

## PENGARUH PERILAKU PIMPINAN DAN PRAKTIK MANAJEMEN SUMBER DAYA MANUSIA TERHADAP BUDAYA ORGANISASI DAN KINERJA BANK PERKREDITAN RAKYAT DI JAWA TIMUR

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### Abstract

*The aims of the research are: 1) to analyze and prove the influence of leader's behavior factors to BPR organization culture in East Java; 2) to analyze and prove the influence of leader's behavior factors to BPR organization performance in East Java; 3) to analyze and prove the influence of practice of human resources management factors to BPR organization culture in East Java; 4) to analyze and prove the influence of practice of human resources management factors to BPR organization performance in East Java; and 5) to analyze and prove the influence of organization culture to BPR organization performance in East Java. The research is carried out in Public Credit Loan Banks (BPR) in East Java. The samples represent BPR in KBI Surabaya, Malang, Kediri, and Jember, represented by BPR in Sidoarjo, Malang, Kediri, and Jember municipals. The size of the sample is 108 BPR units with number of respondent are 259 respondents. Data analysis in the research is using Structural Equation Model (SEM). Based on the results of research and analysis: 1) Hypothesis 1 is denied, 2) Hypothesis 2 is accepted, 3) Hypothesis 3 is accepted, 4) Hypothesis 4 is accepted, 5) Hypothesis 5 is accepted. The great contribution in practice of human resources management variable is career planning and working assurance. In leader's behavior variable, the great contribution is participative behavior since employee's ability will develop significantly if he is given opportunity to express his idea during decision-making process. On the other hand, organization culture has negative influence to performance especially bureaucracy in organization culture which has significant contribution in reducing BPR performance. Thus, it is suggested that management should not create bureaucratic atmosphere within the organization*

**Keywords :** Leadership Behavior, Human Resources Management Practice, Organization Culture and organization Performance

### Pendahuluan

Sebagai bagian dari industri perbankan nasional, dan akibat keterbatasan daya jangkau operasional bank-bank komersial maka keberadaan Bank Perkreditan Rakyat (BPR) telah memberikan andil yang cukup besar bagi perekonomian nasional khususnya di daerah-daerah. Namun daya saing itu sendiri harus diperkuat karena BPR tidak hanya harus mampu bersaing dengan BPR lainnya tetapi juga harus mampu bersaing dengan bank-bank umum dalam hal pemberian kredit khususnya bagi Usaha Kecil Menengah (UKM).

Kecenderungan akhir-akhir ini memperlihatkan bahwa semakin banyak bank umum yang mulai serius menggarap segmen pasar menengah-kecil (*retail banking*), hal ini diperkirakan cepat atau lambat bisa mengancam keberadaan BPR yang memang mengandalkan hidupnya dari pasar tersebut (Kiryanto, 2001). Namun secara umum dapat dikatakan BPR masih memiliki prospek cerah

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