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## Top Management Vision Through Role Models, Determination and Dicsiplines

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**Abstract:**

*The purpose of this research is to examine the relationship of role models, determination, and discipline, on establishment of top management vision. The sampling method used was purposive sampling.*

*The data was collected directly from 50 respondents who are Branch Managers at BTPN in Indonesia, using a questionnaire. The method of analysis used in this research is single linear regression and multiple regression.*

*The results show that role models, determination, and diciplines have a positive relationship on top management vision. This means that variation in the top management vision (Y) can be explained by the three independent variables being, the role models (X<sub>1</sub>), the determination (X<sub>2</sub>), and the diciplines (X<sub>3</sub>).*

*The results of the t test showed that all three independent variables have a positive and significant relationship on top management vision. Determination to occupy the highest positions, compared to role models and disciplines, has a very strong relationship with top management vision.*

**Keywords:** *Top management vision, role models, determination, diciplines.*

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## **1. Introduction**

Bank Tabungan Pensiunan Nasional (BTPN) is the national private Bank in Indonesia which was originally a Savings Bank but was later renamed a public Bank on 22 March 1993. BTPN Bank offers operational service activities to the customer, like deposits and loans. But the Bank's main activity revolved around retired and active employees. In order to expand its business activities, BTPN cooperates with PT Taspen, so BTPN not only provides loans and loan repayment deductions, but can also execute "Tri Taspen Programs", i.e. the payment of old age, Savings Social Security Payments, labor and Pension Payments. As of March 12, 2008 BTPN was listed on the Indonesia stock exchange and officially holds the title *tbk* (open). And on March 14, 2008, the Texas Pacific Group officially acquired 71, 61% of BTPN.

Global challenges affect the sustainability of the organizations and this increases the quality of the roles and functions of leadership through the management functions i.e. planning, organizing, and monitoring actions. The quality of leadership will support the success and progress of the company in its competition with others. Management science is the art of managing organizations and this is urgently needed so that the direction of the Organization is in accordance with the expected vision. The role of the leader is very central in an organization to be able to plan, organize, conduct and evaluate organizational performance. Currently, many private banks that are experiencing performance failure can attribute this to the role and functions of the Organization's leaders.

The role of vision in the Organization describes the aspirations or direction for the future of the Organization in accordance with the objectives of individuals and work units. Action management organizational leaders manage the property of the Organization and are in control of the quality of the leadership and organizational performance. As the leader, one's inherent role includes; managing employment and stimulating employees by giving praise and support through awards and incentives. The support given comes in the form of better infrastructure, qualified staff, improvement of work environment, etc. Leaders also play a role in the delivery of information to external as well as to the internal parties, making sure the distribution of information is well designed and on target. A leader's decisions affect specialization of labor, departmentalization, chain of command, span of control, centralization, decentralization and formalization. BTPN employees must work quickly and carefully to reach challenging targets. On the other hand, the recipients of the loans of BTPN became more challenging for employees since employees must be able to keep the Non-Performing Loan (NPL) low. It is a stressor for employees in carrying out his work. The response in the face of the stressor, is that employees are experiencing tiredness or sickness. Based on the research undertaken by Atteya (2012), work stress has a positive and significant effect on job performance, which will affect the attitude of the employees.

One of the challenges in managing human resources in BTPN is the work discipline enforcement. Based on employee attendance, data shows that the rate of delay without the permission of superiors during the reporting year 2015 each month is high not including delays with permission. Thus, it can be concluded that the delays are a clear indication of violations against discipline compliance with working hours.

All private banks in Indonesia are competing to stay healthy and have a clear market share. The vision of the top management of the bank is necessary so that the bank has a clear direction in the conduct of its business. The research objective is to examine and analyze the relationship of role models, determination, and discipline, on the establishment of top management vision. Literature about establishment of top management vision through, for example, determination and disciplines is limited, therefore this fundamental research is required to explore the variables that contribute to the establishment of top management vision. This research is a quantitative research utilizing primary data. This study explored the variables that contribute to the establishment of top management vision in the banking industry which currently should be more innovative to win more stringent competition in the banking sector. This research is an empirical research on one private bank, therefore will contribute to a recommendation for the private bank policy.

