

DETERMINANT SERVICE PERFORMANCE THROUGH MOTIVATION ANALYSIS AND TRANSFORMATIONAL LEADERSHIP

(Case Study: At the Regional Development Bank in South Kalimantan)

¹Ary Bastari, ²Hamidah, ³Hapzi Ali

ABSTRACT--This study aims to analyze: 1) the effect of transformational leadership on motivation on the employees of the Regional Development Bank of South Kalimantan. 2) the effect of motivation on performance service on South Kalimantan Regional Development Bank employees. 3) the effect of transformational leadership on performance service in South Kalimantan Regional Development Bank employees. The research method is: quantitative research using a survey method in question is to explain the influence or causal correlation which is called by the path analysis (path analysis). The respondents were 199 employees at the South Kalimantan Regional Development Bank. The results of the study are: 1) the influence of transformational leadership on motivation at the Regional Development Bank of South Kalimantan 2) the influence of motivation on service performance at the Regional Development Bank of South Kalimantan. 3) the influence of transformational leadership on service performance at the South Kalimantan Regional Development Bank

Keyword--transformational leadership, motivation and service performance

I. INTRODUCTION

This research was conducted at South Kalimantan Bank which includes 1 Main Branch Office, 17 Branch Offices, 11 Sub-Branch Offices, and 34 Service Point Units. Based on preliminary data, the problem encountered in this study is about the performance of South Kalimantan Bank's service quality during the 2016-2018 period, during which the service performance did not match the standards set by the bank and inconsistencies occurred in the delivery of services to its work units, although the company has completed a policy regarding the service standards of South Kalimantan Bank. The quality of service referred to is a form of consumer assessment of the level of service received with the expected level of service (Kotler, Kartajaya, & Setiawan, 2011).

In Figure 1.1. shows that service performance still does not meet South Kalimantan Bank standards. The South Kalimantan Bank's employee performance appraisal system uses performance appraisal on a per work unit basis, with contributions from customer service officers (front line). Here is picture 1.1 South Kalimantan Regional Development Bank Service Performance Data.

¹Student of State University of Jakarta, Indonesia, Email : aybatarish@gmail.com.

²Lecturer of State University of Jakarta, Indonesia.

³Lecturer of Mercubuana University of Jakarta, Indonesia.



Figure 1: Service Performance DataBank Pembangunan Daerah Kalimantan Selatan

Source: Processed by researchers(2019)

Value of service quality in 2016 increased in the second quarter from 92.68 to 94.00, but declined in the same year. Entering the first quarter of 2017, it experienced a significant decline from 2016 from 93.71 to 91.73. Then in 2018 a significant decline in the second quarter from 95.74 in the first quarter to 93.47.

After being evaluated, South Kalimantan Bank employees have worked in accordance with Standard Operating Procedures (SOPs) in terms of service. The quality of service produced should provide consistently good results or even tend to increase. But if seen from the graph, there are inconsistencies in service quality in the last three years. Conditions of inconsistency regarding the quality of service by South Kalimantan Bank employees occur with the same branch leader in the 2016-2018 period. In this case, the role of the leadership is very important in maintaining stability or improving the performance of South Kalimantan Bank employee services.

Performance in organizations is the answer to the success or failure of organizational goals that have been set. An employee's performance is an individual thing, because each employee has a different level of ability in carrying out their duties. Employee performance can be improved by providing a good example of a leader, motivating employees, guiding, and always paying attention to employees at work. Leadership is also a process of guidance by leaders to their employees in an effort to achieve organizational goals.

Motivation is the most determining factor for an employee at work. Motivation is the employee's response to a number of statements about the overall effort arising from within the employee so that the growing drive to work and desired goals can be achieved. Motivation is also important for every company, especially its benefits for employees and the company. Motivation will encourage employees to be more achievement and productive. With the motivation, it can be seen the effect of employee performance. Where employees will take action based on the desire to continue to excel.

II. LITERATURE REVIEW

Service Performance

Performance is defined by Colquitt, LePine and Wesson (2009: 37) as *"the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment"*, which

explains the concept of performance is the value of a set of employee behaviors that contribute, both positively or negatively towards the fulfillment of organizational goals.

According to Armstrong and Baron (1998), states performance is the result of work that has a strong relationship with the goals of organizational strategy, customer satisfaction, and contribute to the economy. Thus the performance is about doing the work and the results achieved from the work. Performance is about what is done and how to do it Performance can be seen as a process or result of work. Performance is a process of how work takes place to achieve work results (Wibowo, 2016: 70), whereas in the Big Indonesian Dictionary it is said that performance is (a) something that is achieved, (b) achievement is shown, (c) work ability.

Good service performance will increase the level of customer loyalty of the Bank. Customers feel comfortable and safe in making transactions and investments in the Bank itself. Service performance can also increase the trust of customers in the banking operations themselves because the better the performance of services provided by banks, the level of customer trust and loyalty will also be better (Ali, H: 2010).

Slocum and Hellriegel (2009: 127) see the relationship between performance and level of ability and motivation by defining performance as "*a function of a person's level of ability and motivation*", which means a function of one's ability and motivation level. This illustrates that performance is closely related to one's ability and motivation at work.

Robbins (2009) defines performance, which is a result achieved by employees in their work according to certain criteria that apply to a job.

Bernardin and Russel (1998: 239), performance can be defined as follows: "*Performance is defined as the record of outcomes produced on a specified job function or activity during a time period*". Based on Bernardin and Russel's opinion, performance tends to be seen as a result of a work process whose measurements are carried out within a certain period of time.

