DETERMINATION OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, ACHIEVEMENT MOTIVATION WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS INTERVENING VARIABLES ON PERFORMANCE USING ALL-PLS (EMPLOYEE RESEARCH STUDY IN PT. THE COMMUNITY BANK INDONESIA PINANG TANJUNG PINANG KENCANA BRANCH, UNIT)

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ABSTRACT

In this study, researchers used respondent data, such as gender, age and length of work of respondents in order to provide information about relationships. Where from the questionnaires distributed as many as 30. The discussion in this chapter is the result of field studies to obtain questionnaire answer data that measures five main variables in this study, namely transformational leadership, organizational culture, achievement motivation, organizational citizen behavior and performance. Data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, instrument tests, normality tests, hypothesis testing, and discussion of the results of hypothesis testing and Path Analysis Path. This study uses path analysis (path analysis) to examine relationship patterns that reveal the effect of a variable or a set of other variables, both direct and indirect. The calculation of the path coefficient in this study was assisted by Smart PLS Ver 3.0. To have a direct and indirect effect between variables, the calculation results of the path coefficient and to see the significance.

The influence of the X3 variable on X4 has a P-Values value of 0.046 <0.05, so it can be stated that the effect of X3 on X4 is significant. The influence of the X3 variable on Y with a P-Values value of 0.005 <0.05, so it can be stated that the effect of X3 on Y is significant. The effect of the variable X4 on Y with a P-Values value of 0.010 <0.05, so it can be stated that the effect of X4 on Y is significant. The effect of variable X1 on X4 has a P-Values value of 0.045 <0.05, so it can be stated that the effect of X1 on X4 is significant. The effect of the variable X1 on Y with a P-Values value of 0.000 <0.05, so it can be stated that the effect of X1 on Y is significant. The effect of the variable X2 on X4 has a P-Values value of 0.000 <0.05, so it can be stated that the effect of X2 on X4 is significant. The effect of the variable X2 on Y with a P-Values value of 0.022 <0.05, so it can be stated that the effect of X2 on Y is significant.

I. INTRODUCTION

Initially, Bank Rakyat Indonesia (BRI) was founded in Purwokerto, Central Java by Raden Bei Aria Wirjaatmadja under the name De Poerwokerto sche Hulp en Spaar bank der Inlandsche Hoofden or "Aid and Savings Bank belonging to the Priyayi Purwokerto, a financial institution that serves people Indonesian nationality (native). This institution was established on December 16, 1895, which was later used as the birthday of BRI. Since August 1, 1992, based on Banking Law No.7 of 1992 and Government Regulation No. 21 of 1992, BRI's status was changed to a company In order for the vision and mission to be achieved, it is important to pay attention to transformational leadership, Transformational Leadership is all forms that are given to all employees as remuneration for the contribution given to the company. There are many cases where quality human resources (HR) come out after being obtained by with great difficulty due to the Transformation Leadership system al which is not interesting, so that Transformational Leadership aims not only to obtain quality human resources, but also to maintain quality human resources (HR). Organizational culture is a collection of values that help organizational members understand acceptable and unacceptable actions in the organization. Organizational culture has a very strategic role to encourage and improve the effectiveness of organizational performance, as an instrument for determining the direction of the organization, directing what can be done and what cannot be done, how to allocate organizational resources, and as a tool to deal with problems and opportunities from the internal environment. and external. The concept of culture has been central to the field of anthropology since its inception and received attention in the early development of organizational studies. The concept of culture in organizational theory is one dimension in understanding organizational behavior. The need to diagnose and manage organizational culture is increasingly important because of the increasing need to combine and shape different organizational cultures as structural changes have occurred. Motivation is a process that explains the strength, direction, and persistence of a person in an effort to achieve goals. Therefore, motivation in general is related to efforts towards each goal. Achievement motivation is the capital for success. Organizational citizenship behavior (OCB) is reflected in the behavior of helping others, volunteering for extra tasks, obeying rules and procedures in the workplace. This behavior illustrates the added value of employees, which is a form of pro-social behavior, namely positive, constructive and helpful social behavior. Performance can be known and measured if an individual or a group of employees has criteria or benchmarks of success standards set by the organization. Therefore, if there are no goals and targets set in the measurement, it is impossible for a person's performance or organizational performance to be known if there is no measure of success.

Formulation of the problem

1. Does Transformational Leadership directly determine the Organizational Citizenship Behavior ?

2. Does Organizational Culture directly determine the Organizational Citizenship Behavior ?
3. Does Achievement Motivation directly determine the Organizational Citizenship Behavior ?
4. Does the Organizational Citizenship Behavior directly determine the Employee Performance ?
5. Does Transformational Leadership directly determine the Employee Performance ?
6. Does the work facility directly determine the Employee Performance ?
7. Does Achievement Motivation directly determine the Employee Performance ?

