

Service Performance Model Through Work Motivation: Analysis of Transformational Leadership, Managerial Coaching, and Organizational Commitments (At the Regional Development Bank of South Kalimantan)

Ary BASTARI¹, Hapzi Ali², Hamidah³

¹Jakarta State University Students. Email: arybatarish@gmail.com

²Lecturer at Universitas Mercu Buana (UMB) Jakarta. Email: hapzi.ali@mercubuana.ac.id

³Lecturer at Jakarta State University. Email: hamidah@unj.ac.id

ABSTRACT

As a provider of quality banking services, South Kalimantan Bank employees always maintain service performance by working in accordance with Standard Operating Procedures (SOP). However, the problem faced in this study is about the quality of service performance of South Kalimantan Bank during the 2016- 2018 period, during which the service performance did not match the standards set by the company and inconsistencies occurred in the delivery of services to its work units, even though the company had complete the policy regarding South Kalimantan Bank service standards. This study aims to examine and analyze the effect of transformational leadership, managerial coaching, and organizational commitment to service performance through work motivation. This research is quantitative using multivariate analysis with SEM LISREL 8.8. Population withdrawal using census techniques, the sample of respondents is 220 permanent employees. The results of this study indicate a positive and significant influence of transformational leadership on motivation, a positive and significant influence of transformational leadership on motivation, a positive and significant effect of managerial coaching on motivation, the positive and significant influence of managerial coaching variables on service performance, the positive and significant influence of organizational commitment variables on motivation, the positive and significant influence of organizational commitment variables on service performance, and the existence of a positive and significant influence of the motivational variables on service performance.

Keywords: Service Performance Model, Work Motivation, Transformational Leadership

Correspondence:

Ary Bastari
Jakarta State University Students

*Corresponding author Ary Bastari email-address: arybatarish@gmail.com

INTRODUCTION

The success of a company in achieving its goals, can not be separated from the role and performance of existing human resources in the company. Employees as human resources are the most important assets for the company because of their role as implementing policies and company operational activities. The

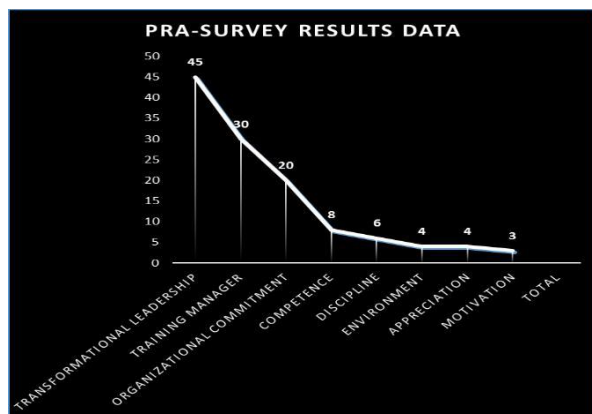
Bank is one of the financial institutions trusted by the public to raise funds and manage these funds into a variety of product and investment choices. The definition or definition of a bank according to the Law of the Republic of Indonesia No. 10 of 1998 concerning banking is: "Banks are business entities that collect funds from the public in the form of deposits, and distribute them to the public in order to improve the lives of many people". In connection with this definition, banks

occupy strategic positions in the national economy (Bank Indonesia, 1998).

South Kalimantan Bank is one of the sources of local revenue, and is committed to helping encourage economic growth in the region. South Kalimantan Bank has 1 Main Branch Office, 17 Branch Offices, 11 Sub-Branch Offices, and 34 Units. As a provider of quality banking services, as in its mission, employees of the South Kalimantan Regional Development Bank always maintain service performance by working in accordance with Standard Operating Procedures (SOP). However, the problems encountered in this study is about the performance of quality of service in South Kalimantan Regional Development Bank during the period from 2016 to 2018, during which the period of service performance not in accordance with the specified standards of banks and inconsistencies occur in

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servicing the work unit, even though the company has completed the policy regarding South Kalimantan Bank service standards. The quality of service in question is a form of consumer assessment of the level of service received with the expected level of service (Kotler, Kartajaya, & Setiawan, 2011). The South Kalimantan Regional Development Bank's service performance data and the preliminary survey data of the researchers make a research gap in this study, as attached in Figure 1 below:



Picture 1.

From Picture 1, shows that the 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). The 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 (SOP) 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 the quality of service in the past three years.

In line with the description above, this research is directed to examine how a leader influences the service performance of his employees. So that later the results can be accounted for scientifically, it is necessary to conduct an in-depth study using scientific principles so that the process of improving performance in terms of service can be justified and accepted empirically. In this study, researchers conducted research on employees to assess superiors. This is in line with the theory of "High Performance Work System (HPWS)", where research not only assesses leaders but indirectly assesses overall company performance as a form of service performance improvement influenced by organizational commitment and work motivation factors.

The influence of transformational leadership, managerial coaching, and organizational commitment to performance both directly and through motivation has been widely discussed by previous researchers including by Huang et al. (2016).

