The Influence Of Visionary Leadership, Talent Management, Employee Engagement, And Employee Motivation To Job Satisfaction And Its Implications For Employee Performance All Divisions Of Bank Bjb Head Office

Neneng Hayati

Abstract: This study aims to determine, analyze and examine the visionary leadership, talent management, employee engagement, employee motivation, job satisfaction and employee performance, and the effect of visionary leadership on job satisfaction, the influence of talent management on job satisfaction, the effect of employee engagement on job satisfaction, the influence of Employee Motivation on Job Satisfaction and the effect of Job Satisfaction on Employee Performance All Divisions Of Bank Bjb Head Office. The method used in this study is a survey method, in accordance with the expected objectives, namely descriptive and verification methods. The unit of analysis in this study is employees of the Head Office Division of the BJB Bank, with a sample of 327 people, and the analytical method used is the Structural Equation Model (SEM). Based on the analysis of research results, the following findings are obtained, Visionary Leadership is in the good enough to good category, Talent Management is in the good enough to good category, Employee Engagement is in the good enough to good category, Work Motivation is in the good enough to good category, Job Satisfaction is in the quite good to good category and Employee performance is in the quite good to good category. Visionary Leadership has a significant effect on Job Satisfaction, Talent Management has a significant effect on Job Satisfaction, Employee Attachment has a significant effect on Job Satisfaction, Work Motivation has a significant effect on Job Satisfaction, Visionary Leadership, Talent Management, Employee Engagement and Employee Motivation simultaneously influences Job Satisfaction and Job Satisfaction has a significant effect on Employee Performance All Divisions Of Bank Bjb Head Office.

Keywords: Visionary Leadership, Talent Management, Employee Engagement, Work Motivation, Job Satisfaction, Employee Performance, SEM

1. INTRODUCTION

Indonesia’s economic development policies, will greatly depend on the role of national banking. This Bank of Indonesia acts as the Central Bank which has the authority to regulate economic stability through monetary policy, of course, having a large share in the economy. By analyzing the economic conditions that are taking place in the State of Indonesia, the monetary authority must remain prepared to pay attention to what policies are appropriate to be implemented in order to reduce the problem of instability that occurs in the economy, and not make policies that can actually worsen the economic situation. Changes in the paradigm of managing a company as a business organization are very dependent on the quality of human resources. Changes that occur in various sectors, have occurred rapidly, this has caused a change in the role and function of human resources in an increasingly important position and more strategic. Thus the change in the role of human resources becomes inevitable, as a result of the emergence of various phenomena in the global era. Banking companies that act dynamically and think creatively and innovatively, this can distinguish banking companies from other competitors, thus providing differentiation for customers to create an image for banking companies. The amount of pressure in the competitive world has driven banking companies to always look for and find new ways to adapt business models to remain competitive in the banking industry itself. One of the banks that is relatively stable in the ranking of the top 12 is the Bank BJB. Even when compared to other regional development banks, the bjb bank is one of the largest banks in Indonesia. At present PT. Regional Development Banks of West Java and Banten, Tbk. or better known as Bjb Bank is the largest Regional-Owned Enterprise in Indonesia and is a bank that is always trying to make a transformation towards the ranks of large banks in the national arena, in accordance with its vision is to want to be one of the 10 largest and best-performing banks in Indonesia. In order to achieve the bank’s vision of the bjb towards the top ten rankings, various efforts are still being made by management, namely by maintaining and improving quality and productivity so that the performance results achieved by banks will be higher. In addition, the bank also increased the synergy of all levels of management by increasing HR competencies, continuing to foster public confidence in marketed products and improving services. Considering the vision of the BJB bank wants to make it the 10th largest bank in Indonesia, it will depend on the quality of its leaders, starting from the leadership at the central, regional, and branch levels. At the central and regional levels, the leadership must have a vision far ahead, meaning that the leader becomes a visionary leader, Where visionary leadership will be able to bring the bank bjb far ahead, survive in long-term units, be able to develop talent management to produce talented employees, able to encourage employee engagement, and at the same time be able to encourage the motivation of employees.