## **2. Literature Review**

Based on data from Banking Statistics “Otoritas Jasa Keuangan”, until 2017, the position of the first quarter of the largest banks in Indonesia, namely the BCA, Mandiri, BRI, BNI, and CIMB Niaga. Bank BRI in the first position with total assets of Rp 954.2 Trillion, while Bank Mandiri occupies the second position with a total of owned assets amounting to Rp. 910.4 trillion, the BCA occupies third position as the largest bank with total assets of Rp. 674.3 trillion. Meanwhile, the assets of BTPN grew 11 percent from Rp 83.6 trillion on March 31, 2016 to Rp 92.9 trillion at the end of March 2017.

Robbins (2008) said that management is a process that starts from planning, organizing, leading and controlling. Management itself is a concept of organising and controlling, like in the field of marketing it is called marketing management, in finance it is referred to financial management, in human resources it is referred to human resource management, in operations they are called operations management. Robbins (2008) also says management starts from top management through planning that is setting a vision for the organization. The vision statement at an institution, organization or company usually shows the direction of the future. A leader who has a dream of the future may lead individuals, groups and companies to success and growth. The vision of the company is managed through the management vision and includes the activities of planning, organizing, leading and controlling. Management vision is an act committed by leaders to take actions that

benefit the company in order to achieve the vision. The vision of the Organization will be headed by executive management based on the implementation of the action. According to Wibisono (2006) the vision is a series of sentences that state goals or dreams that an organization or company wants to achieve in the future. Or it can be said that a vision is a statement of where the company wants to be. The vision is also very crucial for a company in order to guarantee the sustainability and long-term success. According to Kotler quoted by Nawawi (2006) the vision of an organization as also contains the values, aspirations and needs of the Organization in the future. The formulation of an effective vision and mission statements, among others, must have such characteristics as Imaginable, Desirable, Feasible, Focused, Flexible, Communicable (Salimova and Makolov, 2016).

Davidson (1995) stated that the role of leadership is communicating the vision through education (fosters understanding of vision), authentication (fosters confidence to all parties that "the words in accordance with the Act"), and motivation (cultivate a willingness from within employees – self-motivated workforce – to behave in accordance with the objectives of the company). Seven elements to improve the effectiveness of communication of the vision are: simplicity, metaphor, analogy and example, multiple forum, repetition, leadership by example (communication of the vision will be more effective if carried out with the similarities between the words and behavior of supervisor), and give and take (communication of the vision will be more effective if the delivery is done both ways).

The planning includes planning of physical resources, financial resources and human resources (Robbins, 2008). Organizing vision in management is a series of events that leads to a situation in favor of the vision. The vision and mission are the spirit in every activity of the organization, translated into set of actions. Such actions can be measured in a key performance indicator in order to get the performance of the organization. Kaplan and Norton (2000) developed ways to build an organization that lays out the vision by using the Balanced Scorecard. Strategies that can be used include: a) Forward Integration Strategy, namely looking for ownership or increase control over distributors or retailers; b) Backward Strategy Integration is seeking ownership of/or control over the company's suppliers raise; c) Horizontal Integration namely looking for ownership or increase control over competitors; c) Market Penetration that is increasing market share through greater marketing efforts; d) Market Development, i.e. introducing products/services into new geographical areas; e) Product Development, that is increasing sales through improvements to the products/services or develop new products/services; f) Concentric Diversification, that is adding new product/service that are still associated with the old product/service; g) Diversified Conglomerate, that is adding new products/services that are not related to the old products/services; h) Horizontal Diversification, that is adding new products/services that are not related to current customers; i) Retrenchment i.e. cost reductions in economic difficulty; j) Divestment, that is

selling a division or part of the company; k) Liquidation of the company, which is selling all assets i.e., piece – cut to the real value.

According to Robbins (2008) phase control is considered as the final activity in the management. The organization's structure should be built in a way that it can run the company's vision through a functional structure, by grouping tasks or activities based on business functions such as marketing, finance, operations, etc., divisional structure to provide motivation towards employees, and controlling operations and achieve success by competing in multiple locations. The structure of the Strategic Business Unit (SBU) is to put the same divisions into strategic business units and delegating authority and responsibility to each unit. The Matrix Structure is the most complex of all existing designs because it relies on the flow of authority through vertical and horizontal communications. The structure to creation a vision consists of eight steps, among others: a). Collect information about the business that will be developed. This is done so that the vision is even more effective, and the vision should describe the ideal state of the Organization as a whole. The creation of the vision can be done using a Collective Method (working group) that is representative, consisting of five to seven people; b). Test criteria. Before agreeing the statement as the company's vision created by the Internal Analysis Team, this must be immediately contested against the proposed vision based on criteria which contain characteristics of a good vision statement and are effective as: Short, Modest, Clear, and Catchy, to the vision must be in sync with the values of the company, interconnect with clients, motivate someone to get involved, inspire, challenge people to think and be creative, has the clarity of business direction in future, and lead to unlimited progress.