According to Nelson and Quick (2006: 191), performance is intended as a task accomplishment that can be seen from the results (outcomes) and effort (effort) as a good performance (good performance).

Performance management focuses on what organizations, managers and workers need to succeed. Performance management is managed to obtain success. Another understanding is explained by Bacal in Wibowo (2016), performance management is a communication process that is carried out continuously in partnership between employees and their direct superiors. This communication process includes the activity of establishing clear expectations and understanding of the work to be performed. The communication process is a system, has a number of parts all of which must be included, if this performance management wants to add value to the organization, managers and employees.

Service is *intangible*, meaning that it cannot be seen, felt, smelled, heard, or touched before being consumed (Tjiptono, 2012: 29). Service performance is a result of the difference between expectations and the results obtained by the company as a result of employee performance (Dhar, 2015: 421). Based on this service performance is the result of various factors that influence employees to get results / achieve the goals that have been set together.

Based on the explanation above it can be synthesized that service performance is the work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve organizational goals, in the service sector as a form of implementing

standard operating procedures, where the implementation can be measured by the customer which is done within a certain time.

III. Motivasi

Kinicki and Kreitner (2008: 147) define motivation as *"psychological processes that arouse and direct goal directed behavior"*, ie motivation is a psychological process that awakens and directs behavior that influences goals) Motivation according to Koh (2015: 13) is explained as follows: *"To be motivated means to be moved to do something. A person who feels no impetus or inspiration to act it thus characterized as unmotivated, whereas someone who is energized or activated towards an end is considered motivated. "Motivation is explained as something that gives encouragement to individuals to do something desired work in accordance with the inspiration or desire of the individual. Individuals who have motivation such as getting energy to do the work while for individuals who do not do something work are considered to have no motivation.*

The explanation above can be taken meaning that individuals need encouragement to be able to do something work, encouragement is motivation. Motivation provides energy for these individuals to continue working until they get the results that have been determined by the individual as a start before starting work.

Motivation is part of individual behavior that plays a role in providing encouragement to take / do something (decision). Pressure in the business world has increased in various sectors so that individual performance is of particular concern especially related to employee motivation (Wasylyshny, 2014: 41).

The achievement motivation or the need for achievement according to Kinicki and Kreitner (2008: 149) is defined as: *desires: To accomplish something difficult. To master, manipulate, or organize physical objects, human beings, or ideas. To do this as rapidly and as independently as possible. To overcome obstacles and attain a high standard. To excel one's self. To rival and surpass others. To increase self-regard by the successful exercise of talent.* Motivation is the drive to accomplish something difficult. To become an expert, manipulate or manage goals, humanity or ideas. To do something as fast and as freely as possible. To surpass challenges and try new standards. To surpass yourself. To rival and surpass the others. To increase self-esteem by training the success of talent.

Achievement motivation or also known as the need for achievement (need for achievement) is interpreted by Greenberg (2010: 76) as *"the strength of an individual's desire to excel at various tasks - to succeed and to do better than others"* ie the strength of individual desires to be better at various tasks - to be successful and to be better than others. People who have high achievement motivation, according to Greenberg, will want to perform with moderate difficulties, while those who have low achievement motivation will want to work with performance with easier or more difficult difficulties.

Based on the explanation above, it can be synthesized that motivation is an encouragement to individuals or groups of people to do things (decisions) as desired, both arising from encouragement from outside or from within the individual, so that someone has the spirit, desire and will high to carry out work activities to achieve organizational goals and objectives.

IV. Transformational leadership

According to Colquitt, et.all, (2009: 474) explained as follows:

"Leadership is defined as the use of power and influence to direct the activities of followers toward goal achievement. that direction can affect followers' interpretation of events, the organization of their work activities, their commitment to key goals, their relationships with other followers, or their access to cooperation and support from other work units".

Referring to the understanding of leadership above, it can be explained that leadership is as a use of power and influence to direct the activities of followers towards the achievement of goals. That direction can influence the interpretation of followers of events, the organization of their work activities, their commitment to important goals, relationships with other followers, or their access to cooperation and support from other work units.

According to Yukl (2010: 313) defines transformational leadership as a situation where the employees of a transformational leader feel the trust, admiration, loyalty and respect for the leader and they are motivated to do more than they initially expected.

Leadership according to Graffeo (2019: 9) is the art and knowledge of creating the future by inspiring employees by informing the goals and desires to be achieved, building confidence in every process to be passed, gaining employee trust sincerely. This understanding makes aware us of the role of leaders who are very important in creating conditions that are conducive and positive for employees to move together in achieving goals in every organization.

Leadership is an important aspect in moving an organization. Graffeo (2019: 9) states the core of leadership is the ability to change an idea into a result that has a significant impact, so that from the statement the organization can move forward while experiencing setbacks caused by various factors where one of them is leadership. The leader is like a captain for ships that try to sail across the vast ocean, so as a leader must know where the goals of the organization will go.

Transformational leaders according to Mickahail (2019: 5) are explained as follows:

"Creative leaders will continue to explore ways to build a more diverse, inclusive workforce that supports innovation and creativity. Leaders will need to demonstrate insight, agility, integrity and courage to both build the respect of their followers and develop an organizational culture enhanced by a diverse workforce." Referring to the understanding of transformational leaders above, it can be explained that creative leaders will continue to look for ways to build a workforce that has a variety of different and inclusive backgrounds and supports innovation and creativity. Leaders need to show insight, agility, integrity, and courage to build respect from their employees and develop an organizational culture that is enhanced by a workforce with diverse backgrounds.