Based on the background, phenomena, and identification of the problems above, this research is focused on developing an empirical model to develop the quality of service performance in the Regional Development Bank of South Kalimantan in the context of the target. Transformational, Managerial Coaching, and Organizational

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Commitment (At the Regional Development Bank in South Kalimantan).

RESEARCH OBJECTIVES

Based on the description Above, the purpose of this study is to find out And Analyze:

- 1) The Effect of Transformational Leadership Work Motivation,
- 2) The Effect of Coaching on Work Motivation,
- 3) The Effect of Organizational Commitment on Work Motivation,
- 4) The Effect of Transformational Leadership on Service Performance,
- 5) The Effect of Managerial Coaching on Service Performance,
- 6) The Effect of Organizational Commitment on Service Performance,
- 7) Effect of Work Motivation on Service Performance

LITERATURE REVIEW

Service Performance

The Concept of performance is the value of A set of employee behaviors that contribute, both positively or negatively to the fulfillment of the organizational goals of Colquitt, LePine And Wesson (2011). Performance is the result of work that HAS A strong relationship with the goals of the organization's strategy, customer satisfaction, And contributing to the economy. Thus performance is About doing work And the results Achieved from the work (Armstrong And Baron, 2004). In line with Armstrong And Baron, According to Wibowo (2016), 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 the work takes place to Achieve work results. Performance is basically what employees do or don't do in carrying out their work (Mathis, et Al., 2012). Performance can Also be understood AS real behavior displayed by everyone AS work

performance produced by employees ACCording to their role in the organization (Rivai, et Al., 2009). Performance is the result produced by A particular job function or Activities on A particular job for A certain period of time. The results of the work Are the results of Abilities, expertise, And desires Achieved (Bernardin, et Al., 2011). Performance is related to the Amount of effort spent by An individual on his job (Robbins, 2014). Performance is An embodiment of the work that has been generated or carried by employees. These results Are well recorded so that the Achievement of the performance that should be with what happened can be evaluated properly (Suwatno, 2019). Meanwhile ACCording to Ansori, A & Ali, H. (2017) that there Are two factors that can improve employee performance, namely employee competence And promotion.

Work motivation

Kinicki And Kreitner (2008) define motivation AS *goda d g d h* ie motivation is A psychological process that Awakens And directs behavior that influences goals. Motivation is 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 (Koh, 2015).

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 with regard to employee motivation (Wasylyshny, 2014). According to Kanfer (2017) motivation is something that is Able to influence the skills developed by individuals, the work And career pursued by individuals, And the way individuals Allocate their resources (for example,

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Attention, effort, time, And human And social capital) to influence the direction, intensity And the persistence of work Activities.

Transformational Leadership

According to Colquitt, et.All, (2009) leadership is As the use of power And influence to direct the Activities of flowers towards the Achievement of goals. That direction can Affect the interpretation of event followers, 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. Leadership According to Graffeo (2019) 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 teaches us how the role of leaders is 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) states that the essence of leadership is the Ability to change An idea into An outcome that has A significant impact, so that from this statement the organization can move forward while experiencing setbacks due to various factors in which one of them is leadership. The leader is like A Captain for ships trying to sail the vast ocean, so AS A leader must know where the goals of the organization will go

Managerial Coaching

Guidance (coaching) is helping someone individually to Access what they know in the framework of their duties (Colomo And Richard, 2006). Whitmore (2009), "Coaching is unlocking A person's potential to maximize their own performance. It is helping them to learn rather than teaching them ". With the explanation that coaching opens up one's potential to maximize

their own performance. This helps them to learn rather than teach them.

Guidance based on Akhtar (2017) explained "coaching is Assisting And helping practice that guide employees, groups AS well AS organizations to obtain new expertise, performance And capability that boost their personal improvement, efficiency And growth". Coaching is Accompanying And Assisting practices by guiding employees, groups And organizations to Acquire new skills, performance And Abilities that drive their personal improvement, efficiency, And growth. Kohli (2016) added that coaching is "Coaching is A person-centered, non-diagnostic, explorative conversational method with its sole purpose to facilitate self-reflection that leads to insight of one's own behavior relative to one's environment". This opinion can be interpreted AS mentoring is A person-centered, non-diagnostic, explorative method of conversation with the sole purpose of facilitating self-reflection that leads to insight About one's behavior relative to one's environment.

Organizational Commitment

Colquitt et Al. et Al (2011) explain that committed employees Are employees who have A strong desire to remain A member of the organization. According to Robbins And Judge (2015), organizational commitment is A situation where employees favor A certain organization And its goals And have A desire to stay AS A member in the organization. Organizational commitment is emotional Attachment, identification And involvement of individuals with the organization And the desire to remain A member of the organization (Allen And Meyer, 2013). Organizational commitment is one of the key factors in organizational success which can increase work productivity (Adjibolosoo, 2018). Commitment is Able to make An organization survive because All forms of commitment owned by workers is A factor needed by the company to survive (Adjibolosoo, 2018). The leader's

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organizational commitment is the leader's loyalty to the organization which is reflected in high involvement to achieve the various goals the organization wants to achieve. Leader's loyalty is reflected through the willingness and willingness of the leader to always try to be part of the organization and a strong desire to survive in the organization for an unlimited period (Suwatno, 2019).