Wibisono (2006) describes the vision as a series of sentences that state the goals or dreams that an organization or company wants to achieve in the future. The vision is also very crucial for a company to guarantee sustainability and long-term success. In the vision of an organization there also need to be values, aspirations and needs of the Organization in the future as revealed as stated by Kotler quoted by Nawawi (2000). The vision is a statement about the purpose of the organization and is expressed in the form of product offerings and services, fulfilment of needs, providing services to community groups, so that values are obtained as well as the aspirations and goals for the future.

Leadership is a part of the management process which achieves company goals and motivates employees to achieve the vision (Suryanto *et al.*, 2017). The success of the organization is a leader's effort to plan, organize, and oversee the performance of moving people in the organization using the resources to help achieve the goal effectively, efficiently and innovatively. Likert (1967) said behavior centered jobs is the behavior of the leader who gives great attention on the work of subordinates, and procedures related to employment whilst employee-centered behavior is behavior that is interested to build a working group so that employees are satisfied.

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Robbins (2011) stated that control is exercised through the Organization by adapting to the changing environment, limiting the accumulation of mistakes, addressing the complexity of the Organization, and minimizing the costs. Drath and Palus (2001) criticized the theories of leadership, self-dominance (charismatic leadership and trait theory) and interpersonal influence (transformative leadership, transactional leadership and contingency theory). What influences a leader is heavily dependent on the perspective of the members, because a leader is a great example to his subordinates (Criveanu and Iordache, 2015). Decision making can measure the level of knowledge and insight.

A leader has greater authority than the members in planning, organizing, and supervising subordinate performance which is supported with resources to achieve objectives effectively, efficiently and innovatively. The leader is a central figure in planning the Organization's strategy. Leaders are monitoring whether the strategy is executed as planned. In carrying out their role as the framers and evaluators strategy, leaders need to see the success of the strategy applied. One of the tools that is widely used to translate and measure the success of the strategy is the balanced scorecard. One of the functions of the balanced scorecard is to translate strategy into action. On the other hand, the balanced scorecard also gives an overview to the leader about the performance of the Organization in carrying out the strategy that has been set. The balanced scorecard is used by leaders as a monitor to see the success of the strategy. On the other hand, the tool is also used to evaluate and formulate a strategy that will be implemented in the next period.

Leaders have an important role in the formulation, implementation, and evaluation of the Organization's strategy. Therefore, deep knowledge about the internal and external environment of the Organization and management of the Organization must be mastered. The purpose of such knowledge is winning the "battle" of the Organization in its environment by implementing the right strategy.

Everyone has a purpose and a desire to achieve. In achieving the objectives people will face barriers and obstacles, so it takes a consistency to achieve goals. Determination is a process of confidence to achieve success. Motivation arises from within oneself which forms a determination and confidence which leads people to work hard with all the emotion, because determination and motivation certainly has something to do with strategy. Motivation is the impetus arising from our self or others to achieve specific objectives that have been fixed in advance in the form of a basic impulse that drives someone to behave. It is the urge in a person to move to do something in accordance. Motivation can also be described as the difference between the exercise and what you want to carry out. Motivation gets you closer to wanting to perform the task to achieve the goal (Uno, 2007).

Intrinsic motivation involves people doing an activity because they find it interesting and derive spontaneous satisfaction from the activity itself. (Gagne and Deci, 2005) Extrinsic motivation, in contrast, requires an instrumentality between

the activity and some separable consequences such as tangible or verbal rewards, so satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads. Porter and Lawler (1968) advocated structuring the work environment so that effective performance would lead to both intrinsic and extrinsic rewards, which would in turn produce total job satisfaction. This was to be accomplished by broadening jobs to make them more interesting, and thus more intrinsically rewarding, and by making extrinsic rewards such as higher pay and promotions clearly contingent upon effective performance. Implicit in this model is the assumption that intrinsic and extrinsic rewards are additive, yielding total job satisfaction (Suryanto and Thalassinos, 2017).

