

## DETERMINATION OF LEADERSHIP, COMMUNICATION, ACHIEVEMENT MOTIVATION OF LOYALTY THROUGH ORGANIZATIONAL CULTURE IN SAVE LOAN COOPERATIVE

Dewi Afrianti<sup>1</sup>, Chablullah Wibisono<sup>2\*</sup>, Ika Novita Sari<sup>3</sup>, Mutia Amalia Lubis<sup>4</sup>

**Abstract:** Empowerment of Cooperatives is one of the achievements of the goals of the Indonesian nation-state, and according to the opening of the 1945 Constitution of the Republic of Indonesia is to advance public welfare. Its implementation uses the basis of the principle of kinship (article 33 paragraph 1) and the national economy's operation based on economic democracy (article 33 paragraph 4). The lack of maximum performance of some cooperatives, in general, is caused by the low quality of human resources is none other than the low manager's knowledge of cooperatives. In this study, the population is the members and administrators of Savings and Loan Cooperatives in Tanjung Pinang City as a whole. This study uses census techniques or saturated samples, meaning that the entire population will be the authors to make samples. In other words, the entire population will be the author uses without having to draw research samples. The total population to be used is 120 respondents. To test the hypothesis in this study, a multivariate analysis of Structural Equation Modeling (SEM) was used using the Amos version 24 computer program. The results of the study were obtained: Square Multiple Correlation values for Organizational Culture variable (culture)  $R^2 = 0.386$  is identical to  $R^2$  in SPSS of 0.386, then the amount of Determination is Square Multiple Correlation value for Organizational Culture variable times = 38.6%. Thus, it can be stated that the change in Organizational Culture is influenced by Leadership, Communication, and Achievement Motivation by 38.6%. For Loyalty (loyal)  $R^2 = 0.430$ , the amount of Determination = 43%. Thus, it can be stated that Loyalty changes are influenced by Leadership, Communication and Achievement Motivation, and Organizational Culture by 43%. The problem of cooperatives in Tanjung Pinang has been answered with this research.

**Keywords:** Leadership, Communication, Achievement Motivation, Organizational Culture, Loyalty

---

### I. PRELIMINARY

Empowerment of Cooperatives is one of the achievements of the goals of the Indonesian nation-state, and according to the opening of the 1945 Constitution of the Republic of Indonesia is to advance public welfare. Its implementation uses the basis of the principle of kinship (article 33 paragraph 1) and the operation of the national economy based on economic democracy (article

---

<sup>1</sup> Dewi Afrianti, Postgraduate Program, Faculty of Economics, Batam University, Riau Islands, Indonesia. Email: desk.astri@yahoo.com

<sup>2</sup> Chablullah Wibisono\*, Postgraduate Program, Faculty of Economics, Batam University, Riau Islands, Indonesia. Email: cheblullah.wibisono69@gmail.com

<sup>3</sup> Ika Novita Sari, Faculty of Medicine, Batam University, Riau Islands, Indonesia. Email: ikano.vitasari5@univbatam.ac.id

<sup>4</sup> Mutia Amalia Lubis, Faculty of Medicine, Batam University, Riau Islands, Indonesia. Email: mutia.lubis@univbatam.ac.id

\* Correspondence Email: [cheblullah.wibisono69@gmail.com](mailto:cheblullah.wibisono69@gmail.com)

33 paragraph 4). Cooperatives are one of the pillars of the people's economy; therefore, if the cooperative is developed and reliable, the people's economy will automatically be lifted. Cooperatives are often called the driving force of the prosperity of the Indonesian people, especially the weak economic groups, quantitatively, in the last 5 (five) years the development of cooperatives is indeed extraordinary. From the number, type, membership, and capital capacity, it proliferates. However, these developments have not been able to achieve the targets expected by the government. On the other hand, quantity growth has not been matched by quality improvements.

There are still many cooperatives that have stagnated or even gone out of business. The lack of maximum performance of some cooperatives, in general, is caused by the low quality of human resources is none other than the low manager's knowledge of cooperatives. One of the cities in Riau Islands Province is Tanjungpinang City. Based on data obtained from the Office of Manpower Cooperatives and Micro Enterprises in Tanjungpinang City, in the Field of Cooperatives, the following are actual cooperative data from 2015 to 2019:

**Table 1. Data on the number of cooperatives active in 2015 to 2019.**

YEAR	ACTIVE		TOTAL
	KSP	KSU	
2015	105	36	141
2016	105	32	137
2017	101	36	137
2018	101	39	140
2019	100	32	132

**Source:** Tanjungpinang City Cooperative and Micro Business Agency

Based on Table 1. Active, cooperatives in Tanjungpiang City experienced a decline, while savings and loan cooperatives also declined. Active cooperatives are the reflection of cooperatives that carry out the Annual Member Meeting (RAT), the highest authority in the body of a cooperative organization. Are active cooperatives determined by leadership, communication, achievement motivation, and organizational culture for the Loyalty of cooperative members? From the description and limitations of the problem set out above, the writer formulates the following problem:

1. Does leadership directly determine the organizational culture?

2. Does communication directly determine the organizational culture?
3. Does the motivation for achievement directly determine the organizational culture?
4. Does leadership directly determine member loyalty?
5. Does communication directly determine member loyalty?
6. Does the motivation for achievement directly determine the Loyalty of members?
7. Does the organizational culture directly determine member loyalty?

