, and participation in decision-making. Leaders are required to work constantly to improve job performance or the performance of subordinates.

Similarly, the employees of the Central Office PT. Bank Riau Kepri as employees whose jobs tend to be strategic, both in terms of policy making as well as publish and maintain the products and services of the bank, plan, project specific work, promotion up to preserve and re-evaluate the product / service of the bank that has issued. On the one hand, the creativity and innovation of employees is necessary, but routine work such as monitoring, analysis and reports would be made in accordance with the provisions.

Employees' workload is quite heavy because the central office must continue to adjust to government policy, the regulator (Bank Indonesia and the FSA) and third parties such as other banks, Institute for Research, ATM Bersama, and so forth. Each occurrence of errors or problems in each of the bank's activities, can be fatal such as the imposition of administrative sanction or a fine from regulators. Errors decision-making is also a direct impact on the operational units that office has a policy that has been made by the employees of the central office, it will have an impact on operational risks at the unit office or on customer loyalty, where the role of leadership is needed by employees in order to determine measures steps to achieve performance in line with expectations.

The research focus is on changing human nature atau individu employees to be aware of the potential. Continuous learning is the core of the learning organization. Besides learning organizations must look into himself. In other words there is no instant learning that can be applied equally to all parties. Learning organization more strength to the organization's ability to assess who he is, who the people in it are then used as a source of analysis in determining the appropriate learning model with the characteristic of an organization. To meet the challenges that need to be cooperation between the organization and individuals therein, the sensitivity of the mission and vision, the ability to know the expectations of employees, as well as the ability to change the attitudes and behaviors of employees. It is expected with the current condition of full competition, which is ready to be alive and who is not ready to be left behind, the employee may be motivated to always improve, good mental attitude and skills.

Research related to organizational learning, leadership and workload on employee performance've ever done. Siti Makrufah research results (2011) and Muchni Marlukan (2011) concluded that organizational learning has a significant influence on employee performance. Research Rahmila Sari (2012), Puspa Maharani (2012), Maulizar (2012) concluded that leadership influence on employee performance. Research Agrippa Toar Sitepu (2012), Adhani Rizki Akbar (2012) concluded that the effect is not significant workload on employee performance. Based on previous studies phenomena and concludes that they are different, the writer interested to study more in the way of doing scientific research on: "Influence of Organizational Learning, and Leadership on Employee Performance Workload Office PT Bank Riau Kepri".

The research was conducted at the headquarters of PT Bank Riau Kepri. Issues raised related to employee performance problems. Based on the pre-research, the factors affecting the performance of the employees in this office there are 3 things that observed organizational learning, leadership and workload. Learning organization is regarded as the organization's ability to create, acquire, transfer, and unite the knowledge that impact on performance improvement. Thus, companies have the ability to learn to be more quickly recognize changes in the environment and act accordingly waktusehingga will be able to achieve competitive advantages in (Prahalaad and Hamel, 1990: 45). Siti Makrufah research results (2011) and Muchni Marlukan (2011) concluded that organizational learning has a significant influence on employee performance. Furthermore, variables suspected to affect the performance of the employee is leadership. The current leadership as one of the factors that can affect the performance of employees need to be considered. It is caused due to frequent changes in leadership that do cause employees to make adjustments back so it will have an impact on the work that is charged to the employee even if it is management policies in order to increase employee performance. Siagian (2009) argues would say that there is quality leadership in an organization plays a very dominant role in the success of the organization in organizing various activities especially noticeable in the performance of the research pegawainya. Rahmila Sari, et al (2012), Puspa Maharani (2012) and Maulizar, et al (2012) concluded that leadership influence on employee performance.

In addition, the workload of employees of the central office of PT. Bank Riau Kepri as employees who carry out work that is strategic as a policy, the Company Manual (BPP) which must always conform with government

regulations, Bank Indonesia and the Financial Services Authority and subject to change in line with the country's economy. Policies made by employees of the central office will be used by all employees in the unit office. On the one hand, the central office employees are also required to do routine work in which every policy that has made its implementation should continue to be monitored and reported to the regulator and if there are problems in the banking activities, need to be evaluated and developed as a form of organizational learning. Errors or omissions in the decision-making central office employees, can have an impact on the emergence of the sanctions that have been set by the government and the regulator to decrease the trust and customer loyalty to the bank. This is where the role of leader is needed employees in order to guide the steps to be undertaken employees in order to achieve the performance as expected.

Their inter-relationship between workload with the employee's performance has been suggested by (Lisnayetti and Hasanbasri: 2006) that "The workload is high will cause a lack of performance". Where it can be explained that the higher workload of an employee received will affect the performance of the employee. Rizky Akbar research results Adhani (2012) and Agrippa Toar Sitepu (2012) concluded that the workload has positive influence on employee performance.

RESEARCH METHODS

Research location

This research was conducted at PT. Bank Riau Kepri Central Office spread over three (3) lokasikantor, namely:

1. Jalan Sudirman No. 377 Pekanbaru,
2. Office Complex Grand Sudirman Jalan Datuk Maharaja Setia Pekanbaru, and
3. Building Syariah Jalan Sudirman No. 628 Pekanbaru.