Self determination is a mental attitude which is characterized by a strong commitment to achieve a particular purpose though many difficulties or obstacles that hinder (Vandenbos, 2008). Christine (2014) added that self-determination is central for a person to be able to achieve objectives in his life. And Ackerman (2006) said that self-determination is a man's ability to achieve self freedom.

One theory focuses on the extent to which individual behavior can be determined and motivated by the individual themselves. This theory also examines what aspects influence a person in determining a choice in his life. This theory reveals that an individual will continue to strive to satisfy the needs of association, autonomy and competence (Ryan and Deci, 2002).

Hasibuan (2007) and Fathoni (2006) stated that discipline is the awareness and willingness of someone adhering to all company regulations and social norms in force. Discipline can be defined when employees come and go home on time, work well and abide by all company regulations. Because without the support of a good employee discipline, it is difficult to realize the goal of the company. So, discipline is the key to the success to achieve the company's goals. According to Hasibuan (2007) indicators that affect the level of discipline of employees of an organization is the goal and the ability, exemplary leadership, retribution, justice, supervision, assertiveness, punishment, sanctions and humanitarian relations.

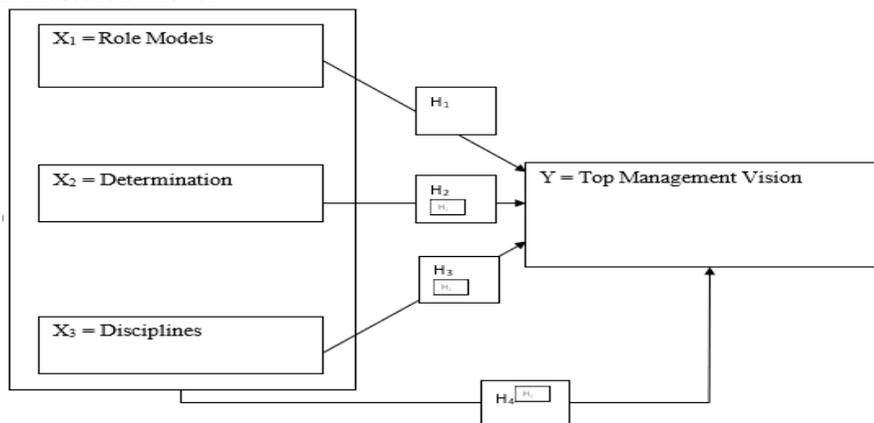
The establishment of vision by top management by giving an example, show that determination and discipline have a close relationship and need each other. The vision is a common formula regarding the desired state at the end of the planning period and the role model is the behavior displayed by the leaders to realize the Vision, while the determination is the behavior of employees in carrying out programs determined by the Organization and the estimated amount of resources which are allocated to each of the long-term programs for the next few years. Discipline is the behavior of employees in carrying out their duties consistently. Lavenant (2010) stated that educating supervisors about the rules would give them the right balance between authority and acceptance of the results of the low turnover and high productivity for the organization.

Strategic planning is used to realize the vision of the Organization and to allocate the resources needed to achieve them. In other words, an organization initially will have ideals or a goal to be achieved in the long term, the so-called vision, and to achieve the vision of an organization, the organization requires an example from leadership, determination and disciplined employees.

### 3. Methods

This study used a survey with correlational approach and examines four variables, namely the establishment of top management vision as the dependent variable, and there are three independent variables, i.e., role models, determination and discipline. The survey was conducted in Indonesia and the population in this research are the entire Branch Office Managers of BTPN consisting of 50 people. The constellation model showing the relationship between independent and dependent variables can be described as follows:

**Figure 1.** Research Model



The statistics on the research hypothesis are as follows:

- 1) The first hypothesis  
 $H_0: \rho_{y1} = 0; H_1: \rho_{y1} > 0$
- 2) The second hypothesis  
 $H_0: \rho_{y2} = 0; H_1: \rho_{y2} > 0$
- 3) The third hypothesis  
 $H_0: \rho_{y3} = 0; H_1: \rho_{y3} > 0$
- 4) The fourth hypothesis  
 $H_0: \rho_{y.123} = 0; H_1: \rho_{y.123} > 0$

where:

$\rho_{y1}$  = The coefficient of correlation between the population of role models with top management vision;

$\rho_{y2}$  = The coefficients of correlation between the populations of determination with top management vision;

$\rho_{y3}$  = The coefficient of correlation between the population of disciplines with top management vision;

$\rho_{y123}$  = The coefficient of correlation between the population of role models, determination and disciplines with top management vision.