Conceptual Framework

1 Transformational leadership take effect on Work Motivation

The results of research conducted by Tucunan, Supartha, and Riada (2014), prove there is a significant and positive influence between transformational leadership and employee motivation. The results of this analysis provide information that transformational leadership has a significant and positive effect directly on employee motivation. This means that the stronger the understanding and implementation of transformational leadership, the stronger the motivation of employees. The results of research conducted by Pradita (2017), produce a conclusion that the transformational leadership style has a significant positive effect on motivation. Leadership style has a positive effect on motivation, transformational leadership is a visionary leader who invites the organization's human resources to move towards the vision of the leader. Then the results of research conducted by Deschamps et al. (2016), and Fiaz, M., Su, Q., Amir, I., & Saqib, A. (2017), strengthen the results of research which states that transformational leadership styles can influence employee work motivation. Suharyono, S., Ali, H. (2017), in analyzing the influence of motivation, discipline and leadership style on work performance found a correlation between motivational factors, work discipline and leadership style on employee work performance. Further research conducted. Paijan, P., Ali, H.

(2017) by analyzing the influence of transformational leadership styles, and training on work motivation and on the implications of performance. The results of his analysis reinforce the previous research that transformational leadership style will affect performance both directly and through work motivation.

2 Managerial coaching affects the work motivation of

Managerial coaching as the development of human skills and knowledge to improve staff performance, which in turn will lead to the achievement of organizational goals. The results of research conducted by Suwito and Yolanda (2018) 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 in question is guidance to add insight, ability and skills to overcome the obstacles of the work technician and achieve optimal performance in carrying out his work. Serhan, Al Achy, and Nicolas (2018) in their research findings stated 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. Results of research conducted by Akhtar et al. (2014) states that coaching has a positive impact on employee motivation. The results of this study are in line with those of Brych et al. (2018), Ismail, A., Ahmad, NN, & Zainol, A. (2016), who said that every managerial coaching is very influential and is an important component in growing employee motivation.

3 Organizational commitment influences work motivation.

One that can cause employee dissatisfaction at work is the organizational commitment to its employees. Employees will be motivated if the

needs and encouragement have an acknowledgment from the company such as salary, work facilities and the application of a culture of leadership. As the results of several studies on this subject said that organizational commitment will affect employee work motivation and subsequently motivation will affect employee performance itself. The results of research conducted by Choi, D., Oh, IS, & Colbert, AE (2015), Kim, Henderson, and Eom (2015). Thus it is clear that the influence of transformational leadership on employee motivation is a strong concept in this study.

4 Transformational leadership influences employee performance

Research results Rifansyah and Kasmiruddin (2016) state that transformational leadership style will have a positive effect on employee performance. Transformational leadership influences the creative behavior and behavior of organizational citizens. Individual differentiation and group identification are proposed as social identity mechanisms that reflect the orientation characteristics of personal and collective identities that support the differential effects of transformational leadership behavior on the performance results of Tse, HHM, & Chiu, WCK (2014). Likewise with the results of research conducted by Tampi (2014). The results of hypothesis testing have proven that there is an influence between leadership style on employee performance. Putra and Subudi (2015) in their research results concluded that transformational leadership style is the variable that most influences employee performance. This is the same as research Advani, A., & Abbas, Z. (2015) which states that transformational leadership and transformation leadership are very important in organizations because organizational performance increases employee performance in the banking industry and the modern era.

5 Managerial coaching affects employee performance

The results of several research researchers concluded that one of the factors that can improve employee performance if every company leader can practice managerial coaching in the company. This is as concluded by some researchers about the relationship between managerial coaching influence with employee performance, as concluded by Ali et al. (2018), Kalkavan and Katrinli (2014), Kim (2014), Sukarjati, Minarsih,

and Warso (2016).

The researchers describe their findings that each development of managerial coaching dimensions can affect employee performance both directly and indirectly.

6 Organizational commitment influences employee performance

As previously discussed, organizational commitment can affect employee performance directly or indirectly. According to the results of several studies that improving performance through organizational commitment is talking about increasing employee satisfaction with the organization. The emergence of employee work motivation due to employee satisfaction from various aspects that occur in the company one of which is the company's organizational commitment to employees that have an impact on employee commitment to work better and loyal to the company. This influence between organizational commitment to employee performance has been widely discussed by previous researchers such as by Kosasih (2014), Wahyudi and Sudibya (2016), Fu and Deshpande (2014), Hafiz.A (2017) and Asiedu, Sarfo, and Adjei (2014).