II. RESEARCH METHOD
In this study, researchers used respondent data, such as gender, age and length of work of respondents in order to provide information about relationships. Where from the questionnaires distributed as many as 30. The discussion in this chapter is the result of field studies to obtain questionnaire answer data that measures five main variables in this study, namely transformational leadership, organizational culture, motivation, achievement, organizational citizenship behavior, and performance. Data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, instrument tests, normality tests, hypothesis testing, and discussion

of the results of hypothesis testing and Path Analysis Path. This study uses path analysis (path analysis) to examine relationship patterns that reveal the effect of a variable or a set of other variables, both direct and indirect. The calculation of the path coefficient in this study was assisted by Smart PLS Ver 3.0. For the effect of departing directly and indirectly between variables, the results of the calculation of the coordination coordinates are to see the significance.

Population and Sample
The population in this study was in at employee research study in PT. The Community Bank Indonesia Tanjung Pinang Kencana Branch, Unit, amounting to 30 people regardless of specific strata and field of duty. Arikunto (in Riduwan, 2012: 210) states that if the subject is less than 100, it is better to take all of them, so that the research is a population study. Because of population limitations, all members of the population were used as the research sample, so this study used a saturated sample, which was taken through the Census Technique using proportional random sampling.

III. RESULT AND DISCUSSION
Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing using a composite reliability value with the criteria of a variable is said to be reliable if the composite reliability value is> 0.600 (Hair, Hult, Ringle, & Sarstedt, 2014).

Internal Consistency Analysis

Tabel 1

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.845	0.873	0.878	0.431
X2	0.882	0.892	0.907	0.554
X3	0.874	0.883	0.902	0.538
X4	0.764	0.861	0.823	0.427
Y	0.870	0.876	0.888	0.449

Source: Data Processing (2020)

Based on the data of the internal consistency analysis in the table above, the results show that the variables X1, X2, X3, X4 and Y have a composite reliability value> 0.600, so all X1, X2, X3, X4 and Y variables are reliable.

Convergent Validity

Tabel 2

	X1	X2	X4	Y	x3
X1.1	0.400				
X1.10	0.447				
X1.2	0.821				
X1.3	0.763				
X1.4	0.735				
X1.5	0.695				
X1.6	0.747				
X1.7	0.622				
X1.8	0.690				
X1.9	0.577				
X2.1		0.758			
X2.2		0.812			
X2.3		0.838			
X2.4		0.822			
X2.5		0.738			
X2.6		0.593			
X2.7		0.589			
X2.8		0.759			
X3.1					0.597
X3.10					0.563
X3.2					0.675
X3.3					0.484
X3.4					0.603
X3.5					0.620
X3.6					0.639
X3.7					0.811
X3.8					0.823

X3.9					0.795
X4.1			0.794		
X4.2			0.775		
X4.3			0.716		
X4.4			0.595		
X4.5			0.580		
X4.6			0.834		
X4.7			0.756		
X4.8			0.773		
Y1				0.492	
Y2				0.622	
Y3				0.465	
Y4				0.852	
Y5				0.867	
Y6				0.820	
Y7				0.734	
Y8				0.653	

Source: Data Processing (2020)

Based on the table above, it can be seen that the value of outer loading for variables X1, X2, X3, X4, Y where the value of all the items in the 5 variables tested is greater than 0.4, so all indicators in 5 variables are declared valid.

Disciplinary Validity

Discriminant validity aims to assess an indicator of a construct variable is valid or not, namely by looking at the Heterotrait Value - Monotrait Ratio Of Corelation (HTMT) <0.90, then the variable has good (valid) discriminant validity (Hair, Hult, Ringle, & Sarstedt, 2014).

Tabel 3

Variabel	X1	X2	X3	X4	Y
X1					
X2	0.524				
X3	0.546	0.401			
X4	0.502	0.405	0.421		
Y	0.531	0.479	0.458	0.711	

Source: Data Processing (2020)

Based on the table above, the results of the correlation of variables X1 with X2, X1 with X3, X1 and X4, variables X1 and Y all variables have a correlation value <0.900, thus the correlation value of all variables is declared valid.

Structural Model Analysis (Inner Model)

The structural model analysis or (inner model) aims to test the research hypothesis. The part that needs to be analyzed in the structural model is the coefficient of determination (R Square) by testing the hypothesis. Collinearity test is to prove whether the correlation between latent variables / constructs is strong or not. If there is a strong correlation, it means that the model contains problems from a methodological point of view, because it has an impact on the estimation of its statistical significance. This problem is known as collinearity. The value used to analyze it is by looking at the Variance Inflation Factor (VIF) value. (Hair, Hult, Ringle, & Sarstedt, 2014; Garson, 2016). If the VIF value is greater than 5.00, it means a collinearity problem occurs, and conversely there is no collinearity problem if the VIF value is <5.00 (Hair, Hult, Ringle, & Sarstedt, 2014).