2. LITERATURE REVIEW

Visionary Leadership

According to Robbins and Judge (2015: 195) “visionary leadership is leadership to create and emphasize a vision that is realistic, trustworthy, and interesting about the future for an organization that grows from the present and improves the present”. That vision, if chosen and implemented as it should, will provide a lot of energy so that the impact will start the future by inspiring the skills, talents, and resources to make it
happen. Four important roles for effective leadership and at the same time serve as dimensions in visionary leadership
1) Determinants of direction
2) Change agent
3) Spokesperson
4) Coach

Talent Management
According to Mangusho, et. al (2015), states that "talent management is a process undertaken to ensure that key positions within the company can be filled internally by means of first", establishing a talent development center group consisting of a group of human resources that have companies high skills and qualifications.
According to Capelli (2008), states that the overall dimensions of talent management include:
1) Employee recruitment (Recruitment)
2) Retention of employees (Retain)
3) Employee development (Development)

Employee Engagement
According to McLeod, (2009), said that "employee engagement is a sense of emotional attachment to work and organization, motivated and able to provide the best ability of employees to help succeed from a series of tangible benefits for organizations and individuals"
According to Schaufeli, et al, (2002), indicators of engagement consist of three, namely:
1) Passion (Vigor).
2) Dedication
3) Preoccupation with work (Absorption)

Motivation
According to Luthans (2006: 20), provides an understanding that, "motivation is a process that starts from the lack, both physiologically and psychologically that raises behavior or encouragement directed to achieve a specific goal or incentive". The dimensions of motivation according to Mc Cleland in Rivai (2011) consist of:
1) Achieving Needs.
2) Need for adaptation
3) The need for power

Job Satisfaction
According to Wibowo (2013: 132) that "Job Satisfaction is the level of one’s feelings as a positive assessment of his work and workplace environment". Workers with high job satisfaction experience positive feelings when they think about their assignments or take part in task activities. Workers with low job satisfaction experience negative feelings when they think about assignments or take part in their work. According to Kreitner and Kinicki (2014: 169) that the results of research at Cornell University developed the Job Descriptive Index (JDI) to assess someone’s job satisfaction with the following dimensions:
1) Work
2) Salary
3) Promotion
4) Co-workers
5) Supervision

Employee Performance
According to Veithzal Rivai (2009: 548-549), states that "Performance is a real behavior that is displayed every person as a work achievement generated by employees in accordance with their role in the company". Employee performance is a very important thing in an effort to achieve goals. Another term of performance is called "performance". The dimensions used in the performance variable are based on the performance that has been set at the Bank bjb in accordance with the Decree of the Board of Directors Number 140 / SK / DIR-SDM / 2014, namely:
1. Job Quantity
2. Skills
3. Quality of Work
4. Cooperation
5. Responsibility
6. Utilization of Work Time

Research Position
The position of this study compared to previous research, can be described as follows:
1. This research is more complex and in-depth because it uses SEM analysis, in addition to examining employee performance variables, and employee satisfaction, there are also visionary leadership variables, talent management, employee engagement, and employee motivation.
2. The scope of research is aimed more at bank bjb divisions.
3. This research is more specific, namely examining employees at supervisor level and above.

Thus the nature of this research, it can be concluded that this dissertation research is new research in the banking sector, which is as a development of previous dissertations.

3. THINKING FRAMEWORK

2.3.1 Relationship of Visionary Leadership and Talent Management
According to Christine Manopo (2011) stated that Talent Management starts from the Chief Executive Officer (CEO), because the CEO is the party most responsible for leadership regeneration. In addition, the CEO plays an important role in determining the business strategy, talent needs in the business (talent map), talent criteria, and the number of talent pool levels needed, placement of talents in key positions, and conducting individual evaluations of each talent.

2.3.2 Relationship of Visionary Leadership and Employee Engagement
According to Gaddi (2004), one of the factors that can increase employee involvement (engagement), including leadership, behavior that shows support and motivation support, involvement and motivation in working can be given by a leader to his subordinates, because leadership is the driving force and determinant of an organization's journey.

2.3.3 Relationship between Visionary Leadership and Employee Motivation.
Luthans (2006: 688) explains that leaders have an interpersonal role to use their influence to motivate and
encourage subordinates to achieve organizational goals. According to Riani (2011: 13), Manager (leader), always trying to balance performance with rewards, as a motivation that supports the implementation of tasks in the long term unit.

2.3.4 Relationship between Talent Management and Employee Attachment
Bhatnagar (2007), in his research in accordance with the direction and objectives in the study. When the workload given by the company to employees is low, the employee engagement is also low and vice versa if the middle work load shows a high level of employee engagement. According to Sadeli (2013) also mentioned the practice of talent management as well as organizational culture affect employee engagement, while organizational support indirectly affects employee engagement where the organizational support dimension is the strongest dimension in the engagement variable.

2.3.5 Relationship between Talent Management and Motivation
According to Charan et al., (2001). States talent development will depend on the motivation variable, if employee motivation is high, the development of talent management will be better for increasing efficiency. According to Rothwell & Kazanas (2003) revealed his theory about how the strategic development of talented employees in order to encourage increased employee motivation.