7 Motivation affects employee performance

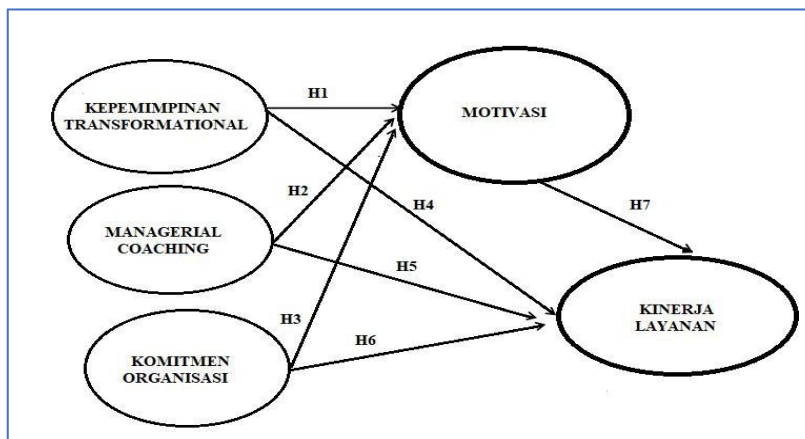
Motivation is a factor that can encourage employees to achieve organizational goals that have been set. Various aspects can influence an

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individual employee motivated to improve his performance. These aspects are, for example, leadership culture, the process of implementing managerial coaching by company leaders and the company's organizational commitment to company employees. These three factors, both directly and indirectly will encourage an increase in employee performance. This is as stated by several studies conducted by Mandey (2015), Tindow, Mekel, and Sendow (2014), Dewi and Wibawa (2016), Supriyadi (2017), Hanafi and

Yohana (2017), Dobre, O.-I. (2013). And Ali (2017). Thus, it is clear that the influence of motivation on employee performance is a strong concept in this study.

From the description of experts, previous researchers and preliminary surveys that have been conducted by researchers, it can be illustrated through the framework of the research model as shown below:



Picture 2. Conceptual Framework

Research Hypothesis

- 1) H1: Transformational Leadership has a positive effect on Motivation
- 2) H2: Managerial Coaching has a positive effect on Work Motivation
- 3) H3: Organizational commitment has a positive effect on Work Motivation
- 4) H4: Transformational Leadership has a positive effect on Service Performance
- 5) H5: Managerial Coaching has a positive effect on Service Performance
- 6) H6: Organizational commitment has a positive effect on Service Performance
- 7) H7: Work Motivation has a positive effect on Service Performance

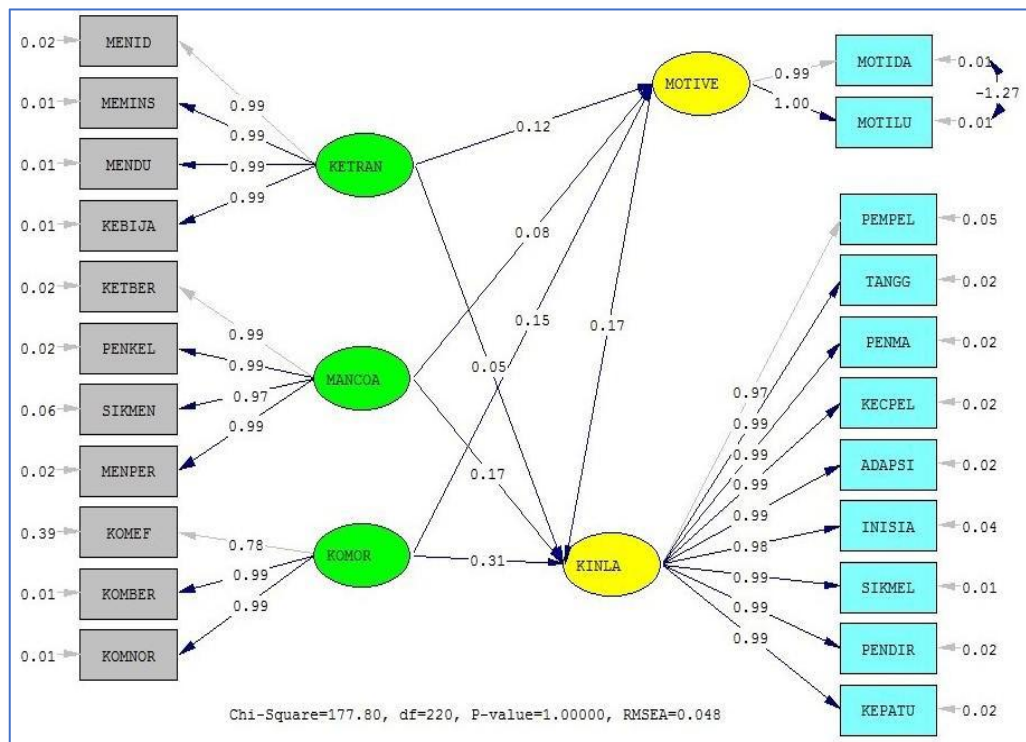
RESEARCH METHODOLOGY

This research is a quantitative study using survey methods that are research conducted on a population but the data analyzed are data from population samples (Ali, H. And Limakrisna, N.2013). The intended survey research is to explain causal relationships or correlations which are commonly referred to as path analysis.

The affordable population of this research is all the employees of the Regional Development Bank of South Kalimantan. The sampling technique used is purposive sampling technique, namely sampling with specific goals or considerations. The analysis tool used uses SEM (structural equation modeling) Lisrel 8.8 which requires a lot of research samples.