## **II. LITERATURE REVIEW**

### **2.1 Loyalty**

According to Lovelock (2010: 151), Loyalty as customer progress to continue to advance the company in the long term, buy and use products and services based on exclusive and voluntary likes to recommend the company's products to friends and friends. According to Widjaya cited in (Zukarnain, 2012: 136), defining Loyalty is a deep commitment to buy products and services on an ongoing basis and is not sensitive to changes in the situation that causes customer movement.

Meanwhile, according to Tjiptono (2014: 393) stated that customer loyalty is a customer commitment to a brand, store, or supplier, based on a very positive attitude and reflected in consistent re-purchases. According to Mamang and Sopiah (2013: 104), Loyalty is the commitment of customers to stay in-depth to re-subscribe or re-buy products or services consistently in the future through the influence of the situation and marketing efforts have the potential to cause behavioral changes. Creating a strong and close relationship with customers is the key to creating Loyalty.

### **2.2 Organizational Culture**

According to Sembiring (2012: 39). Organizational culture is an organizational characteristic, not individual members. If the organization is equated with humans, then organizational culture is the personality or personality of the organization. However, organizational culture shapes the organizational behavior of its members. Even not infrequently the behavior of members of the organization as individuals.

According to Rumengan (2015: 83) Organizational culture is a management paradigm that can improve performance. If the organization does not have the values that it believes, the organization tends to surrender itself to fate, and it is difficult to achieve the goals it wants. Values that have been believed by members of the organization as a legal rule of play make these values a culture. Besides being easily formed, the culture that comes from the bottom will be stronger to support the organization's success in achieving its mission and strategy. According to Siswadi (2012: 71), organizational culture is the norm, beliefs, attitudes, and organizational philosophy. Culture is a unique system of values, beliefs, and norms shared by members of an organization.

### **2.3 Leadership**

According to Miftah Thoha (2010: 9), leadership is an activity to influence others' behavior or the art of influencing human behavior, both individuals and groups. George R. Terry (Miftah Thoha, 2010: 5) defines that leadership is an activity to influence people to be directed towards achieving organizational goals. Leadership also includes influencing the process of determining organizational goals, motivating followers' behavior to achieve organizational goals, and improving the group and its culture. (Wibisono, 2015) According to Anoraga in Sutrisno (2013: 214), leadership is the ability to influence others through direct and indirect communication to move people to be understanding, aware, and happy to be willing to follow the leader's wishes. According to Yamin and Maisah (2010: 74), that leadership is a process of influence carried out by someone in managing their group members to achieve organizational goals. Leadership is a form of strategy or theory in leadership, which is undoubtedly done by people we usually call leaders.

### **2.4 Communication**

Communication is a working relationship between superiors and subordinates, where the relationship is significant in a job so that good cooperation is established by all parties in a Siagian organization (2011: 235). According to Edwin B Flippo in Mangkunegara (2011: 145), communication is an activity that causes other people to interpret an idea, especially one intended by a speaker or writer. Flippo in Mangkunegara (2013: 145) communication is an activity that causes other people to interpret an idea, especially one intended by a speaker or writer Bovee and This, in Effendy (2013: 2), the word communication comes from the Latin communicate, which

means to give, take part or continue so that something familiar happens (standard), the same or mutual understanding. According to Syamsudin and Firmansyah (2016: 31), that communication is the process of sending and receiving information or messages between two or more people effectively, so that the intended message can be understood. According to Sinambela (2016: 511), communication is a process of forming, delivering, receiving, and processing messages within a person and between two or more specific purposes.