2.3.6 Relationship between Employee Attachment and Motivation
According to Brown in Muchinsky, (2003) said that employee engagement refers to the degree to which a person is psychologically siding with his organization and the importance of work for his self-image. Employees who have a high work engagement can be stimulated by their work and immersed in their work.

2.3.7 Effects of Visionary Leadership on Employee Job Satisfaction
According to Ivancevich (2007: 198) explains that the behavior (behavior) of leaders influence the performance and satisfaction of followers besides that also Robbins and Judge (2008: 110) explained that one of the roles and functions of leadership is to create employee job satisfaction. Kreitner and Kinicki in Wibowo (2013: 505) explained that there is a strong attachment, which shows that managers can influence significantly by increasing the job satisfaction of their subordinates (employees).

2.3.8 Effect of Talent Management on Employee Job Satisfaction.
According to Jyotsna (2007), stated that talent management can increase employee productivity and job satisfaction in achieving the expected business performance. According to Avedon (2011) states that talent management as a set of integrated processes and procedures used by organizations to attract, maintain, develop, and improve job satisfaction, and move talent to achieve organizational strategic goals.

2.3.9 Effects of Employee Attachment on Employee Job Satisfaction.
According to Massi and Cooke, (2000), states that the Leader is a factor that can mobilize the power and effort of employees and can support the company in developing its business. Leadership is proven to be able to bring about more fundamental changes, such as changes in the values, goals, and needs of subordinates and these changes have an impact on the emergence of job satisfaction due to the fulfillment of higher needs.

2.3.10 Effect of Motivation on Job Satisfaction
Employee work motivation affects employee job satisfaction. This is supported by the opinion of Robbins (2002: 55) that an unmet need creates tension, thereby stimulating an impulse in an individual. This drive results in a search to find certain goals which, if achieved, will satisfy needs.

2.3.11 Effect of Job Satisfaction on Employee Performance
McShane and Glinow (2010: 111) explain that high performance is influenced by the amount of salary, consequence, job satisfaction while low performance is influenced by low pay and job satisfaction.

4. RESEARCH HYPOTHESES
Based on the description of the above framework, supported by several relevant theories from the experts, the writer draws the following hypothesis:

1. There is an influence of visionary leadership, talent management, employee engagement, and employee motivation on employee job satisfaction.
2. There is an influence of visionary leadership on employee job satisfaction.
3. There is an influence of talent management on employee job satisfaction.
4. There is an influence of employee engagement on employee job satisfaction.
5. There is an influence of employee motivation on employee job satisfaction.
6. There is an influence of job satisfaction on employee performance.

5. RESEARCH METHODS
The method used in this study is a survey method. The determined survey method is explanatory survey, because it will explain the relationship between the variables studied. This research was conducted on employees in the Divisions in the bank bjb Central office in the City of Bandung, West Java Province. The variables used in this study consisted of the dependent variable and the independent variable.

1. Free Variable or Independent Variable (exogenous)
   In this study the independent variables related to the problem under study are Visionary Leadership (X1), Implementation of Talent Management (X2), Employee Engagement (X3) and Motivation (X4)
2. Intervening Variables
   In this study the intermediate variable is job satisfaction (Y).
3. Bound or Dependent Variables (endogenous)
   In this study the dependent variable related to the problem under study is Employee Performance (Z).

The study was conducted on permanent employees who were placed in the Head Office of the BJB bank, thus the members of the population were all permanent employees.
who worked at the Headquarters of the BJB bank. In the BJB bank there are 25 divisions, with the number of employees categorized in the categories above Grade 6 to Grade 10 as many as 1779 employees. Based on the Slovin formula, a sample of a population of 1779 people can be calculated with an error rate of 5%, so the number of samples obtained was 327 respondents. However, in this study in order to anticipate the existence of a questionnaire that did not return for various reasons in order to continue to meet the minimum number of samples that have been determined, the researchers added 5 percent, namely as many as 16 employees so that the total number of respondents to be investigated was 343 employees. This study uses a multivariate Structural Equation Modeling (SEM) technique. The software used to process data is Lisrel. Lisrel makes it possible to test the relationship between latent variables (so we can test substantive theories), and also the indicators (so we can assess the quality of measurements).

6. RESULT AND DISCUSSION

4.1 Data Analysis
This section will describe the descriptive analysis of data obtained from the distribution of questionnaires and also verification analysis to test the formulation of hypothesis testing based on Structural Equation Modeling.