#### 4. Findings and Argument

From the overall calculation of the test data against normality of the 50 respondents that included variables of Top Management Vision (Y), Role Model (X<sub>1</sub>), Determination (X<sub>2</sub>), and Discipline (X<sub>3</sub>) obtained a score maximum <D<sub>table</sub>. In summary, the results of the normality test can be seen in the following Table 1:

**Table 1.** Normality Test Results (Method of Kolmogorov Smirnov)

No	Score	a max	D table	Distribution
1	Y	0,126	0,192	Normal
2	X <sub>1</sub>	0,077	0,192	Normal
3	X <sub>2</sub>	0,136	0,192	Normal
4	X <sub>3</sub>	0,119	0,192	Normal

The first hypothesis in this study is that there is a positive relationship between Role Models (X<sub>1</sub>) with Top Management Vision (Y). Based on the results of a simple regression analysis calculation, variables Role Model (X<sub>1</sub>) with Top Management Vision (Y) show resulting regression direction b of 0.476 and constant a of 47,748. The relationship between the two variables can be described by the equation of regression  $\hat{Y} = 47,748 + 0,476X_1$ .

**Table 2.** Significance and linearity test of ANAVA, Role Model (X<sub>1</sub>) with Top Management Vision (Y),  $\hat{Y} = 47,748 + 0,476X_1$

Variance	df	NS	ANS	Fc	F <sup>table</sup>	
					α=0,05	α=0,01
Total	50	367.346,00				
Coefficient (a)	1	362.611,28				
Regression (bIa)	1	1.309,03	1.309,03	<b>18,34**</b>	<b>4,04</b>	<b>7,19</b>
Rest	48	3.425,69	71,37			
Tuna Fit	28	1.974,19	70,51	<b>0,972<sup>ns</sup></b>	<b>2,052</b>	<b>2,80</b>
Galat	20	1.451,50	72,58			

**Note:** NS (Number of Squares), df (Degrees of Freedom), ANS (Average Number Of Squares), \*\* (Very significant regression ( $F_{count} = 18,34 > F_{table} = 7,19$ , on  $\alpha=0,01$ )), ns (non significant, linear regression ( $F_{count} = 0,972 < F_{table} = 2,80$ , on  $\alpha=0,01$ )).

The second hypothesis in this study is that there is a positive relationship between Determination (X<sub>2</sub>) and Top Management Vision (Y). Based on the results of a

simple regression analysis calculation, variables Determination ( $X_2$ ) with Top Management Vision ( $Y$ ) show a resulting regression direction  $b$  of 0.788 and constants  $a$  of 0.094. The relationship between the two variables can be described by the equation of regression  $\hat{Y} = 0.094 + 0,788X_2$ .

**Table 3.** Significance and linearity test of ANAVA, Determination( $X_2$ ) with Top Management Vision ( $Y$ ),  $\hat{Y} = 0,094 + 0,788X_2$

Variance	df	NS	ANS	Fc	F table	
					$\alpha=0,05$	$\alpha=0,01$
Total	50	367.346,00				
Coefficient (a)	1	362.611,28				
Regression (bIa)	1	1.938,29	1.938,29	<b>33,27**</b>	<b>4,04</b>	<b>7,19</b>
Rest	48	2.796,43	58,26			
Tuna Fit	25	1.661,43	66,46	<b>1,35<sup>ns</sup></b>	<b>1,81</b>	<b>2,35</b>
Galat	23	1.135,00	49,35			

**Note:** NS (Number of Squares), df (Degrees of Freedom), ANS (Average Number Of Squares), \*\* (Very significant regression ( $F_{count} = 33.27 > F_{table} = 7,19$ , on  $\alpha=0,01$ )), ns (non significant, linear regression ( $F_{count} = 1.35 < F_{table} = 2.35$ , on  $\alpha=0,01$ )).