RESULT AND DISCUSSION

Model SEM



Picture 3. Full model SEM Standardize Solution

Source: Processed by researchers (2019)

Confirmatory Factor Analysis

Test Validity And Reliability of 1st Order CFA

Table.2

Test Validity And Reliability of the 1st Order CFA Measurement Model

Latent Variabel	Variabel Manifes	Estimation Factor Loading	Critical Faktor Loading	Decision	Critical Value CR 0.70	Critical Value AVE 0.5	Decision
Transformational Leadership (KETRAN.X1)	MENID	0.99	0,5	Valid	0,997	0,980	Reliable
	MEMINS	0.99	0,5	Valid			
	MENDU	0.99	0,5	Valid			
	KEBIJA	0.99	0,5	Valid			
Managerial Coaching (MANCOA X2)	KETBER	0.99	0,5	Valid	0,980	0,970	Reliable
	PENKEL	0.99	0,5	Valid			
	SIKMEN	0.97	0,5	Valid			
	MENPER	0.99	0,5	Valid			

Source: Processed by researchers (2019)

Based on Figure 3 And Table 2 the results of R^2 all equal to or greater than the critical coefficient, thus it can be concluded that all H_0 on the latent variable Transformational Leadership or KETRAN(X1) And Motivation or MANCOA (X2) Are declared valid. Construct Reliability (CR) can be obtained from the calculation of a number of standardized loading factors squared divided by the number of

loading factors squared plus the measurement error variant. While the value of AVE is obtained from the sum of the loading factor divided by the number of variable items (see Fig. 3, Full Model SEM Standardized Solution). Standardize loading factor of latent variables MENID, MEMINS, Mendu, KEBIJA is 0.99 (see diagram SEM 4:25), MENID 0:02 and MEMINS, Mendu, KEBIJA is 0001, the final result CR value

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is 0.997 and the value AVE is 0.980. Because both CR values and AV values > critical values that have been determined are 0.70 and 0.50, thus each variable that measures Transformational Leadership is declared reliable. Similarly, for a variable Managerial Coaching (MANCOA), all the results of the analysis of construct reliability (CR) > 0.7. And the results of the calculation of average variance error > 0.5, it can be concluded that the reliability of the latent variables SEKBER, PENKEL, SIKMEN and MENPER are declared reliable.

Goodness of Fit Test

Based on the print out of the Lisrel SEM test results in the estimated 2ndCFA measurement. Furthermore, researchers will analyze the

suitability of the overall model contained in the statistics generated by Lisrel by analyzing the compatibility of the data with the overall model or in Lisrel called Goodness of Fit (GOF). Goodness of Fit (GOF) model fit test aims to test whether the proposed model has a fit (fit) with the sample data or not. A model is said to be fit if the sample covariance matrix is not much different from the estimated covariance matrix (Edi Riadi, 1105: 2018). According to Rangkuti (2016) to determine whether or not a model is suitable then with just 9 measurement items the model is indicated to be fit enough to say that the research model is declared fit.

The following researchers include table 4 of the summary results of Goodness of Fit measurements or model compatibility:

Tabel 4. Uji Keccocokan Model

UKURAN GOF	HASIL ESTIMASI	KRITERIA	KESIMPULAN
Statistics λ^2	df = 220	$0 < \lambda^2 \leq 2df$	Fit
	$\lambda^2 = 1177.80$	$2df < \lambda^2 \leq 3df$	
P-Value	1.00	$0.05 \leq p \leq 1.00$	Fit
		$0.01 < p \leq 0.05$	
NCP	0.20	Harus lebih kecil	Fit
RMSEA	0.048	$RMSEA \leq 0.08$	Fit
		$RMSEA \leq 0.05$	
ECVI	0.15	Harus lebih kecil dari Saturated ECVI(0.18)	Fit
		Harus lebih kecil dari Saturated AIC(30.00)	
Model AIC	27.20	Harus lebih kecil dari Saturated CAIC(94.47)	Fit
Model CAIC	78.78		
NFI	0.99	$NFI > 0.90$	Fit
		$0.80 < NFI < 0.90$	
NNFI/TLI	1.00	$0.80 < TLI < 0.90$ atau $NFI > 0.90$	Fit
PNFI	0.30	$PNFI < 0.5$	Fit
CFI	1.00	$CFI > 0.97$	Fit
		$0.90 < CFI < 0.97$	
IFI	1.00	$IFI > 0.90$	Fit
RFI	0.99	$RFI > 0.90$	Fit
CN	550	$CN > 200$	Fit

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SRMR	0.08	SRMR ≤ 0.05	Tdk Fit
GFI	0.98	GFI > 0.90	Fit
AGFI	0.98	AGFI > 0.89	Fit
PGFI	0.30	PGFI > 0.5	Tdk Fit

Source: Processed by researchers (2019)

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, 3 measurements did not support this model, the researcher assumed that this model could 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.