Population and Sample

The study population was all permanent employees (headquarters), amounting to 250 people plus 13 employees Sharia Business Unit Division of PT Bank Syariah Riau Kepri. Thus the population in this research were 263 people.

In connection with many populations, it will be sampling by calculation using the formula

proposed Slovin Husein (2001: 108) as follows:

$$n = \frac{N}{Nd^2 + 1}$$

Information :

n = the sample size

N = population size

d = percent tolerance inaccuracy due to sampling error chill, which is 5%

Based on the above formula, the sample size is considered to be representative of the population using a confidence level of 0.05 (5%) are:

Based on the number of working population of 263 employees, the sample can be used with a tolerable error rate of 5% is as much as 159 employees.

Technical Analysis Data

In this study used multiple linear regression analysis because it is used to measure the effect of more than one predictor variable (independent variable) on the dependent variable, so in this study multiple linear regression analysis were used as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information :

Y: The dependent variable (performance of employees)

a: Constants

b1: regression coefficient learning organization

b2: regression coefficient leadership

b3: The regression coefficient variable workload

X1: Variable Learning Organization

X2: Variable Leadership
X3: Variable Workload
e: error

Data analysis was done using computer tools with SPSS 17 (Statistical Program of Social Science).

Tests Validity and Reliability Test Equipment

1. Test Validity

- Organizational Learning (X1)

Based on trial results we concluded that the research instruments of the 6 items such measuring instruments are declared valid as 6 items for r table $>$ r count. This shows that the whole question of organizational learning can be an indicator in this study.

- Leadership (X2)

Based on the results of testing instruments conclusion, the eight items such measuring instruments are declared valid by 8 items for r table $>$ r count means valid. It shows the whole question of leadership can be an indicator in this study.

- Workload (X3)

Based on the results of testing instruments conclusion, the fifth item of the measuring instrument is declared invalid by 5 items for r table $>$ r count means valid. This shows the entire query workload can be used as an indicator in this study.

- Employee Performance (Y)

Based on the results of testing instruments conclusion, the eight items such measuring instruments are declared valid by 8 items for r table $>$ r count means valid. This shows that the whole question of employee performance can be an indicator in this study.

2. Test Reliability

Based on the summary of the reliability test can be seen that the coefficient of Cronbach Alpha (α) in each variable $>$ 0.60. With reference to the opinion expressed by Nunally all the questions in the variable is reliability.

Testing Assumptions classic

1. Normality Test

Normality test results using the Kolmogorov-Smirnov showed that all variables have values asymp. Sig (2-tailed) above 0.05, which amounted to 0.107 organizational learning, leadership of 0.650, the workload of 0.059, so it is stated that all variables have a normal distribution. The dependent variable employee performance also has asymp. Sig (2-tailed) above 0.05 by 0.612 then stated that the dependent variable has a normal distribution.

2. Testing Multicollinearity

In general, if VIF is greater than 10 then the variables has problems multicollinearity with other independent variables. Meanwhile, if viewed across the model in this study there are no multicollinearity problems.

3. Testing Heteroskedastisity

Therefore all the classic assumption test results which include data normality test, multicollinearity, autocorrelation and heterokedasitas test proved not occur on a regression in this study.

Hypothesis testing

1. Test the coefficient of determination (R²)

Retrieved R square of 0.655, and Adjusted R Square of 0.648. This shows that the percentage contribution of independent variables (learning organization, leadership and workload) on the dependent variable (performance of employees) amounted to 65.5%, while the remaining 34.5% is influenced by other variables not included in this research model.

2. Test Statistic Fresult

s of hypothesis testing above that obtained F count 97.895 F table is greater than 2.43 (attached). This means that the variable of organizational learning, leadership and workloads simultaneously have a significant influence on employee performance.

3. Test Statistic t

Employee Performance = 4.968 + 0,312Pot + 0,605KPt - 0,005BKt + ϵ t

a. Learning Organization shows the results obtained t t test of 3.835 with 0.000 significance greater than ttable is 1.975. This means that the learning organization can explain their employee performance and organizational learning influence on employee performance of of the Central Office Bank Riau Kepri.

b. Leadership (KP) shows the results obtained t t test of 9.435 with 0.000 significance greater than ttable is

1.975. This means leadership variables may explain the variable performance of employees and their leadership influence on employee performance of the Central Office Bank Riau Kepri
c. Workload (BK) shows the test results obtained t of -0.051 with a significance of less than $0,959$ table is 1.975 . This means that the variable workload can not account for the variable employee performance and the absence of leadership influence on employee performance of the Central Office Bank Riau Kepri.

DISCUSSION AND RESULTS

Regression analysis gives the result that the independent variables consist of organizational learning, leadership and workloads used in this study together have a positive and significant impact on the performance of employees of the Central Office Bank Riau Kepri. Learning organization is regarded as the organization's ability in creating, acquiring, transferring, and unifying knowledge impact on improving performance. Thus, companies have the ability to learn to be more quickly recognize changes in the environment and act in time so that it will be able to achieve competitive advantages in (Prahalad and Hamel, 1990: 45).