Mickahail (2019: 24) also revealed that transformational leadership has a positive impact in the form of innovation, especially in the face of changing times. From the conclusions outlined above, we get the core of transformational leadership, namely the ability of leaders to create positive changes followed by the willingness of employees to believe and be motivated in carrying out any task that has been given to achieve organizational goals that have been determined.

Transformational leadership according to Dong (2017: 442) is explained as follows: *"As leaders emphasize common grounds, shared values, and ideology among team members by articulating a compelling vision, constituting a role model for the team, and fostering acceptance of collective goals and also tends to exert influence on a group as a whole."*

Referring to the understanding of transformational leaders above, it can be explained that transformational leadership is a leader who emphasizes common ground, shared values, and ideology among team members by presenting interesting visions, being able to be role models for the team and accepting various team input and tend to exert influence in the group as a whole.

Based on the understanding of transformational leadership above, it is concluded that a transformational leader is able to provide insight as a form of vision as a leader in leading an organization / company and be able to instill an organizational / company ideology, able to provide direction so that all team members accept and implement decisions that are and are able to become role models as a reference for other team members to behave within the organization / company.

Aga (2016: 807) explained the characteristics of transformational leadership as follows:

"There appears to be a general agreement in the literature on four of the dimensions that make up transformational leadership: idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. Idealized influence is behavior that arouses strong followers' emotions and identification with the leader. Inspirational motivation is shown when a leader conveys a vision that is appealing and inspiring for subordinates and provides them with challenging assignments and increased expectations. Intellectual stimulation is behavior that increases followers' awareness of problems and influences them to develop innovative and / or creative approaches to solving them. Individualized consideration includes providing support, encouragement, and coaching to followers.

The entire description above explains the meaning of the importance of transformational leadership in an organization / company is able to be a role model for employees in moving and encouraging. In addition, transformational leadership always finds different approaches in solving problems in organizations / companies creatively and innovatively so that it can be emulated for its employees to think from different perspectives on each problem encountered.

Bass as quoted by Boamah (2018: 181) defines transformational leadership by stating "*transformational leadership is a relational leadership style in which followers have trust and respect for the leader and are motivated to do more than is formally expected of them to achieve organizational goals*". Transformational leadership is a relational leadership style where employees have trust and respect for leaders and are motivated to do more than is formally expected of them to achieve organizational goals.

With transformational leadership style is expected to have a positive effect on employees in carrying out work. Boamah (2018: 187) also explained that the characteristics of leaders with transformational leadership styles are "*Transformational leaders are charismatic and influential in their abilities to encourage employees to do more than what is expected of them at work. To achieve success, transformational leaders provide employees with a clear sense of mission, how their work fits with the overall goals of the organization, a sense of commitment to those goals, and how to encourage others to follow.* "

The meaning of the explanation expressed above is that transformational leaders are charismatic leaders and are influential in their ability to encourage employees to do more than what is expected of them at work. To achieve success, transformational leaders give employees a clear mission, how their work fits into the overall goals of the organization, a sense of commitment to that goal, and how to encourage others to follow.

In this study the performance of services using dimensions taken according to Banks (2016) because the dimensions used are expected to be able to represent the dimensions of transformational leadership to explain the transformational leadership variables used in this research.

Based on the description above, it can be synthesized that transformational leadership is a leadership style in which a person is able to encourage / motivate other people / employees to put out all their abilities by continuing to inspire and encourage and be able to be a role model for employees to continue to be trusted and followed consistently.

V. Conceptual Framework

1. The influence of motivation on service performance

In a study conducted by Tindow, Mekel, and Sendow (2014) the population of this study were all employees of PT. Bank of North Sulawesi totaling 59 respondents. The questionnaire given to the company was 59 and returned to the researchers only 47 questionnaires. This study statistically proves that motivation has a positive effect on employee performance. This means that there is an influence between the Motivation variable on employee performance at the Bank of North Sulawesi Branch of Calaca. The results of the study confirmed that motivation has a significant effect on employee performance at the Bank of North Sulawesi Branch of Calaca.

Research conducted by Sahanggamu and Mandey (2015) with the multiple regression analysis method, the study population was 52 employees with a sample of 50 respondents of PT. Bank Dana Raya Manado shows the results that the motivation variable is significant and influences the performance of Bank Dana Raya Manado's employees. This means that the more motivation given to employees is very influential to improve employee performance. Motivational variables examined in this study also found that motivation affected the performance of Bank Dana Raya Manado employees.

Dewi and Wibawa Research (2016), This research was conducted at PT. Bank BPD Bali Ubud Branch having its address at Jln. Raya Ubud No 44 Gianyar-Bali. The reason for this is that researchers conducted research at PT. Bank BPD Bali Ubud Branch is due to the discovery of problems related to motivation and low employee performance. The sample in this study were 47 employees at PT. Bank BPD Bali, Ubud Branch. The results of data analysis showed that motivation has a positive effect on performance.

2 The effect of transformational leadership on work motivation

Research conducted in the public sector in Lebanon by Serhan, Al Achy, and Nicolas (2018) that Coaching plays an important role in motivating employees where good coaching provides a healthy work environment and helps employees to work calmly and without pressure. Guidance quality is the main element that contributes to employee motivation.