Hypothesis testing

Hypothesis testing will be analyzed based on Figure 3, Figure 4, and Figure 5 from the results of the SEM Lisrel print out. As discussed in the previous sub-chapter, the hypotheses built in this study are seven hypotheses. In this section, the researcher will examine these three hypotheses whether the results of the analysis are the same as the hypotheses that the researchers built in this study. The hypotheses built are as follows:

1. H1: There is a positive and significant effect on transformational leadership on motivation

2. H2: There is a positive and significant effect on transformational leadership on service performance

3. H3: There is a positive and significant influence on managerial coaching on motivation

4. H4: There is a positive and significant effect of managerial coaching on service performance

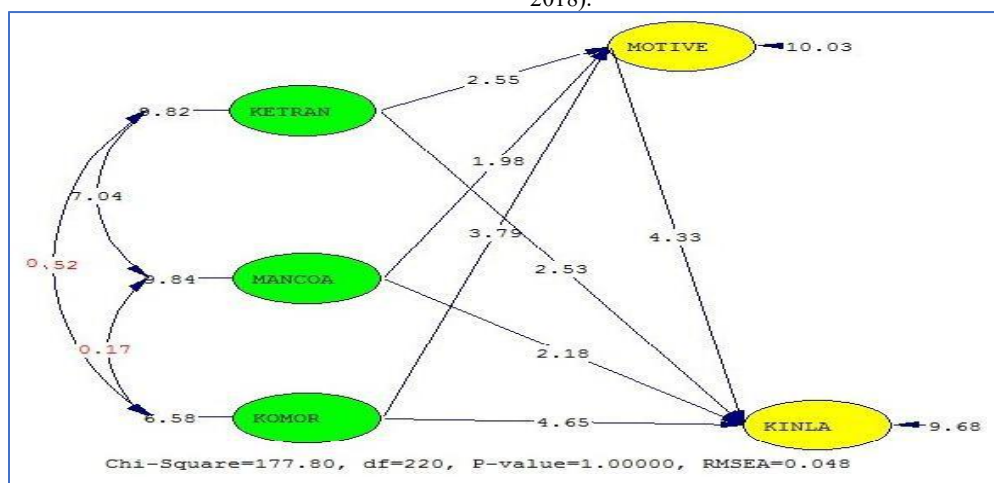
5. H5: There is a positive and significant effect on organizational commitment to service performance

6. H6: There is a positive and significant effect on organizational commitment motivation

7. H7: There is a positive and significant influence Motivation on service performance

To test the significance of the coefficient of influence between latent variables, we must consult the Z value of the two-tailed test table at

$\alpha = 0.05$, then the probability value $Z -1 - (\alpha / 2) = 1 - (0.05 / 2) = 0.975$. From the Z table, a value of 0.975 is obtained by a Z score of 1.96. The Z value of 1.96 was set as a critical value for significance testing (Edi Riadi, 452: 2018).



Picture 4 Struktur T-Value

Structural Equations				
MOTIVE	= 0.16*KETRAN + 0.099*MANCOA + 1.18*KOMOR, Errorvar.= 0.85 , R ^a = 0.059			
	(0.062)	(0.060)	(0.31)	(0.085)
	2.54	1.98	3.78	10.01
KINLA	= 0.078*MOTIVE + 0.031*KETRAN + 0.093*MANCOA + 1.04*KOMOR, Errorvar.= 0.14 , R ^a = 0.20			
	(0.018)	(0.044)	(0.043)	(0.23)
	4.32	2.52	2.18	4.63
				9.65

Picture 6. Struktural Equation Model

Source: Processed by researchers (2019)

a) First Hypothesis Testing

There is A positive And significant effect of transformational leadership (KETRAN) on motivation (MOTIVE)

The coefficient of direct influence of transformational leadership (KETRAN) on Motivation (MOTIVE) γ_1 is 0.16, while the error value (sePk) is 0.062. If the value of γ_1 is divided by sepk, A t value of 2.55 is obtained. Because the value of $t > 1.96$, it can be concluded that the Transformational Leadership coefficient (KETRAN) has A significant direct effect on motivation (MOTIVE). Thus the hypothesis which states that there is A positive And significant influence on tional-formational leadership (KETRAN) on motivation (MOTIVE) can be Accepted.

b) Testing theHypothesis Second

There is A positive And significant influence of transformational leadership (KETRAN) on service performance (KINLA)

The coefficient of direct influence of transformational leadership (KETRAN) on service performance (KINLA) γ_2 is 0.031, while the error value (SEPK) is 0.060. If the value of γ_2 is divided by sepk, A T value of 2.53 is obtained. Because the value of $T > 1.96$, it can be concluded that the Transformational Leadership coefficient has A direct effect on service performance (KINLA) significantly. Thus the hypothesis which states that there is A positive And significant influence on

tional-level leadership (KETRAN) on service performance (KINLA) can be Accepted.

c) Hypothesis Testing Third

There is A positive And significant effect of ManAgerial coaching (MANCOA) on Motivation (MOTIVE)

The coefficient of direct influence of ManAger COACHing (MANCOA) on Motivation (MOTIVE) γ_3 is 0.099, while the error value (sePk) is 0.060. If the value of γ_3 is divided by sepk, A T value of