Verification Analysis
After analyzing the research instruments, and descriptive analysis based on data collected from the questionnaire, then tabulation of raw data is made in the form of a data matrix. The raw data obtained has an ordinal measurement scale. The next step is to use research data in the form of interval scales, then the data analysis is carried out with Structural Equation Modeling (SEM) and the hypothesis hypothesis is tested. As a result of using Structural Equation Modeling using LISREL 8.8, a model like the following Figure is obtained.

Analysis of the structural models of the research that was formed was carried out by taking into account the values or figures of the relationship coefficients that emerged from each model. In this analysis the values of the Fit Conformity Indicators will be discussed as the LISREL output.

The results of the model’s suitability measure show that the model obtained meets all GOF criteria. The results of the measurement model of the accuracy of the model (Goodness of Fit measures) showed the model “Visionary Leadership, Talent Management, Employee Attachment and Employee Motivation on Job Satisfaction As well as Its Implications on Employee Performance” is a good model to describe the relationship of variables studied. Based on the Lisrel program data processing results for structural model 1, in accordance with the proposed hypothesis the following results are obtained:

\[
Y = 0.4041X1 + 0.3125X2 + 0.3079X3 + 0.2748X4, \\
\text{Errorvar.} = 0.2153, R^2 = 0.7847 \\
(0.06243) (0.07088) (0.07466) (0.1312) \\
(0.05839) \\
6.0522 5.4641 5.0028 4.5627 4.6337
\]

Based on the above equation it can be explained that the Job Satisfaction variable is positively influenced by Visionary Leadership with a path coefficient of 0.4041, positively influenced by Talent Management with a path coefficient of 0.3125, positively influenced by Employee Attachment with a path coefficient of 0.3079, and positively influenced by employee motivation with a path coefficient of 0.2748. Based on the correlation value and path coefficient obtained from the results of calculations with Lisrel 8.72, it can be seen the magnitude of the direct and indirect influence of Visionary Leadership, Talent Management, Employee Attachment and Employee Motivation towards Job Satisfaction. Job Satisfaction is influenced by direct and indirect effects. The direct effect of the Visionary Leadership variable is 16.33% while the indirect effect through Talent Management, Employee Engagement and Employee Motivation in sequence is 5.45%; 3.38%; 3.49%. The direct effect of the Talent Management variable on Job Satisfaction was 9.77% while the indirect effect through Visionary Leadership, Employee Engagement and Employee Motivation sequentially was 5.45%; 2.23%; 1.66%. The direct effect of Employee Engagement variables on Job Satisfaction is 9.48% while the indirect effect through Visionary Leadership, Talent Management and Employee Motivation in sequence is 3.38%; 2.23%; 1.47%.
Employee Attachment was 3.49% respectively; 1.66%; 1.47%. Based on the calculation of the total effect partially the greatest is the Visionary Leadership variable with a total effect on Job Satisfaction of 28.65%. So that conclusions can be drawn to improve job satisfaction must be supported by the presence of good Visionary Leadership. However the influence of other variables that influence the Job Satisfaction studied in this study is also quite large, namely Talent Management, Employee Engagement and Employee Motivation with total influence partially respectively by 19.10%; 16.55%; 14.17%. Structural model 2 illustrates the relationship between Job Satisfaction and Employee Performance, which is stated in the following hypothesis: That Job Satisfaction Affects Employee Performance. Based on the results of Lisrel program data processing for structural model 2, In accordance with the proposed hypothesis the following results are obtained:

\[ Z = 0.9183Y, \text{ Errorvar.} = 0.1567, R^2 = 0.8433 \]
\[ (0.1181) \quad (0.05490) \]
\[ 8.4372 \quad 4.1635 \]

Based on the above equation it can be explained that the Employee Performance variable is positively influenced by the Job Satisfaction variable with a path coefficient of 0.9183, meaning that if Job Satisfaction increases then Employee Performance will increase by the path coefficient of 0.9183 or any increase of Job Satisfaction will contributed to the increase in Employee Performance of 0.9183 units.

7. CONCLUSION AND RECOMMENDATION

Conclusions
The results of the descriptive analysis show that in general transformational leadership, the implementation of talent management, employee engagement, motivation, job satisfaction and performance are included in the quite good to good category. Verification analysis results show (1) transformational leadership, the implementation of talent management, employee engagement, and motivation simultaneously affect job satisfaction, (2) transformational leadership has an influence on job satisfaction, (3) the implementation of talent management has an influence on job satisfaction, (4) employee engagement has an influence on job satisfaction, (5) motivation has an influence on job satisfaction, (6) job satisfaction has an influence on employee performance.