Research conducted by Akhtar et al. (2014) The sample in this study was 150 employees from various banks in Pakistan. Convenience sampling is used to collect data. This technique can make this sample reach the maximum number of people. The results of the study concluded that transformational leadership influences employee motivation

Research conducted by Suwito and Yolanda (2018) at the North Sumatra Kcp Marelan Bank in Medan that the guiding factor between superiors and subordinates is the main factor that can make employees work well together to achieve company goals. The guidance referred to is guidance to add insight, ability and skills in order to overcome the technical obstacles of the work and achieve optimal performance in carrying out their work. Motivation is defined as a condition that influences in arousing, directing, and maintaining behavior related to the work environment. The results of the study concluded that transformational leadership influences employee work motivation. Akhtar et al. (2014). Suwito and Yolanda (2018)

3. Effect of transformational leadership on service performance

Research conducted by Putra and Subudi (2015), the population in this study were all staff employees of PT BPR Pedungan. 90 respondents in this study were drawn from a total population of 90 employees of PT BPR Pedungan using the census method. Data collection in this study was carried out using a questionnaire method. Data analysis techniques used multiple linear regression analysis. Based on the results of the analysis concluded that the transformational leadership style has a positive and partially significant effect on employee performance. Transformational leadership style is the variable that most influences the performance of the employees of PT. BPR Pedungan.

Research conducted by Rifansyah and Kasmiruddin (2016) at the Regional Office of Bank Rakyat Indonesia (BRI) Jl. Jendral Sudirman Blok E Kavling No.01, RT.01 RW.01, Ex. Simpang Tiga, Kec. Bukit Raya, Pekanbaru City. The population of this study is the employees of the Bank Rakyat Indonesia Pekanbaru Regional Office, amounting to 90 people. The results of this study concluded that transformational leadership influences employee performance.

Research conducted on employees of the BNI branch of Manado by Tampi (2014). The method used in this research is quantitative descriptive method, with the approach of Simple Correlation Analysis and Multiple Linear Regression to measure the relationship between variables. The population in this study are all employees of PT. Bank Negara Indonesia, Tbk. Manado (Regional Sales Manado) as many as 40 employees. Given the total population of only 40 employees, it is feasible to be taken as a whole to be sampled without having to take a sample in a certain amount. The results of hypothesis testing have proven that there is an influence between leadership style on employee performance.

Based on the explanation above about the flow of thought between the research variables by referring to the results of previous research and expert opinion, it can be illustrated through the framework of the research model as follows:

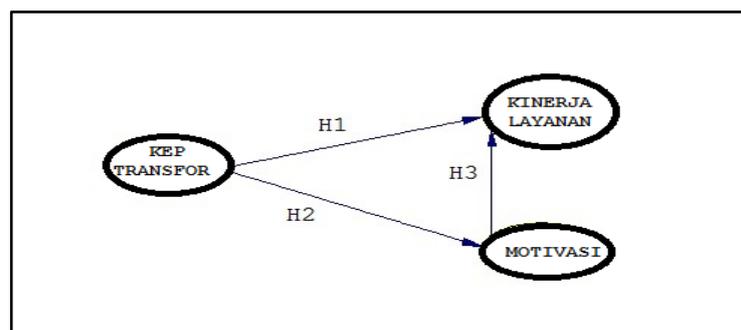


Figure 2. Concetual Framework

Source: Processed by researchers(2019)

VI. Research Hypothesis

1 H1: Transformational leadership has a positive and significant effect on employee service performance at the Regional Development Bank of South Kalimantan

2. H2: Transformational leadership has a positive and significant effect on employee work motivation at the Regional Development Bank of South Kalimantan

3. H3: Work motivation has a positive and significant effect on employee service performance at the Regional Development Bank of South Kalimantan

VII. RESEARCH METHODOLOGY

This research is a quantitative study using survey methods. The intended survey research is to explain causal relationships or correlations which are commonly referred to as path analysis.

The affordable population of this study were all employees of the South Kalimantan Regional Development Bank as many as 191 employees at the South Kalimantan Bank which included 1 Main Branch Office, 17 Branch Offices, 11 Sub-Branch Offices, and 34 Unit Service Points. The sampling technique used is saturated sample, this technique was chosen based on the consideration that the researcher will use data analysis techniques using Lisrel which requires a lot of research samples.

The data analysis technique used in this study is to use SEM (*structural equation modeling*)

VIII. RESULT AND DISCUSSION

Fulmodel SEM

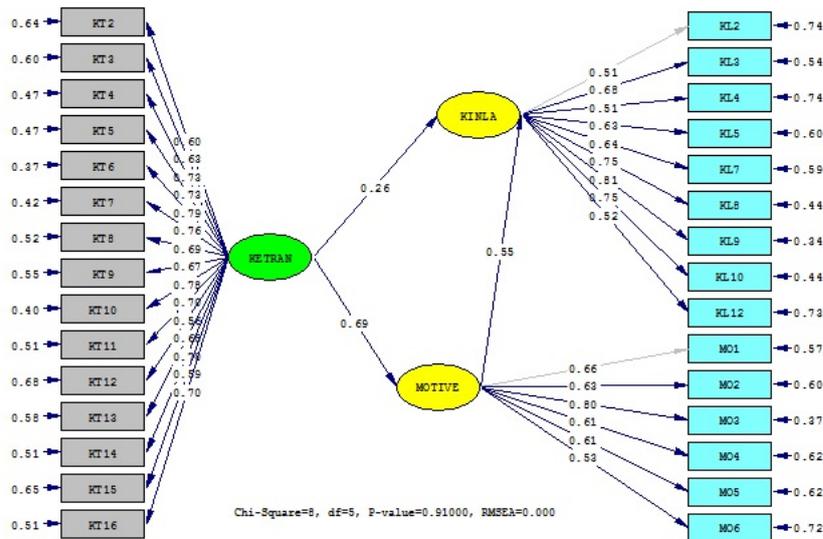


Figure 3. Full model SEM

Source: Processed by researchers(2019)