1.98 is obtained. Because the value of $T > 1.96$, it can be concluded that the coefficient of ManAgerial COACHing (MANCOA) has A significant direct effect on Motivation (MOTIVE). Thus the hypothesis which states that there is A positive And significant influence on ManAger COACHing (MANCOA) on Motivation (MOTIVE) is Acceptable.

d) Hypothesis Testing Fourth

There is A positive And significant influence of ManAgerial coaching (MANCOA) on service performance (KINLA)

The coefficient of direct manAgerial influence (MANCOA) on service Performance (KINLA) γ_4 is 0.093, while the error value (sePk) is 0.043. If the value of γ_4 is divided by Sepk, A T value of

2.18 is obtained. Because the value of $T > 1.96$, it can be concluded that the coefficient of ManAgerial COACHing has A direct effect on service performance (KINLA) significantly. Thus the hypothesis which states that there is A positive

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And significant MANAGERIAL COACHING (MANCOA) effect on service performance (KINLA) can be accepted.

e) Testing the Hypothesis Fifth

There is a positive and significant influence of ORGANIZATIONAL COMMITMENT (KOMOR) on service performance (KINLA)

The coefficient of direct influence of ORGANIZATIONAL COMMITMENT (KOMOR) on Service Performance (KINLA) γ_5 is 1,114, while the error value (sePk) is 0.23. If the value of γ_5 is divided by sepk, a T value of 4.65 is obtained. Because the value of $T > 1.96$ it can be concluded that the coefficient of ORGANIZATIONAL COMMITMENT (KOMOR) directly influence the service performance (KINLA) significantly. Thus the hypothesis which states that there is a positive and significant influence on ORGANIZATIONAL COMMITMENT (KOMOR) on service performance (KINLA) can be accepted.

f) Hypothesis Testing Sixth

There is a positive and significant effect on ORGANIZATIONAL COMMITMENT on motivation

The coefficient of direct influence on ORGANIZATIONAL COMMITMENT (KOMOR) on MOTIVATION (MOTIVE) γ_6 is 1.18, while the error value (sePk) is 0.31. If the value of γ_6 is divided by sepk, a T value of 3.79 is obtained. Because the value of $T > 1.96$, it can be concluded that the coefficient on ORGANIZATIONAL COMMITMENT (KOMOR) significantly influences motivation (MOTIVE). Thus the hypothesis which states that there is a positive and significant influence of ORGANIZATIONAL COMMITMENT (KOMOR) on MOTIVATION (MOTIVE) can be accepted.

g) Hypothesis Testing Seventh

There is a positive and significant influence MOTIVATION on service performance

The coefficient of direct influence MOTIVATION (MOTIVE) on service Performance (KINLA) γ_7 is

0.078, while the error value (sePk) is 0.018. If the value of γ_7 is divided by sepk, a T value of

4.33 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. Thus the hypothesis which states that there is a positive and significant influence of motivation (MOTIVE) on service performance (KINLA) can be accepted.

DISCUSSION

1) There is a positive and significant influence of transformational leadership on motivation.

These results prove both theoretically and empirically put forward by several experts about the influence of transformational leadership on motivation including those put forward by Banks (2016), (Elmi et al., 2016), (Rivai et al., 2017), (Masdyzulhak et al., 2016), (Bastari et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), the results of these experts argues that there is a positive and significant influence of transformational leadership on motivation. In conducting research, researchers found that although the effect was significant, in terms of quality the effect of transformational leadership variables on motivation in driving service performance in companies was still small.

2) There is a positive and significant influence of transformational leadership on service performance

Based on the results of data analysis that has been presented both through path analysis and hypothesis testing that transformational leadership has a significant direct effect on service performance. This indicates that any transformational leadership culture that is applied to the South Kalimantan Regional Development Bank company will affect the performance of employees of the South Kalimantan Regional Development Bank. Corporate leadership values such as the spirit of cooperation, strong vision,

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being able to provide direction, always optimistic, caring, being a subordinate role model, being able to solve every problem, respecting, and providing support are values that can directly improve employee performance. employee attitudes like this because every individual employee is satisfied with the transformational leadership values that the company applies.

The results of this study confirm the results of research from Suwito and Yolanda (2018), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Widodo et al., 2017), (Riyanto et al., 2017),

3) There is a positive and significant influence of Managerial coaching on motivation

Referring to the analysis of the coefficient of determination can be concluded that the influence of managerial coaching on motivation is very large. This means that South Kalimantan Regional Development Bank employees have a perception that managerial coaching can provide benefits and can foster motivation in work so that it can improve the performance services of the bank's employees to customers. From the data that has been described both in the hypothesis test and the path significance test, it indicates to us that the culture of coaching manager is something that is expected by the employees of the Regional Development Bank of South Kalimantan to improve their skills and knowledge. Some indicators that can be used as a reference to measure each individual employee whether motivation arises to improve performance when leaders practice value, namely the emergence of openness, group approach, mutual respect and accepting differences in each individual employee. This culture will motivate employees to be more committed to the company and ultimately an increase in service performance will be achieved.

The results of the analysis of this study confirm the results of previous studies conducted including (Rivai et al., 2017), (Prayetno & Ali, 2020),

(Bastari et al., 2020) and Brych, et al (2018). Where the results of their study found a positive and significant effect of motivation.