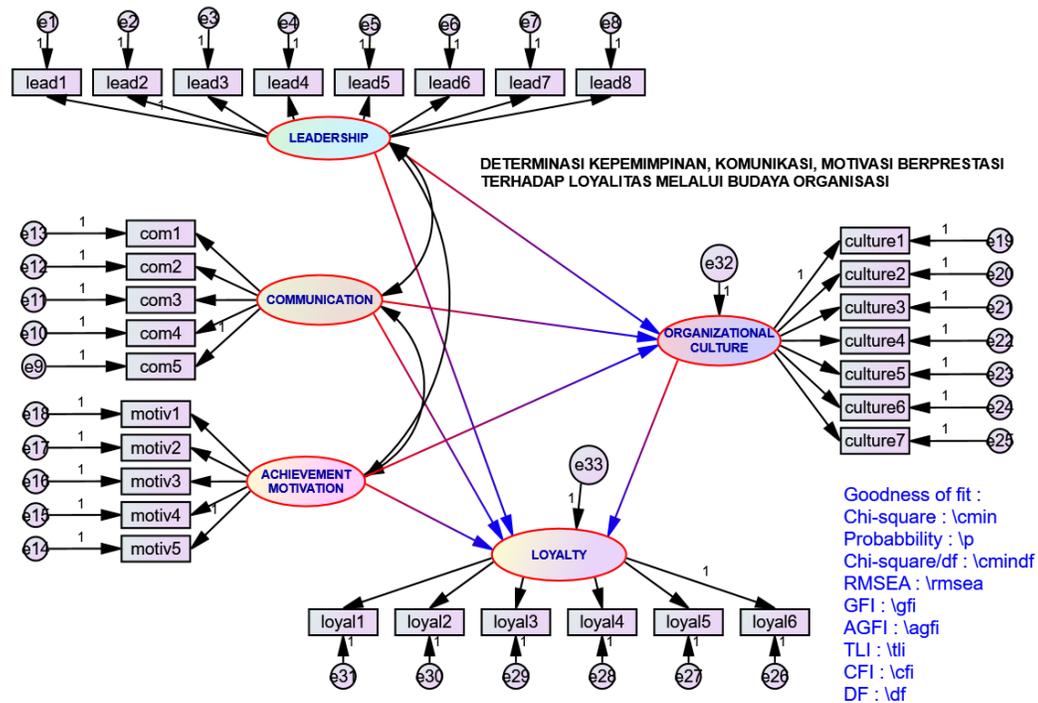
## **2.5 Achievement motivation**

Achievement motivation among them is stated by Djaali (2013: 107), namely the drive to do a task as well as possible based on excellence standards. Meanwhile, according to Willis (2013: 72), the motive for achievement is an encouragement from within always to achieve achievement. Then McClelland's opinion argues: "which states that the motive for achievement is the hope of gaining satisfaction in mastering challenging and difficult behaviors" to give better results when completing a task. " (Hamalik: 2014: 110).

According to Wahidmurni (in Sudaryono 2013: 91), achievement motivation is the motivation that encourages someone to do better than what has been previously made or achieved or made or achieved by others and can be measured. Based on the previous descriptions, it can be concluded that achievement motivation is the desire and encouragement that exists in a person to achieve a goal that is the hope of himself to enable optimal achievement.

## **2.6 Research Model**

Full Model Variable Leadership, Communication, Achievement Motivation, Organizational Culture, and Loyalty.



**Picture 1. Research Model**

## 2.7 Hypothesis

The problem formulated is relevant to the proposed hypothesis. The hypothesis is a short answer that is the allegation of researchers on matters that are questioned in the formulation of the problem. Based on the formulation of the problem, the research hypothesis is as follows:

1. Leadership determines significantly to Organizational Culture.
2. Communication significantly determines Organizational Culture.
3. Achievement motivation determines significantly to Organizational Culture.
4. Leadership determines significantly to the Loyalty of members.
5. Communication significantly determines member loyalty.
6. Achievement motivation determines significantly to member loyalty.
7. Organizational Culture determines significantly to the Loyalty of members.

### **III. RESEARCH METHODS**

#### **3.1. Location**

A research location is a place where the researcher will conduct research or will collect data. The location is determined with the aim of narrowing the scope of the discussion of the problem, besides determining the area is also caused by the ability, time, and cost of researchers. Due to the above, the researchers chose the location of Tanjungpinang savings and loan cooperatives under the Tanjungpinang City Cooperatives and Micro Manpower Agency.

#### **3.2. Population**

In this study, the population is the members and administrators of Savings and Loan Cooperatives in Tanjung Pinang City as a whole. This study uses census techniques or saturated samples, meaning that the entire population will be the authors to make samples. In other words, the entire population will be the author uses without having to draw research samples. The total population to be used is 120 respondents. According to Wibisono (2017: 76), a Population is a group of people, events, something that has specific characteristics. If the researcher uses all elements of the population into research data, it is called a census, if only a part is called a sample. The population is used to determine sample members and know the extent of generalizations. What is learned from the sample, the conclusion will apply to the population. For this reason, samples taken from the population must be truly representative. (Wibisono 2017: 77)

#### **3.3. Sample**

In this study, the population is the members and administrators of Savings and Loan Cooperatives in Tanjung Pinang City as a whole. This study uses census techniques or saturated samples, meaning that the entire population will be the authors to make samples. In other words, the entire population will be the author uses without having to draw research samples. The total population to be used is 120 respondents

#### **3.4. Research Instruments**

This study has five variables: Leadership (X1), Communication (X2), Achievement Motivation (X3), Organizational Culture (Y), and Loyalty (z). The main instrument in this study

was a questionnaire. Variable measurements are carried out using a Likert scale. The measurement procedure is as follows:

1. Respondents were asked to answer general questions that would be used as a basis for whether respondents were included in the criteria or not.
2. Respondents were asked to state the level of agreement with the statement submitted by the researcher based on the perception of each respondent. The answer consists of five choices, namely: Strongly Disagree (STS), Disagree (TS), Fair (C), Agree (S), and Strongly Agree (SS).
3. Grading. For the Strongly Agree (SS) answers given a value of 5, and so on decreases until the Strongly Disagree answer (STS) is given a value of 1.