Table1: Goodness of Fit Statistics

GOF SIZE	ESTIMATION RESULTS	CRITERIA	CONCLUSION
Statistics λ^2	df = 5	$0 \leq \lambda^2 \leq 2df$	Fit
	$\lambda^2 = 8$	$2df < \lambda^2 \leq 3 df$	
p-Value	0.91000	$0.05 \leq p \leq 1.00$	Fit
		$0.01 < p \leq 0.05$	
NCP	0.20	Harus lebih kecil	Fit
RMSEA	0.000	$RMSEA \leq 0.08$	Fit
		$RMSEA \leq 0.05$	
ECVI	8.90	Harus lebih kecil dari Saturated ECVI(9.18)	Fit
Model AIC	827.20	Harus lebih kecil dari Saturated AIC(930.18)	Fit
Model CAIC	1120	Harus lebih kecil dari Saturated CAIC(1230)	Fit
NFI	0.99	$NFI > 0.90$	Fit
		$0.80 < NFI < 0.90$	
CFI	1.00	$CFI > 0.97$	Fit
		$0.90 < CFI < 0.97$	

IFI	1.00	IFI > 0.90	Fit
RFI	0.97	RFI > 0.90	Fit
SRMR	0.042	SRMR ≤ 0.05	Fit
GFI	0.99	GFI > 0.90	Fit
AGFI	0.90	AGFI > 0.89	Fit
PGFI	0.08	PGFI > 0.5	Fit

Source: Processed by researchers(2019)

Based on the table *goodness of fit* above, it can be concluded that the model meets the index criteria *goodness of fit*. Therefore, modification of the model is not needed in order to find a fit model in accordance with the criteria for *goodness of fit*.

The phase of *first order construct* transformational leadership has 1 factor with 16 indicators. After processing the model in the *SEM model fit analysis*, there are indicators that are eliminated, namely item KT1.

The stage of *first order construct* work motivation variable has 1 factor with 8 indicators. After processing the model in *full SEM model analysis*, there are 2 indicators that are eliminated, namely MO7 and MO8.

The phase of *first order construct* the motivational variable has 1 factor with 12 indicators. After processing the model in the *full SEM model analysis*, there are 2 indicators that are eliminated, namely item KL1 and KL 6

Then the model fitness test (performed *goodness of fit test*) is by looking at the values in the predetermined criteria to find out whether the *full SEM model* is *fit* or not. RMSEA value is 0,000, GFI is 0.99, CFI is 1, NCP is 0.20, SRMR is 0.042, and AGFI is 0.90. Based on the results of the analysis above, the fact that the GOF estimation results as a whole measurement can be concluded that the model is fit. From 16 Goodness of Fit measurement items in this study, all measurements support this model, the researcher considers that this model can be accepted in terms of model fit or Goodness of Fit. This means that the sample covariance matrix is not very different from the estimated covariance matrix.

Table 2. Indikator *Fit Model*

Item	Pernyataan
X1.KEPEMIMPINAN TRANSFORMATIONAL (KINLA)	
KT2	The chairman believes that I am able to achieve the targets the company has provided
KT3	My boss stressed the importance of cooperation
KT4	My boss has a strong vision of the future (vision) as a leader
KT5	My supervisor is able to provide direction regarding quality work to be performed
KT6	My boss is always optimistic in seeing all the possibilities of something that will be faced in the future
KT7	My boss always shows interest in everything that is discussed about work

KT8	My supervisor is able to set an example of every action so that I can be an example of a good leader
KT9	My supervisor can provide opinions to help get work done:
KT10	My boss is able to look at problems and solve them in ways that I did not think / thought before:
KT11	My supervisor has taken the time to provide mentoring and training
X1.12	My boss taught me to look at the problem from a different perspective
KT13	My boss appreciates differences of opinion in every policy decision
KT14	My employer provides an opportunity to correct mistakes made at work
KT15	My supervisor helps in providing support for both office facilities and other policies to support the work
KT16	My supervisor gives criticism to build and give appreciation for the performance shown

Source: Processed by researchers(2019)

Tabel4.28: Indikator *Fit Model*

Y1.MOTIVASI(MOTIVE)	
M01	I enjoy the work that I do
MO2	I think working is fun
MO3	I find the work I do interesting
MO4	I like learning new things
MO5	The income I received was enough to pay for decent living expenses
MO6	This company provides comfort in my work

Source: Processed by researchers(2019)

Tabel4.2: Indikator *Fit Model*

Y2.KINERJA LAYANAN(KINLA)	
KL2	I have knowledge of banking products
KL3	I have knowledge about banking products
KL4	I give a good explanation of banking products
KL5	I understand the needs / complaints from customers
KL7	I can find a solution for every problem that occurs
KL8	I prioritize speed in solving problems
KL9	I give top priority is in solving problems
KL10	I can adjust to various customer characters
KL11	I can adjust to the environment where I work
KL12	I use technology to speed up work