The third hypothesis in this study is that there is a positive relationship between Disciplines ( $X_3$ ) with Top Management Vision ( $Y$ ). Based on the results of a simple regression analysis calculation, variables Disciplines ( $X_3$ ) with Top Management Vision ( $Y$ ) show a resulting regression direction  $b$  of 1.425 and constants  $a$  of -38.506. The relationship between the two variables can be described by the equation of regression  $\hat{Y} = -38.506 + 1.425 X_3$ .

**Table 4.** Significance and linearity test of ANAVA, Disciplines( $X_3$ ) with Top Management Vision ( $Y$ ),  $\hat{Y} = -38.506 + 1.425 X_3$ .

Variance	df	NS	ANS	Fc	F table	
					$\alpha=0,05$	$\alpha=0,01$
Total	50	367.346,00				
Coefficient (a)	1	362.611,28				
Regression (bIa)	1	1.493,97	1.493,97	<b>22,13**</b>	<b>4,04</b>	<b>7,19</b>
Rest	48	3.240,75	67,52			
Tuna Fit	13	885,09	68,08	<b>1,012<sup>ns</sup></b>	<b>2,01</b>	<b>2,69</b>
Galat	35	2.355,66	67,30			

**Note:** NS (Number of Squares), df (Degrees of Freedom), ANS (Average Number Of Squares), \*\* (Very significant regression ( $F_{count} = 22.13 > F_{table} = 7,19$ , on  $\alpha=0,01$ )), ns (non significant, linear regression ( $F_{count} = 1.012 < F_{table} = 2.69$ , on  $\alpha=0,01$ )).

The fourth hypothesis in this study is that there is a positive relationship amongst Role Models ( $X_1$ ), Determination ( $X_2$ ), and Disciplines ( $X_3$ ) with Top Management Vision ( $Y$ ) with regression calculation  $\hat{Y} = a + b_1X_1 + b_2X_2 + b_3X_3$ . Based on the

results of multiple regression analysis calculation we have  $a = -49.466$ ,  $b_1 = 0.244$ ,  $b_2 = 0.502$ , and  $b_3 = 0.724$ . So, variables top management Vision (Y) on Role Models ( $X_1$ ) results in a regression direction b of 0.244, regression on Determination ( $X_2$ ) 0.502 and regression on Disciplines ( $X_3$ ) 0.724. Multiple regression equations obtained  $\hat{Y} = -49,466+0,244X_1+0,502X_2 + 0,724X_3$ .

**Table 5.** Significance and linearity test of ANAVA,  
Multiple Regression,  $\hat{Y} = -49,466 + 0,244X_1 + 0,502X_2 + 0,724X_3$

Variance	df	NS	ANS	F <sub>count</sub>	F <sub>table</sub>	
					$\alpha=0,05$	$\alpha=0,01$
Regressi	3	2609,887	869,962	18,834**	2,807	4,238
Sisa	46	2124,833	46,192			
Total	49	4734,720				
Direduksi						

**Note:** \*\* Very Significant ( $F_{count} = 18,834 > F_{tab} = 4,238$ , on  $\alpha=0,01$ ).

Based on the results of the tests listed in the table above, it can be concluded that the multiple regression model is very significant. This means there is a positive relationship between Role Models ( $X_1$ ), Determination ( $X_2$ ), Discipline ( $X_3$ ) all together with Top Management Vision (Y). The equation of multiple regression is  $\hat{Y} = -49,466+ 0,244X_1+ 0,502X_2+ 0,724X_3$ . The strength of the relationship amongst Role Models ( $X_1$ ), Determination ( $X_2$ ), and Disciplines ( $X_3$ ) with Top Management Vision (Y) showed by correlation coefficient  $R_{y.123} = 0,742$ .

**Table 6.** The test results of significance and linearity  
 $\hat{Y} = -49,466 + 0,244X_1 + 0,502X_2 + 0,724X_3$

Coefficient $R_{y.123}$	Coefficient Determination $R^2$	F <sub>count</sub>	F <sub>table</sub>	
			$\alpha=0,05$	$\alpha=0,01$
$R_{y.123} = 0,742$	$R^2 = 0,551$	18,834**	2,807	4,238

**Note:** \*\*The correlation coefficient is very significant ( $F_{count} = 18,834 > F_{table} = 4,238$ , on  $\alpha = 0,01$ ).