The weight of the assessment of respondents' answers can be explained in the following table:

**Table.2.** Respondent Answer Value Weight

Question Answer	Score
Strongly Disagree (STS)	1
Disagree (TS)	2
Enough (C)	3
Agree (S)	4
Strongly Agree (SS)	5

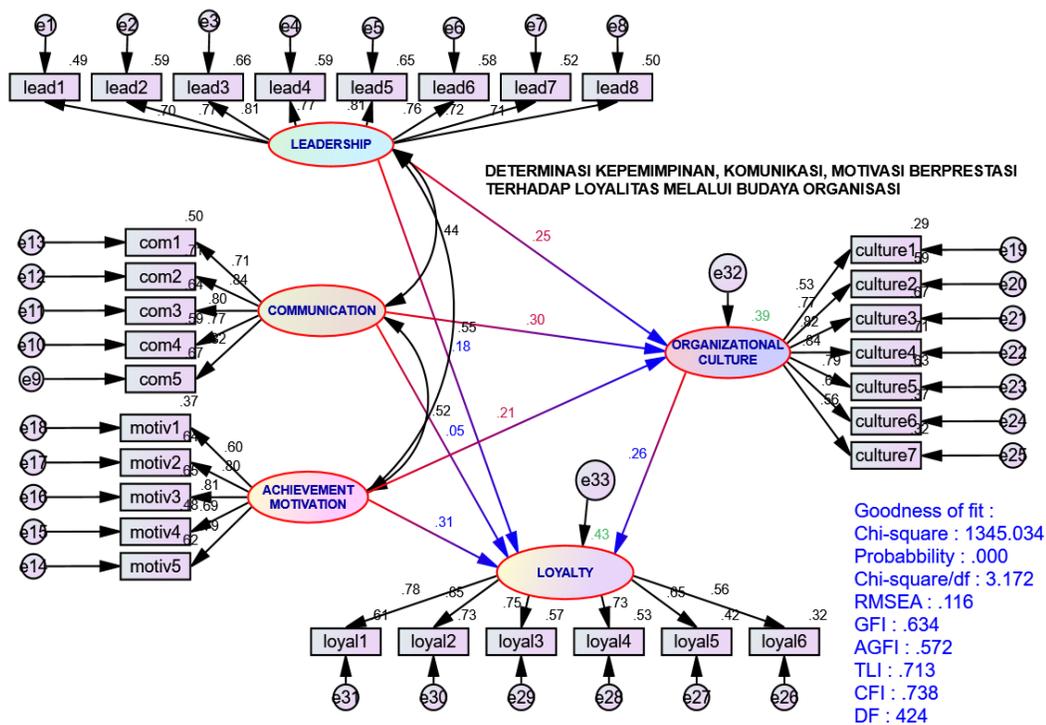
### 3.5 Analysis Method

- a) The study uses SEM (Structural Equation Modeling) with the software used, namely AMOS and SPSS, to perform data processing and analysis. The use of SEM in this study is because SEM is considered more accurate. Researchers know the relationship between variables and know the components forming variables and know their magnitude.
- b) To test the hypothesis in this study, a multivariate analysis of Structural Equation Modeling (SEM) using the Amos version 24 computer program. SEM is a multivariate statistical technique that is a combination of factor analysis and regression analysis, which aims to examine the relationships between variables in a model. , be it between indicators with their constructs or relationships between constructs (Ghozali, p. 3). The use of the AMOS version 24 program is intended to test whether the estimated model

has a good fit and whether there is a causal relationship as hypothesized (Wibisono, 2017)

#### IV. RESEARCH RESULTS AND DISCUSSION

##### a) Analysis of Structural Equation Models



**Figure 2 Regression Coefficient of Variable Model**

Structural Equations of Leadership (X1), Communication (X2), Achievement Motivation (X3), Organizational Culture (Y), and Loyalty (Z) like the following equation.

H1:  $Y = \gamma_{y.x1} X1 + e1$ , → Direct effects X1 on Y,

H2:  $Y = \gamma_{y.x2} X2 + e1$ , → Direct effects X2 on Y,

H3:  $Y = \gamma_{y.x3} X3 + e1$ , → Direct effects X3 on Y,

H4:  $Y = \gamma_{yx1} X1 + \gamma_{yx2} X2 + \gamma_{yx3} X3 + e1$ , → the simultaneous influence of X1, X2, X3 on Y,

H5:  $Z = \gamma_{z.x1} X1 + e2$ , → Direct effects X1 on Z,

H6:  $Z = \gamma_{z.x2} X2 + e2$ , → Direct effects X2 on Z,

H7:  $Z = \gamma_{z.x3} X3 + e2$ , → X3's direct effect on Z,

H8:  $Z = \gamma_{z.x1} X1 + \gamma_{z.x2} X2 + \gamma_{z.x3} X3 + e2$ , → the simultaneous influence of X1, X2, X3 on Z,

H9:  $Z = \beta_{zy} Y + e2$ , → Direct effects Y on Z

Model testing is performed using regression coefficients for the variables Leadership (X1), Communication (X2), Achievement Motivation (X3), Organizational Culture (Y), and Loyalty (Z) through the output table from the submenu view/set. Based on the calculation of the regression coefficient (regression weight) that can be seen in the output table, as presented in Table 4.3. following.