Source: Processed by researchers(2019)

Uji Hipotesis Hypothesis Test

If the *t-value* in the structural equation model results is greater than 1.96, then there is a significant influence between variables. Meanwhile, if the *t-value* is smaller than 1.96, then the influence between variables is not significant

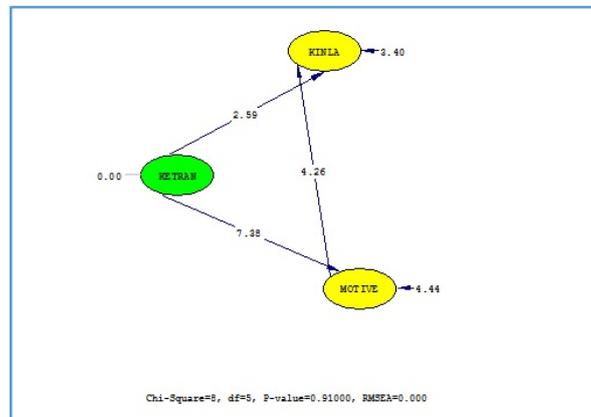


Figure 4. Hypothesis testing (T-Value Basic Model)

Source: Processed by researchers(2019)

KINLA = 0.55*MOTIVE + 0.26*KETRAN, Errorvar.= 0.44 , R ² = 0.56		
(0.13)	(0.099)	(0.13)
4.26	2.59	3.40
MOTIVE = 0.69*KETRAN, Errorvar.= 0.52 , R ² = 0.48		
(0.093)	(0.12)	
7.38	4.44	

Figure 5.Structural Equations Model

Source: Processed by researchers(2019)

Based on the results of the structural equation model above, all relationships between variables have a *t-value* greater than 1.96 or -1.96. This means that there is a significant influence between variables. Hypothesis testing is done by looking at the value of *standardized total effects* in the structural equation model. Then the results of the hypothesis test can be seen as follows:

1. The coefficient of the direct influence of transformational leadership (KETRAN) on service performance (KINLA) γ_1 is 0.26, while the error value (sePk) is 0.099. If the value of γ_1 is divided by sepk, a T value of 2.59 is obtained. Because the value of $T > 1.96$ it can be concluded that the coefficient of transformational leadership(KETRAN)directly affects the performance of services (Kinla) significantly with the error of 0:44 and R² determination coefficient of 0.56. If the value of R² (0.56) multiplied by 100 will get a value of determination of 56% which can be interpreted that the influence of transformational leadership (KETRAN) on service performance (KINLA) can only be explained by about 56% by the transformational leadership factor. Based on this analysis, it can be concluded that transformational leadership can affect the performance of services (KINLA) employees of the Regional Development Bank of South Kalimantan by 56%. Thus the hypothesis that "There is a positive and significant effect of transformational leadership (KETRAN) on the performance of services(Kinla)", is *acceptable*.

2. Coefficient direct influence kepemimpinan transformasional (KETAN) against Motivation (MOTIVE) γ_2 amounted to 0.69, while the value of error (set) of 0.093. If the value of γ_2 divided by sepk, a T value of 7.38 is obtained. Because the value of $T > 1.96$ it can be concluded that the coefficient of leadership transformasional (KETAN) direct effect terhadap Motivation (MOTIVE) significantly with the error of 0:52 and 0:48 of the coefficient of determination R^2 . If the value of R^2 (0.48) multiplied by 100 will get a value of determination of 48% which can be interpreted that the influence of transformational leadership (KETAN) on Motivation (MOTIVE) can only be explained by about 48% by the transformational leadership factor. On the basis of this analysis a conclusion can be drawn that transformational leadership can affect the motivation (MOTIVE) of South Kalimantan Regional Development Bank employees by 48%. Thus the hypothesis which states "There is a positive and significant influence of transformational leadership (KETAN) on Motivation (MOTIVE)", *can be accepted*.

2. The coefficient of direct influence of motivation (MOTIVATION) on service performance (KINLA) γ_3 is 0.55, while the error value (sePk) is 0.013. If the value of γ_3 is divided by epk, a T value of 4.26 is obtained. Because the value of $T > 1.96$ it can be concluded that the coefficient of motivation (MOTIVE) direct effect terhadap of service performance (KINLA) significantly with the error of 0:52 and 0:48 of the coefficient of determination R^2 . If the value of R^2 (0.48) multiplied by 100 will get a value of determination of 48% which can be interpreted that the influence of motivation (MOTIVE) on service performance (KINLA) can only be explained about 48% by motivational factors (MOTIVE). On the basis of this analysis then it can be concluded that work motivation can affect service performance (KINLA) of South Kalimantan Regional Development Bank employees by 48%, thus the hypothesis stating "There is a positive and significant influence of motivation (MOTIVE) on service performance (KINLA)", *can be accepted*.

IX. Discussion

1. Leadership Transformational has a positive effect on performance service in South Kalimantan Regional Development Bank employees The

Results of this study prove that transformational leadership on performance service in South Kalimantan Regional Development Bank employees has a *coefficient* of 0.55, T-Value 2.59 where $T\text{-value} > 1.96$ so a hypothesis which states that there is an influence of transformational leadership on service performance, is acceptable. The magnitude of the effect of transformational leadership on service performance is 56% while 44% is influenced by other factors not observed by researchers.