Tabel 4

Variabel	X1	X2	X3	X4	Y
X1				1.239	1.255
X2				1.407	1.921
X3				1.355	1.360
X4					1.378
Y					

Source: Data Processing (2020)

From the data above it can be described that the VIF value for the correlation X1 with Y, X2 with Y, X3 with Y, X4 with Y has a value <5.00 so there is no collinearity problem, thus from the data above, the structural model is in the case of it does not contain a collinearity problem.

Direct Influence Hypothesis

Testing the direct effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables directly (without intermediaries). If the path coefficient value is positive it indicates that an increase in the value of one variable is followed by an increase in the value of other variables, if the path coefficient value is negative it indicates that an increase in one variable is followed by a decrease in the value of another variable. If the probability value (P-Value) <Alpha (0.05) then Ho is rejected (the effect of a variable with other variables is significant). If the probability value (P-Value)> Alpha (0.05) then Ho is rejected (the effect of one variable with other variables is not significant).

Tabel 5

Variabel	Real sample	Average sample	Standard Deviation	T Statistics	P Values
X1 -> X4	0.030	0.033	0.040	0.765	**0.045**
X1 -> Y	0.997	0.967	0.077	12.929	**0.000**
X2 -> X4	0.975	0.967	0.044	21.966	**0.000**
X2 -> Y	-0.129	-0.118	0.103	1.253	**0.022**
X3 -> X4	-0.188	-0.183	0.254	0.741	**0.046**
X3 -> Y	-0.036	-0.026	0.057	0.634	**0.005**
X4 -> Y	0.004	0.011	0.169	0.025	**0.010**

Source: Data Processing (2020)

1. The direct effect of variable X3 on variable X4 has a path coefficient of 0.741 (positive), so an increase in the value of variable X3 will be followed by an increase in variable X4. The influence of the X3 variable on X4 has a P-Values value of 0.046 <0.05, so it can be stated that the effect of X3 on X4 is significant.

2. The direct effect of variable X3 on variable Y has a path coefficient of 0.634 (positive), so an increase in the value of variable X3 will be followed by an increase in variable Y.The effect of variable X3 on Y has a P-Values value of 0.005 <0.05, so it can be stated that the influence between X3 on Y is significant.

3. The direct effect of variable X4 on variable Y has a path coefficient of 0.025 (positive), so an increase in the value of variable X4 will be followed by an increase in variable Y.The effect of variable X4 on Y has a P-Values value of 0.010 <0.05, so it can be stated that the influence between X4 on Y is significant.

4. The direct effect of variable X1 on variable X4 has a path coefficient of 0.765 (positive), so an increase in the value of variable X1 will be followed by an increase in variable X4. The effect of variable X1 on X4 has a P-Values value of 0.045 <0.05, so it can be stated that the effect of X1 on X4 is significant.

5. The direct effect of variable X1 on variable Y has a path coefficient of 12.929 (positive), so an increase in the value of variable X1 will be followed by an increase in variable Y. The effect of variable X1 on Y has a P-Values value of 0.000 <0.05, so it can be stated that the influence between X1 on Y is significant.

6. The direct effect of variable X2 on variable X4 has a path coefficient of 21.966 (positive), so an increase in the value of variable X2 will be followed by an increase in variable X4. The influence of the variable X2 on X4 has a P-Values value of 0.000 <0.05, so it can be stated that the effect of X2 on X4 is significant.

7. The direct effect of variable X2 on variable Y has a path coefficient of 1.253 (positive), so an increase in the value of variable X2 will be followed by an increase in variable X4. The influence of the X2 variable on Y has a P-Values value of 0.022 <0.05, so it can be stated

that the effect of X2 on Y is significant.

Coefficient of Determination

The coefficient of determination (R Square) aims to evaluate the accuracy of the predictions of a variable. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path model.

Tabel 6

Variabel	R Square	Adjusted R Square
X4	0.942	0.936
Y	0.913	0.899

Source: Data Processing (2020)

IV. CONCLUSION

Leaders need to develop their leadership capacity by communicating well with employees so that they can inspire and bring optimal information within the organization, make organizational culture a reference in solving problems within the organization, need to assess work standards to stimulate employee achievement motivation, job characteristics clearly will foster the behavior of organizational citizenship behavior of employees in organizations, personal approaches between leaders and employees to improve employee performance.

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