**Table 3. Leadership Regression Weight (lead), Communication (com), Achievement Motivation (motiv), Organizational Culture (culture) and Loyalty (loyal)**

	Estimate	SE	CR	P.	Label
culture <--- leader	.237	.095	2,487	.013	par_29
culture <--- com	.271	.92	2,931	.003	par_31
culture <--- motiv	.197	.100	1976	.048	par_35
loyal <--- culture	.428	.164	2,607	.009	par_27
loyal <--- leader	.278	.147	1,890	.059	par_28
loyal <--- com	.077	.140	.553	.580	par_30
loyal <--- motiv	.477	.164	2,907	.004	par_36

Data source: AMOS 24 Report Output (2020).

**Table 4. Standardized Regression Weight Leadership (lead), Communication (com), Achievement Motivation (motiv), Organizational Culture (culture) and Loyalty (loyal)**

	Estimate
culture <--- leader	.254
culture <--- com	.297
culture <--- motiv	.208
loyal <--- culture	.262
loyal <--- leader	.183
loyal <--- com	.052
loyal <--- motiv	.308

Data source: AMOS 24 Report Output (2020).

## **b) Discussion**

In the two tables above, we can see the influence of Leadership latent variables (lead) on latent variables. Organizational Culture (culture) has a standardized estimate (regression weight) of 0.254 with Cr (Critical ratio = identical to the t-count value) of 2.487 at probability = 0.013. CR value  $2.487 > 2.00$  and Probability =  $0.013 < 0.05$  indicates that the influence of the latent variable Leadership (lead) to the latent variable Organizational Culture (culture) is significantly positive. Theories that support this finding are that leadership is an activity to influence people so that they are directed towards achieving organizational goals. Leadership also includes the process of influencing in setting organizational goals, motivating followers' behavior to achieve organizational goals, influencing to improve the group and its culture (Thoha, 2010: 5)

The influence of the latent variable of communication (com) on the latent variable of Organizational Culture (culture) has a standardized estimate (regression weight) of 0.297 with Cr (Critical ratio = identical to the t-count value) of 2.931 at probability = 0.003. CR value of  $2.931 > 2,000$  and Probability =  $0.003 < 0.05$  indicates that the latent variable of communication (com) on the latent variable of Organizational Culture is positively significant. The results of this study are also supported by the results of previous studies examined by Suci Khairul Aisyah (2018) found that based on the results of the analysis proved that organizational communication partially influences organizational variables and communication has a significant influence on organizational culture. This has been applied to organizational communication between superiors and subordinates can interact well ranging from information, messages, and suggestions.

Effect of latent variables Motivation Achievement (motiv) on latent variables Organizational Culture (culture) has a standardized estimate (regression weight) of 0.208 with Cr (Critical ratio = identical to the t-count value) of 1.976 at probability = 0.048. The value of CR =  $1.976 < 2,000$  and Probability =  $0.048 < 0.05$  indicates that the influence of latent variables Motivation for Achievement (motiv) on the latent variable Organizational Culture (culture) is not significant positive. Achievement motivation does not affect organizational culture. This is inversely proportional as expressed Sudaryono (2013: 91) achievement motivation is the motivation that encourages someone to do better than what has been made or previously achieved or made or achieved by others and can be measured.

Since the influence of Leadership on Organizational Culture (culture) is positive and significant, the effect of communication (com) on Organizational Culture (culture) is significant. The Effect of Motivation on Achievement (Organizational Motivation) on Organizational Culture (culture) is positively insignificant. The simultaneous influence of Leadership (Lead), communication (com), Achievement Motivation (motiv) on Organizational Culture (culture) is a significant positive. As social beings, members of cooperatives are inseparable from the various values and norms prevailing in the organization. Organizational culture can influence the way members to behave. In every organization, organizational culture is always expected to be good because the right organizational culture will be related to whether or not the organization achieves its objectives. A positive organizational culture will drive the organization in a better direction.

Conversely, a negative organizational culture will hurt the organization. Therefore, if the organizational culture is good, the performance that will be achieved will also be excellent. Organizational culture is a characteristic of the organization, not the individual members. If the organization is equated with humans, then organizational culture is the personality or personality of the organization. However, organizational culture shapes the organizational behavior of its members. It is not uncommon for organizational members to behave as individuals (Sembiring, 2012: 39) if the organizational culture is good, the performance to be achieved will also be excellent. Organizational culture is a characteristic of the organization, not the individual members. If the organization is equated with humans, then organizational culture is the personality or personality of the organization. However, organizational culture shapes the organizational behavior of its members. It is not uncommon for the behavior of organizational members as individuals (Sembiring, 2012: 39) if the organizational culture is good, the performance to be achieved will also be excellent. Organizational culture is a characteristic of the organization, not the individual members. If the organization is equated with humans, then organizational culture is the personality or personality of the organization. However, organizational culture shapes the organizational behavior of its members. It is not uncommon for the behavior of organizational members as individuals (Sembiring, 2012: 39)