The results are consistent with the opinions raised by the Son and Subudi (2015), Rifansyah and Kasmiruddin (2016), Tampi (2014). A leadership style in which a person is able to encourage / motivate others / employees to bring out all their abilities by continuing to provide inspiration and enthusiasm and be able to be a role model for employees to continue to be trusted and followed consistently. When the transformational leadership style has become a value leader and executed consistently it will hedge against the performance of the employee services to customers in South Kalimantan Regional Development Bank.

2. Transformational leadership has a positive and significant effect on motivation in South Kalimantan Regional Development Bank employees The

Results of this study prove that transformational leadership has a positive and significant effect on work motivation in South Kalimantan Regional Development Bank employees. Where this analysis is seen from the coefficient value of 0.69 T-Value of 7.38.

Where T-Value > 1.96 (as a critical number) so that the hypothesis that transformational leadership has a positive and significant effect on motivation, can be accepted. The magnitude of the influence of transformational leadership on motivation can be seen in the coefficient of determination of R² 48%. This implies that transformational leadership influences motivation by 48% and around 52% is influenced by other factors not observed by researchers. This finding supports the results of a previous study by Akhtar et al. (2014). Suwito and Yolanda (2018). Coaching between superiors and subordinates is a major factor that can make employees work well together to achieve company goals. The guidance referred to is guidance to add insight, ability and skills in order to overcome the technical obstacles of the work and achieve optimal performance in carrying out their work. Motivation is defined as a condition that influences in arousing, directing, and maintaining behavior related to the work environment. The results of the study concluded that transformational leadership influences employee work motivation

3. Work motivation has a positive and significant effect on service performance in South Kalimantan Regional Development Bank employees. The

Results of this study prove that there is a positive and significant influence of motivation on service performance in South Kalimantan Regional Development Bank employees. Where this analysis is seen from the coefficient value of 0.55 T-Value of 4.26. Where T-Value > 1.96 (as a critical number) so that the hypothesis stating motivation has a positive and significant effect on service performance, can be accepted. The magnitude of the influence of motivation on service performance can be seen in the coefficient of determination of R² 48%. This implies that motivation affects service performance by 48% and around 52% is influenced by other factors not observed by researchers.

The results of this study are in line with the concepts put forward by Tindow, Mekel, and Sendow (2014), Sahangamu and Mandey (2015). Dewi and Wibawa (2016). Motivation is explained as something that gives encouragement to individuals to do something desired work in accordance with the inspiration or desire of the individual. Individuals who have motivation such as getting energy to do the work while for individuals who do not do something work are considered to have no motivation. The explanation above can be taken meaning that individuals need encouragement to be able to do something work, encouragement is motivation. Motivation provides energy for these individuals to continue working until they get the results that have been determined by the individual as a start before starting work.

Motivation is part of individual behavior that plays a role in providing encouragement to take / do something (decision). Pressure in the business world has increased in various sectors so that individual performance is very important, especially related to employee motivation

X. CONCLUSION AND SUGGESTION

Conslussion

The results of this study reinforce the theory that:

1. The positive and significant influence of transformational leadership on service performance then H1 in this study can be accepted
2. The positive and significant influence of transformational leadership on motivation, the H2 in this study can be accepted
3. The positive and significant influence of motivation on service performance, H3 in this study can be accepted

Suggestion

1. The research subjects in this study are still very limited, only examining the population of South Kalimantan Regional Development Bank employees. Therefore, the next researcher is expected to be able to add research objects, especially the population of employees and employees of the entire South Kalimantan Regional Development Bank throughout South Kalimantan, so that conclusions drawn in future studies will be far more perfect Future research can use a larger number of samples and more broadly, as well as adding more research references and reviews so that research results are accurate.
2. For further research is expected to examine the variables that are not observed by researchers. Where referring to this study the effect of transformational leadership on motivation can only be explained by the variable transformational leadership about 48% the remaining 52% is a variable that is not observed by researchers.

REFERENCES

1. Akhtar, N., Aziz, S., Hussain, Z., Ali, S., & Salman, M. (2014). Factors affecting employees motivation in banking sector of Pakistan. *Journal of Asian Business Strategy*, 4(10), 125.
2. Akhtar, S., & Zia-ur-Rehman, M. (2017). Impact of managerial coaching behavior on job performance: analyzing the role of organization commitment and role clarity. *Journal of Managerial Sciences*, 11(3), 298-318.
3. Ali, H. 2010. *Building Banking Image Through IT & CRM: To increase Customer Loyalty*. Hasta CiptaMandiri: Yogyakarta
4. Amstrong, M. and Baron, A. 1998. *Performance Management – The New Realities*. London: Institute of Personnel and Development.
5. Amstrong, M., & Baron, A. (2004). *Performance management*. Yogyakarta: Tugu Publisher
6. Banks, G. C., McCauley, K. D., Gardner, W. L., &Guler, C. E. (2016). A meta-analytic review of authentic and transformational leadership: A test for redundancy. *The Leadership Quarterly*, 27(4), 634-652.
7. Bernardin, H.J. and Russel, J.E.A. 1998. *Human Resource Management 2nd Edition – An Experiential Approach*. Singapore: McGraw-Hill.