Recommendations
Efforts should be made to increase visionary leadership at the Bank BJB, so companies must always encourage leaders to attend leadership education and training, so that the four dimensions of visionary leadership can be increased, especially in improving the ability and determining the direction of the company, the ability to become agents of change, the ability to become a company spokesperson, and the ability to be a coach. In determining the leadership of the Bank BJB, must pay attention to the ability and dedication of the prospective leader, so that the leader is able to think far ahead, able to anticipate all changes and developments of the era, in a highly competitive era and the demands of increasingly diverse, detailed and specific needs become very relevant. The concrete steps that need to be taken by the BJB bank in enhancing the two lowest aspects of visionary leadership, include: 1) Leaders must be able to increase their skills in negotiating with various business partners and local government parties, especially governors, regents and mayors in West Java province and Banten. 2) Leaders must further improve the implementation of guidance to their subordinates, especially to harmonize the division of tasks of employees in accordance with their competencies. Efforts should be made to develop the talent management of bank BJB employees who are more encouraging to increase the work ability of employees, and to develop employee satisfaction. Efforts to improve and enhance the three dimensions of talent management, especially the ability to deploy, the ability to retain employees, and the ability to develop. In order to improve the implementation of talent management at the BJB bank, it is necessary to monitor the program regularly and as an evaluation to measure progress, plan and improve and ensure the achievement of the goals of the talent management program. The concrete steps that need to be taken by the BJB bank in enhancing the two lowest aspects of talent management, include: 1) Company leaders must strive to provide opportunities for subordinate career choices, in accordance with the competencies of subordinates and in harmony with the interests of their subordinates. 2) Company leaders must be more motivating and encouraging subordinates to get the opportunity to achieve promotion quickly. Efforts should be made to increase the linkages of bank BJB employees which further encourage the improvement of employee skills, and competencies and responsibilities. It must grow and develop employee satisfaction. Efforts to improve and enhance the three dimensions of employee relations, especially improvement: enthusiasm for work, developing dedication and respect, ability to retain employees, and developing and feeling preoccupation for workers. In order for employees to be more engaged in their work, there must be support from leaders, and relationships with strong leaders, especially in terms of communication. Effective communication can create a comfortable environment and create an employee work ethic. The concrete steps that need to be taken by the bank BJB in improving employee relations, include: 1) employees must be encouraged to always improve employee mental maturity so that employees are ready to face various challenges in carrying out their work. 2) employees are encouraged to further enhance their sense of pride in the positions and achievements achieved so far. Efforts to increase the motivation of BJB bank employees that are more encouraging to increase motivation must foster employee satisfaction. Efforts to improve and enhance all three dimensions of employee motivation, especially improvement: the need for achievement, the need to adapt with other employees, the development of power. In order to increase employee motivation, the leader gives a good role model to his subordinates, so that subordinates will increase his work motivation. The concrete steps that need to be taken by the bank BJB in increasing employee motivation, include: 1) employees must be encouraged to be senasa not build more cooperative cooperation with their peers, as well as with customers and business partners. 2) employees are encouraged to further increase their willingness to occupy higher positions, with the achievement of time that is not too long. There needs to be an effort to increase the satisfaction
of bank bjb employees so that employees will be more enthusiastic in carrying out their work, and will be more encouraging in improving the performance of their employees. Efforts to improve and improve the five dimensions of employee motivation, especially improvement: Job quality, Salary improvement, Promotion promotion, increasing interaction with colleagues, and developing supervisory skills. In order to increase employee satisfaction, the company / company manager of the bank bjb must always encourage continuous improvement of talent management, besides that the company must continue to provide rewards, as a form of attention to employees who have high talent. Considering that employee relations are the dominant variable, the company / company leadership of the bank bjb must continuously improve employee linkages in all company activities. Various improvements related to the improvement of the dimensions of talent management, the company must continuously improve and develop optimally. Considering work motivation as a dominant variable, but the effect is smallest, then the company / head of the bank bjb company must continuously increase employee motivation, especially those who come from him. In addition, the company increased various attention to the needs of its employees, both in financial and non-financial forms. Since job satisfaction has a very significant effect on the performance of bank bjb employees, the company / company leadership must continuously improve employee satisfaction. Efforts to increase employee satisfaction, in the form of career development opportunities, improving their welfare, and giving awards to various achievements he achieved, as well as building togetherness and social solidarity.

8. REFERENCES

[8] Bhatnagar (2017); Talent Management Strategy of Employee Engagement in Indian ITES Employees: Key to Retention Employee
[9] Sadeli (2013); The Influence of Leadership, Talent Management, Organizational Culture and Organizational Support on Employee Engagement