In the three tables above we can see the effect of Leadership latent variables (leads) on latent variables Loyalty (loyal) has a standardized estimate (regression weight) of 0.183 with Cr (Critical ratio = identical to the t-count value) of 1.890 on probability = 0, 059 CR value 1,890 <2,000 and Probability = 0, 059 > 0.05 shows that the influence of the Leadership latent variable to the Loyalty

variable is positively insignificant. This means that leadership in cooperative increases does not necessarily have a positive effect on member loyalty. There needs to be an increase in leadership so that trust can arise in the eyes of members. This attitude leads to a will so that it leads to loyal behavior, and members will continue to use cooperative products and continue to be involved in cooperative activities. This is by the opinion Whereas according to Kotler (Molan, 2013: 278) that Loyalty is a customer's commitment to survive genuinely to re-subscribe or re-purchase selected products or services as a consistent attitude in the future, even though the influence of the situation and marketing efforts have the potential to cause behavior change. In a sense, the higher the Achievement Motivation will encourage an increase in member loyalty. 278) that Loyalty is the commitment of customers to stay in-depth to re-subscribe or re-purchase selected products or services as a consistent attitude in the future, even though the influence of the situation and marketing efforts have the potential to cause behavior change. In a sense, the higher the Achievement Motivation will encourage an increase in member loyalty. 278) that Loyalty is a deep commitment of customers to re-subscribe or re-purchase selected products or services as a consistent attitude in the future, even though the influence of the situation and marketing efforts have the potential to cause behavioral changes. In a sense, the higher the Achievement Motivation will encourage an increase in member loyalty.

The influence of the latent variable of communication (com) on the latent variable of Loyalty (loyal) has a standardized estimate (regression weight) of 0.052, with Cr (Critical ratio = identical to the t-count value) of 0.553 at probability = 0.580. CR value of 0.553 <2,000 and Probability = 0.058 > 0.05 indicates that the influence of the latent variable of communication (com) on the latent variable of Loyalty (loyal) is positively insignificant. This research shows that the Communication variable does not have a dominant influence on Loyalty. The lack of communication between the members' leadership may be due to the influence of the members' institutional factors, where the majority of the educated members of the respondents in this study are high schools. This will be an obstacle in communication as in the delivery process, physically, semantically, and socially (Ruslan, 2008: 9). There is a need for the coaching of cooperative members so that excellent communication is formed within the body of the cooperative organization, for example, because communication is considered essential to establish a good relationship between fellow members of the cooperative.

The influence of latent variables Motivation Achievement (motiv) on the latent variable Loyalty (loyal) has a standardized estimate (regression weight) of 0.308, with Cr (Critical ratio = identical to the t-count value) of 2.904 at probability = 0.004. CR value  $2.904 > 2,000$  and Probability = 0.004  $< 0.05$  shows that the influence of latent variables Motivation Achievement (motiv) on the latent variable Loyalty (loyal) is a significant positive. David Mc later popularized the achievement motivation theory. Clelland, a social psychologist, and colleagues. According to him, achievement motivation (need for achievement) is encouragement related to differences in the success or enthusiasm of a person in achieving success. The need for achievement is in the form of encouragement to do activities faster, better, more effective, and more efficient than previous activities, and the drive to surpass. This need in the Maslow hierarchy lies between the need for appreciation and the need for self-actualization. Referencing this theory with the achievements formed in cooperative members will increase the Loyalty of members to cooperative organizations.

Due to the influence of latent variables Leadership (lead) to the latent variable Loyalty (loyal) is positively insignificant, the influence of the latent variable communication (com) to the latent variable Loyalty (loyal) is positively insignificant, and the influence of latent variables Achievement Motivation (motiv) on latent variables Loyalty (loyal) is a significant positive so it can be stated the influence of Leadership (Communication), Communication (com), Achievement Motivation (motiv) together against latent variables Loyalty (loyal) is a significant positive. But some indicators are below the average perception of respondents; There needs to be an increase in all variables so that it will help increase member loyalty so that a commitment is formed, which is a deep commitment to buy products and services on an ongoing basis and is not sensitive to changes in the situation that cause customer movement (Zulkarnain, 2012: 136)

The influence of latent variables Organizational Culture (culture) on the latent variable Loyalty (loyal) has a standardized estimate (regression weight) of 0.262, with Cr (Critical ratio = identical to the t-count value) of 2.907 at probability = 0.09. CR value  $2.907 < 2,000$  and Probability = 0.09  $< 0.05$  shows that the influence of the latent variable Organizational Culture (culture) on the latent variable Loyalty (loyal) is significantly positive. So, it can be said that Organizational Culture as a moderating variable gives leadership, communication, and motivation towards Loyalty. Taking into account the standardized estimate for the variable of Achievement motivation