4) There is a positive and significant influence of Managerial coaching on service performance

The results of the analysis of both path analysis and hypothesis can provide an illustration for us that the influence of managerial coaching on service performance is significant. Which means that any change in factors that affect variables will have an impact on service performance. Judging from the results of the path analysis the magnitude of the influence of managerial coaching on service performance indicates very little. The magnitude of this influence shows us that factors such as openness, leadership approaches to groups, the attitude of leaders in respecting subordinates and the attitude of leaders in accepting differences of opinion have not been felt by employees. Unless all of these factors can increase employee motivation at work, it will greatly affect performance.

The results of this study also confirm the results of research conducted by (Djojo & Ali, 2012), (Prihartono & Ali, 2020), (Ali et al., 2016) and Asiedu, et al (2014). Where the results of their study found that there is a positive and significant influence of managerial coaching on service performance.

5) There is a positive and significant effect of organizational commitment to service performance

The results of path analysis and hypothesis testing show that the effect of organizational commitment on service performance is very small although the effect is significant which means that any change in factors or variables, both forming organizational commitment variables and service performance has a close relationship where every change in one variable will have an impact on

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changes in other variables. The results of the analysis in this study provide the fact that organizational commitment factors have a close relationship to employee performance, this is shown both from the results of the analysis of the significance of the influence and the results of the analysis of the coefficient of determination of the influence of organizational commitment factors on service performance. The results of the significance analysis provide a fact that the effect of organizational commitment on performance both directly and indirectly is very influential. The results of this study also confirm the results of research conducted by (Harini et al., 2020), (Maszydzulhak et al., 2016), (Prayetno & Ali, 2017), and Asiedu, et al (2014). Their results stated "There is a positive and significant effect on Organizational Commitment (KOMOR) on service performance (KINLA)".

6) There is a positive and significant influence of organizational commitment to motivation Referring to the results of both the path analysis and hypothesis analysis the facts obtained from the analysis result that there is a positive and significant influence of organizational commitment to motivation. This can be seen from the results of structural test models or equation models where the value of $t_{\text{Arithmetic}} > t_{\text{critical}}$. Which implies that there is a positive and significant influence of organizational commitment variables on motivation. Any changes to the organizational commitment factor will directly affect motivation. These results also confirm the results of research conducted by, Gagne et al (2015), Posey, Robert, & Lowry (2015), Cunningham & Mahoney (2004), Afifah & Ramadhon (2015), Kim, et al (2015) and Choi, et al (2016), Selma (2011), Gagne et al (2015), Posey, Roberts & Lowry (2015), Tremblay, Blanchard, Taylor, Pelletier & Villeneuve (2009), Sharpe (2010), Arifah & Romadhon (2015), and Indarti & Anidar (2015). Their results say, "There

is a positive and significant effect of organizational commitment on motivation".

7) There is a positive and significant influence of motivation on service performance

The results of the analysis in this study indicate that motivation will affect service performance if there is an influence from transformational leadership factors, managerial coaching and organizational commitment. The biggest factor influencing motivation in creating performance service is managerial coaching and organizational commitment, while the smallest factor affecting motivation is transformational leadership. So it can be concluded that each employee will be motivated to work optimally to produce good performance through encouragement from managerial coaching factors and organizational commitment. These results confirm the results of research from studies conducted by (Bastari et al., 2020), (Chauhan et al., 2019), (Prayetno & Ali, 2020), Dobre, O.-I. (2013).

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of data analysis and the discussion that has been done, some conclusions can be drawn, as follows:

- 1) There is a positive and significant influence of transformational leadership on motivation even though the level of influence is weak
- 2) There is a positive and significant influence of transformational leadership on motivation both directly or indirectly through the motivation variable as a mediator variable.
- 3) The positive and significant influence of managerial coaching on motivation. Where the level of relationship between these two variables is quite strong and significant
- 4) There is a positive and significant influence of managerial coaching variables on performance service both directly and indirectly through motivational variables as mediating variables

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on service performance variables. The level of relationship between these three variables is quite strong.

- 5) There is a positive and significant influence of the variable organizational commitment to motivation with a fairly strong influence level
- 6) There is a positive and significant influence of the variable organizational commitment on performance service both directly and indirectly through motivational mediator variables. The effect of the relationship between these two variables is quite high
- 7) There is a positive and significant influence of the motivational variable on service performance. The relationship between motivation variables and performance is service influenced by variables of transformational leadership, managerial coaching and organizational commitment.

Suggestion

- (A) The object of research in this study is 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 the conclusions drawn in future studies will be far more perfect. As whether these variables can affect motivation and performance.
- (b). For further research, it 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 5.9% the remaining 94.1% is a variable that is not observed by researchers. The influence of leadership on service performance can only be explained by about 17% by transformational

leadership variables while the rest are variables that are not observed by researchers. The influence of managerial coaching on motivation can only be explained about 59% by the exogenous variable managerial coaching, while the rest is not observed by researchers. The influence of motivation on service performance can only be explained by about 20% by endogenous variables. The remaining 80% is an unobserved variable by researchers.

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