8. Boamah, S. A., Laschinger, H. K. S., Wong, C., & Clarke, S. (2018). Effect of transformational leadership on job satisfaction and patient safety outcomes. *Nursing outlook*, 66(2), 180-189.
9. Colquitt, Jason A., Jeffery A. LePine & Michael J. Wesson. (2011). *Organizational Behavior: Improving Performance and Commitment in the Workplace*. (2nd Edition). New York: McGraw Hill.
10. Dewi, C. I. A. S., & Wibawa, I. M. A. (2016). Pengaruh Stres Kerja dan Motivasi Kerja terhadap Kinerja Karyawan pada PT. Bank BPD Bali Cabang Ubud. *E-Jurnal Manajemen*, 5(12)
11. Dhar, R. L. (2015). Service quality and the training of employees: The mediating role of organizational commitment. *Tourism Management*, 46, 419-430.
12. Dong, Y., Bartol, K. M., Zhang, Z. X., & Li, C. (2017). Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership. *Journal of Organizational Behavior*, 38(3), 439-458.
13. Graffeo, A. P. (2018). *Leading Science and Technology-Based Organizations: Mastering the Fundamentals of Personal, Managerial, and Executive Leadership*. CRC Press.
14. Greenberg, J. And Robert A. Baron. 2003. *Behavior in Organization International Edition*, New Jersey: Prentice Hall.
15. Greenberg, Jerald. *Managing Behavior in Organization*, 5th Edition. New Jersey: Pearson Education, Inc., 2010.
16. Kinicki, Angelo and Robert Kreitner. (2008). *Organizational Behaviour; Key Concepts, Skills & Best Practices*. New York: McGraw-Hill.
17. Koh, C. (2015). *Motivation, leadership and curriculum design*. Singapore: Springer.
18. Kotler, Ph., Kartajaya, H., & Setiawan, I. (2011). *Marketing 3.0.: From products to customers to the human spirit*. ECSMO, 19.
19. Mickahail, B. K., & de Aquino, C. T. E. 2019. *Effective and Creative Leadership in*
20. *Diverse Workforces*. Springer. Switzerland.
21. Nelson, Debra L. and James Campell Quick. (2006) *Organizational Behavior; Foundations, Realities & Challenges*, 5th Ed. Ohio: Thomson South-Western.
22. Putra, I. K. A. P., & Subudi, M. (2015). Pengaruh Gaya Kepemimpinan Transformasional dan Lingkungan Kerja Fisik terhadap Kinerja Karyawan PT BPR Pedungan. *E-Jurnal Manajemen*, 4(10).
23. Rifansyah, O., & Kasmiruddin, K. (2016). Pengaruh Gaya Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Kinerja Karyawan Pada PT. Bank Rakyat Indonesia (Persero), Tbk. Kantor Wilayah Pekanbaru. *Jurnal Online Mahasiswa Fakultas Ilmu Sosial dan Ilmu Politik Universitas Riau*, 3(2), 1-14.
24. Robbins, S. P. and Coulter, M. (2014), *Management*, 12th ed., Pearson, Boston
25. Robbins, Stephen P., and Thimoty Judge. (2009). *Organization Behavior*, 13th Edition. Upper Saddle River, New Jersey: Perason Education, Inc.
26. Sahanggamu, P. M., & Mandey, S. L. (2015). Pengaruh Pembimbingan Kerja, Motivasi, dan Disiplin Kerja terhadap Kinerja Karyawan pada PT. Bank Perkreditan Rakyat Dana Raya. *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 2(4).
27. Serhan, C., Al Achy, E., & Nicolas, E. (2018). Understanding Public Sector Employees' Motivation: What makes them Inspired. *International Journal of Human Resource Studies*, 8(1), 249-273

28. Slocum, John W., and Don Hellriegel. (2009). *Principles of Organizational Behavior*. 11th Edition Toronto: Nelson Education, Ltd.
29. Suwito, R., & Yolanda, A. (2018). Analisis Motivasi Kerja Karyawan Pada Pt. Bank Sumut Kcp Marelana Medan. *Jurnal Bis-A: Jurnal Bisnis Administrasi*, 2(2).
30. Tampi, B. J. (2014). Pengaruh Gaya Kepemimpinan dan Motivasi terhadap Kinerja karyawan pada PT. Bank Negara Indonesia, Tbk (regional sales Manado). *Acta Diurna Komunikasi*, 3(4).
31. Tindow, M. I., Mekel, P. A., & Sendow, G. M. (2014). Disiplin Kerja, Motivasi dan Kompensasi Pengaruhnya Terhadap Kinerja Karyawan Pada PT. Bank Sulut Cabang Calaca. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 2(2).
32. Tjiptono, F. (2012). *Service Management: Mewujudkan Pelayanan Prima Edisi 2*. Yogyakarta: Andi.
33. Wasylshyn, K. M. (2014). *Destined to Lead*. In *Destined to Lead* (pp. 31-55). Palgrave Macmillan, New York.
34. Wibowo. (2016). *Manajemen Kinerja Edisi Kelima*. Rajagrafindo. Jakarta
35. Satyabrata das sharma, lakshman nayak, chitta ranjan panda, mitali priyadarsini pati, subhalata samantaray (2016) a review on benthic study along odisha coast, east coast of india: a neglected research. *Journal of Critical Reviews*, 3 (4), 27-32.
36. Persinger, M.A., Dotta, B.T. Temporal patterns of photon emissions can be stored and retrieved several days later from the "same space": Experimental and quantitative evidence (2011) *NeuroQuantology*, 9 (4), pp. 605-613.
37. Castro-Chavez, F. The quantum workings of the rotating 64-grid genetic code (2011) *NeuroQuantology*, 9 (4), pp. 728-746.