(X1) Achievement motivation (X2), Achievement Motivation (X3), Organizational Culture (Y), to Loyalty (Z), structural equation models can be made as follows:

$$H1: Y = \gamma_{y.x1} X1 + e1 = 0.254 X1 + e1$$

$$H2: Y = \gamma_{y.x2} X2 + e1 = 0,297 X2 + e1$$

$$H3: Y = \gamma_{y.x3} X3 + e1 = 0,208 X3 + e1$$

$$H4: Y = \gamma_{yx1} X1 + \gamma_{yx2} X2 + \gamma_{yx3} X3 + e1 = 0.254 X1 + 0.297 X2 + 0.208 X3 + e1$$

$$H5: Z = \gamma_{z.x1} X1 + e2 = 0.183 X1 + e2$$

$$H6: Z = \gamma_{z.x2} X2 + e2 = 0.052 X2 + e2$$

$$H7: Z = \gamma_{z.x3} X3 + e2 = 0,308 X3 + e2$$

$$H8: Z = \gamma_{z.x1} X1 + \gamma_{z.x2} X2 + \gamma_{z.x3} X3 + e2 = 0.183 X1 + 0.052 X2 + 0.308 X3 + e2$$

$$H9: Z = \beta_{zy} Y + e2 = 0.262 Y + e2$$

**c) The Goodness of Fit Analysis**

Based on the test criteria, Chi-square ( $\chi^2$ ), Relative Chi-square ( $\chi^2 / df$ ), RMSEA, GFI, AGFI, TLI, and CFI above and the Goodness of Fit value of Amos for Windows processing version 24.0 as shown in the figure in the figure in above, then the following table 4.29 can be made.

**Table.5. The Goodness of Fit Evaluation**

The Goodness of Fit Index	Cut-of-Value	Results Model	Information
Chi-square ( $\chi^2$ )	Is expected small	1345,034	Good
Relative Chi-square ( $\chi^2 / df$ )	< 3.00	3,172+)	Marginal
Probability	> 0.05	0,000	Not good
RMSEA	$\leq 0.08$	0,116+)	Marginal
GFI	$\geq 0.90$	0.634	Not good
AGFI	$\geq 0.90$	0.572	Not good
TLI	$\geq 0.94$	0.713+)	Marginal
CFI	> 0.94	0.634+)	Marginal

\*) Meets Goodness of fit  
 +) Marginal

Noting the cut-of-value and Goodness of fit of the model results in Table 29 above, four marginals out of the eight criteria are used. The marginal criteria are Relative Chi-square ( $\chi^2 / df$ ), RMSEA,

TLI, and CFI. Because there are no criteria fulfilled and four are marginal out of the eight criteria required, the above model can be stated as a wrong model (Solimun, 2002: 80 and Solimun, 2004: 71).

**d) Analysis of Measurement Models by Determination**

The following is an analysis of the Measurement Model with the Lead Regression coefficient (lead), Communication (com) and Achievement Motivation (motiv) to Organizational Culture (culture) and the influence of Leadership (lead), Communication (com), Achievement Motivation (motiv) and Organizational Culture (culture) to Loyalty (loyal). Analysis of the measurement model with determination is used to determine the contribution of exogenous variables to endogenous variables. For this analysis, Square, Multiple Correlation, is used. The amount of Square Multiple Correlation can be seen in the following table.

**Table.6. Squared Multiple Correlations:  
 (Group number 1 - Default model)**

	Estimate
culture	.386
loyal	.430

**Data source:** AMOS 24 Report Output (2020).

Squared Multiple Correlation whose value is respectively for Organizational Culture (culture) = 0.386, for Loyalty (loyal) = 0.430 as shown in Table 20 above. According to Ferdinand, (2002: 114) Square Multiple Correlation value for Organizational Culture variable  $R^2 = 0.386$  is identical to  $R^2$  in SPSS of 0.386, then the amount of Determination is the Squared Multiple Correlation value for Organizational Culture variable times 100% =  $0.386 \times 100\% = 38.6\%$ . Thus, it can be stated that the change in Organizational Culture is influenced by Leadership, Communication, and Achievement Motivation by 38.6%.

For Loyalty (loyal)  $R^2 = 0.430$ , the amount of Determination =  $0.430 \times 100\% = 43\%$ . Thus, it can be stated that changes in Loyalty are influenced by Leadership, Communication and Achievement Motivation, and Organizational Culture by 43%. From the overall analysis above, it can be concluded that all indicators for Leadership (Lead), communication (com), Achievement Motivation (motiv), Organizational Culture (culture), and Loyalty (loyal) are Valid/significant. When viewed from the structural equation model above shows Regression Weight ( $\gamma$ ), five

variables have a significant positive effect and two variables that have a positive but not significant effect. From the results of the Goodness of Fit Evaluation, one criterion was met (Chi-square/df) and three marginals, namely RMSEA, TLI, and CFI, from the eight criteria.