The correlation coefficient amongst Role Models ( $X_1$ ), Determination ( $X_2$ ), and Discipline ( $X_3$ ) and Top Management Vision (Y) amount to  $R=0,742$  with coefficient determination 55,1% meaning that Top Management Vision (Y) can be determined by Role Models ( $X_1$ ), Determination ( $X_2$ ), and Discipline ( $X_3$ ).  $F_{count}= 18,834$ , bigger than  $F_{table}=4,238$  for  $\alpha= 0,01$ , so  $H_0$  is rejected and hypothesis is accepted. It can be said that there are positive relationships amongst Role Models ( $X_1$ ), Determination ( $X_2$ ), and Discipline ( $X_3$ ) all together with Top Management Vision (Y).

**Table 7.** Rating the relationship between independent Variables  $X_1$ ,  $X_2$ , dan  $X_3$  with  $\hat{Y}$ 

Variable	Correlation	Partial Correlation Coefficient	Determination Coefficient	Rating
Determination	$r_{y2.13}$	0,460	$(r_{y2.13})^2=0,212$	First
Diciplines	$r_{y3.12}$	0,347	$(r_{y3.12})^2=0,120$	Second
Role Models	$r_{y1.23}$	0,310	$(r_{y1.23})^2=0,096$	Third

Based on the empirical data collected and statistical test results one can conclude that there is a relationship between variable (Y), namely Top Management Vision with these three independent variables; (1) Role Models ( $X_1$ ), (2) Determination ( $X_2$ ), and Discipline ( $X_3$ ). It can be described as follows:

The relationship between role models and top management vision had a positive relationship and is very significant and is ranked third in giving its contributions towards top management vision. Table 2 shows that the lowest partial correlation is role model ( $X_1$ ) with top management vision (Y) which got  $r_{y1.23}=0,310$  with a determination coefficient of  $(r_{y1.23})^2=0,096$ . This suggests that the role models can be a factor in encouraging to increase top management vision. These findings are in line with the study of the theory explaining that role models are exemplary for employees in achieving the vision. So, it can be said that role models in leadership is very important. This kind of condition would result in implementation of the achievement of top management vision.

The relationship between determination and top management vision is positive and highly significant and is ranked first in top management vision. Table 2 shows that the highest partial correlation is the variable determination ( $X_2$ ) with top management vision (Y) which got a  $r_{y2.13}=0,460$  with determination coefficient  $(r_{y2.13})^2=0,212$ . This shows that determination is one of the factors that can encourage top management vision. This finding is in line with the study of the theory about determination where the determination is the assessment of someone who turned against his/her own thinking and acts as a reference. So, it can be said that a person with high determination can push someone else's vision, given the determination of the indicators used in this study. These views are; views of one's own abilities associated with the company's purpose, namely the ability of carrying out tasks, feelings about the meaningfulness of the work environment itself, the feeling of having a good attitude, and feelings about one having the power to achieve success in accordance with the demands of the job.

The relationship between discipline and top management vision is a positive and highly significant one and is ranked second in the top management contribution to the vision. Table 2 shows that partial correlation between the variable discipline

( $X_3$ ) and top management vision (Y) got a  $r_{y3.12} = 0,347$  with determination coefficient  $(r_{y3.12})^2 = 0,120$ . This shows that discipline is one of the factors that leads the top management vision to be implemented properly. These findings are in line with the study of the theory about discipline where discipline is the person's compliance with the regulations and the norms applicable to the company. Thus, a bank employee with high discipline will complete his/her work quicker so that his/her higher performance is compared with employees who are not disciplined.

## **5. Conclusion**

First, the study found the existence of a positive relationship between role models with top management vision. This condition gives an insight that if role models improved top management vision will be achieved. Second, the study found the existence of a positive relationship between the determination with top management vision. This condition gives an indication that if bank employees increase positive determination, this will increase top management vision. Third, the existence of a positive relationship was found between discipline and top management vision. This condition suggests that the higher the discipline the higher the achievement of top management's vision. Fourth, the study discovered the existence of a positive relationship between role models, determination and disciplines together with top management vision. This condition shows that improved role models, determination and disciplines together will increase also top management vision. Conversely when there is a decrease in role models, determination and discipline will take away from top management vision.

Based on the findings above, the conclusion is that top management vision can be enhanced through increased role models, determination and discipline either partial or together.

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