In this research, organizational learning does not affect the performance of employees. while research Siti Makrufah (2011) and Muchni Marlitan (2011) concluded that organizational learning has a significant influence on employee performance. Not the influence of organizational learning on employee performance due to understand the ability of the organization in creating, acquiring, transferring, and unifying knowledge takes time and the need for synergy with employees. While on the one hand, given the workload demands a lot of time so very little time available. The current leadership as one of the factors that can affect the performance of employees need to be considered. It is caused due to frequent changes in leadership that do cause employees to make adjustments back so it will have an impact on jobs that are charged to the employee. The success of an organization both as a whole and of various groups within a particular organization, is highly dependent on the quality of leadership that is contained within the organization. Siagian (2009) argues would say that there is quality leadership in an organization plays a very dominant role in the success of the organization in organizing various activities especially noticeable in the performance of their employees.

The influence of leadership on the performance of employees of the Central Office Bank Riau Kepri according to research Rahmila Sari, et al (2012), Puspa Maharani (2012) and Maulizar, et al (2012) concluded that leadership influence on employee performance. Problems central office employees of the Central Office Bank Riau Kepri is on the workload of the employee's headquarters as employees performing strategic work such as making policies such as Manual Company (BPP) which must always conform with government regulations, Bank Indonesia and the Financial Services Authority, which always changes with economic conditions country. Policies made by employees of the central office will be used by all employees in the unit office. On the one hand, the central office employees are also required to do routine work in which every policy that has made its implementation should continue to be monitored and reported to the regulator and if there are problems in the banking activities, need to be evaluated and developed as a form of organizational learning. Errors or omissions in the decision-making central office employees, can have an impact on the emergence of the sanctions that have been set by the government and the regulator to decrease the trust and customer loyalty to the bank. This is where the role of leader is needed employees in order to guide the steps to be undertaken employees in order to achieve the performance as expected.

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CONCLUSION

Based on research conducted on the employees of the Central Office Bank Riau Kepri can be summarized as follows:

1. Together variable organizational learning, leadership and work load significantly influence employee performance of the Central Office Bank Riau Kepri.
2. Factor organizational learning partially influence on employee performance of the Central Office Bank Riau Kepri. This shows that the way of thinking positive employee and work together in the face of any problem, the ability of employees in dialogue with both, as well as the willingness of employees to support the organization's vision and be able to raise a good cooperation, affect employee performance. But the ability to complete the work in ways appropriate and prompt as well as the ability to recognize themselves well and trying to sort needs to be increased again.

3. The leadership factor partially influence on employee performance Office of the Central Office Bank Riau Kepri. This illustrates that employees already assume the leadership of a figure of a leader who is decisive, willing to accept input from subordinates, able to adapt and be flexible and able to develop a work program were good. But leaders need to build better communication to our employees, as well as in making decisions, it is necessary to consider the risks better, and be more rational and objective in acting.
4. Factors workload partially no significant effect on the performance of employees of the Central Office Bank Riau Kepri. It is shown the many demands and the weight of the head office employee, but the performance still achieved. It is more influenced by the way a leader in the distribution of tasks and adjust the volume of work and the willingness of employees to apply learning organization with continuous improvement of each face of the problems faced.

SUGGESTION

Following up the conclusions in this study, it can put forward some suggestions at the same recommendations as follows:

1. Organizational learning in this study have an influence on employee performance, therefore it is suggested that the indicator of the ability of employees to complete the work in ways appropriate and prompt needs to be improved so that performance can be achieved optimally. As well as indicators of the ability of employees to identify themselves well and trying to overcome it need to be improved, so that if employees have to know its shortcomings well, employees will attempt to overcome the shortcomings, for example by submitting themselves to training and to continue to learn how to improve the ability of themselves outside company, or by counseling with the Division of Human Capital, and seek advice from the company about the shortcomings, whether it should be given training or if required, carried a mutation to the part where the shortcomings do not affect the work and performance.
2. Leadership effect on employee performance, are therefore recommended to the leadership to be in constant communication with both the employees, because with good communication, will spur the willingness of employees to follow directions and orders from superiors to achieve a common goal. In addition, leaders also need to be more rational and objective in acting, as well as in taking any decision, it is necessary to consider the risk is all the more so as the expected performance of companies can be achieved smoothly and well.
3. The workload does not affect performance significantly, but companies need to pay more attention to the job analysis with the volume of work granted to employees, and provide comfort to employees in carrying out the work so that it can concentrate on getting work done, as well as more routine counseling for employees, given the many employees' workload can affect the psychological aspects of the employees.
4. In terms of human resource development should be of the Central Office Bank Riau Kepri is expected to provide more motivation bak again against employees so that employees feel more considered by the company, both in terms of the welfare of employees, ie a match between the workload of remuneration granted, increasing employee competency through training needed employees and the adjustment of the load employee with the expertise of employees to the expected performance can be improved.

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