## REFERENCE

- [1] Djaali, (2013). Educational Psychology. Jakarta: Earth Literacy.
- [2] Effendy, Onong Uchjana. (2013). Theory of Communication Theory and Practice. Bandung. PT Youth Rosdakarya
- [3] Etta Mamang Sangadji., & Sopiah. (2013). Consumer Behavior: A Practical Approach Accompanied by the Research Journal Association, First Edition, Andi, Yogyakarta.
- [4] Ferdinand, Augusty, (2006), Structural Equation Modeling, Issue 4, BP UNDIP, Semarang.
- [5] Ferdinand, Augusty, (2008), Structural Equation Modeling in Management Research, Diponegoro University Publisher Agency, Semarang
- [6] Kuncoro, Mudrajat. (2009). Research Methods for Business and Economics. Erlangga Jakarta.
- [7] Kotler, Phillip, and Kevin Lane Keller. (2013). Marketing Management, Edition Twelve Volume 2. Interpreting Benyamin Molan, PT. Index, Jakarta.
- [8] Kreitner, Robert & Angelo Kinicki. (2014). Organizational behavior. Jakarta: Salemba Empat
- [9] Latan, Hengky. (2013). Multivariate Analysis of Techniques and Applications. Bandung: Alfabeta.
- [10] Lovelock et al. (2010). Service Marketing, People, Technology, Strategy 2nd Edition. Pearson-Prentice Hall. United States of America
- [11] Martinis Yamin and Maisah. (2010). Future Leadership and Management. Bogor: IPB Press
- [12] Mamang, Sangadji Etta, and Sopiah. {2013}. Consumer Behavior Practical Approach. Andi Publisher. Yogyakarta.
- [13] Moeheriono. (2012). Competency-Based Performance Measurement. Jakarta: PT Raja Grafindo Persada.
- [14] Mangkunegara, AA. Anwar Prabu, (2013), Human Resource Management
- [15] Oemar Hamalik. (2014). Curriculum and Learning. Jakarta: Bumi Aksara Perusahaan, Bandung. Teen Rosdakarya
- [16] Pono, M. (2008), Influence of Environmental Dynamics Competitive and Operational Strategies on Company Performance (Study on Manufacturing Industries in South Sulawesi). Makassar: Hasanuddin Faculty of Economics.
- [17] Priyatno. (2012). Quick Learning of Statistical Data Using SPSS. Cv Andi Offest. Yogyakarta.
- [18] Priansa, Donni Juni. (2016). Human Resource Planning and Development. Bandung: Alfabeta
- [19] Ruslan, Rosady. (2008). Public Relations & Media Management Management. Jakarta: PT Rajagrafindo Persada.
- [20] Robbins, SP, and Timothy A. Judge., (2013). Organizational Behavior. 15th Edition. New Jersey: Pearson Education, Inc.
- [21] Rumengan, J. (2013). Research methods. Bandung: Citapustaka Media Pioneer
- [22] Robbins, SP, and Timothy A. Judge. (2015). Organizational behavior. Issue 16. Jakarta: Salemba Empat.

- [23] Solimun. (2004). *Multivariate Analysis: Structural Equation Modeling (SEM) LISREL and AMOS*. Malang: Faculty of Mathematics and Natural Sciences Universitas Brawijaya.
- [24] Suranto, AW (2010) *Interpersonal Communication*. Yogyakarta: PT. Graha Science
- [25] Sutrisno, Edy. (2010). *Organizational culture*. Jakarta: Kencana
- [26] Solimun. (2006). *Structural Equation Modeling of PLS and SEM Approaches of Smart PLS and Amos Software Applications*, Undiknas Denpasar.
- [27] Siagian, Sondang P. (2011). *Human Resource Management*, Jakarta: PT. Earth Literacy
- [28] Sembiring, Masana. (2012). *Culture and Organizational Performance*. Bandung: Media Focus
- [29] Sinambela, Lijan Poltak. (2016). *Human Resource Management*. Jakarta: PT Bumi Aksara
- [30] Siswandi, Edi. (2012). *Future Bureaucracy*. Mutiara Press. Bandung.
- [31] Sudaryono, et al. (2013). *Development of Educational Research Instruments*. Graha Ilmu, Yogyakarta
- [32] Sugiyono. (2014). *Qualitative Quantitative Research Methods and R&D*. Bandung: Alfabeta
- [33] Sutrisno, Edy. (2013). *Human Resource Management, First Edition*, Jakarta: Kencana
- [34] Syamsudin, Acep and Hilman Firmansyah. (2016). *Business Organization and Management*, Yogyakarta: Waves,
- [35] Thoha. (2010). *Leadership and management*. Jakarta: Rajawali Press
- [36] Tjiptono, F. (2014). *Marketing Services*. Yogyakarta: CV Andi Offset.
- [37] Usman, Husaini and Purnomo Setiady. (2009). *Social Research Methodology. Second Edition*. Jakarta: PT Bumi Aksara.
- [38] Umi Narimawati et al. (2010). *Writing Scientific Papers: Preliminary Guide to Arrange Thesis and Final Project*. Jakarta: Genesis Publisher
- [39] Umar, Husein. (2011). *Research methodology. CV. Alfabeta. Bandung*.
- [40] Umar, Husein. (2013). *Research Methods for Thesis and Business Thesis*. Jakarta: Rajawali Press.
- [41] Veithzal, Rivai, and Deddy Mulyadi. (2012). *Leadership and Organizational Behavior Edition Three*. Jakarta: Raja Grafindo Persada
- [42] Wibowo. (2010). *Organizational culture*. Jakarta: PT RajaGrafindo Persada.
- [43] Wibowo Edy Agung. (2012). *Practical Application of SPSS in Research*. Gave Media, Bandung
- [44] Willis, S, S. (2013). *Educational Psychology*. Bandung: Alfa Beta.
- [45] Wibisono, Chablullah. (2015). *Human Resource Management for Spiritual Motivation*, Prime Publishing. Field
- [46] Zulkarnain. (2012). *The Science of Selling Theoretical Approaches and Selling Skills in First Edition*. Yogyakarta: Graha Science.