TRANSFORMATIONAL LEADERSHIP, PROFESSIONALITY AND WORK DISCIPLINE ON THE EFFECT OF ORGANIZATIONAL PERFORMANCE IN INDOESIAN SHARIAH BANKING

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ABSTRACT

This study aims to determine the influence of transformational leadership, professionalism and work discipline on organizational performance in sharia-based banking. Data was collected from 187 respondents and found that significant relationship partially between transformational leadership to organizational performance of 26 percent, then professionalism there is no relationship to organizational performance, so the hypothesis is rejected. Further work discipline is positive and significant partially to the performance of the organization by 91 percent. While the transformational leadership, professionalism and work discipline there is a positive and significant relationship simultaneously to organizational performance of 88%. This study is perhaps the first that concentrate on transformation leasdership in shariah banking in Indonesia.

Keywords: Transformational Leadership, Professionalism, Discipline of Work and Organizational Performance

INTRODUCTION

Indonesia is a country with the largest Muslim majority population in the world, making Indonesia a potential market in the development of Islamic finance. Therefore, a sharia financial institution that develops today where its operational activities use the principles of sharia banking is a Sharia (BUS) Commercial Bank. This sharia banking institution began to flatten out and reveal its identity amid the many conventional banks that exist. Syariah banking in Indonesia is projected to increase rapidly in line with the increasing rate of institutional expansion and accelerated growth of sharia banking assets is very high and coupled with the increasing volume of sukuk issuance based on data obtained from the Islamic Finance Country Index (IFCI). Furthermore, the growth of sharia banking can be seen based on total assets owned.

Figure 1: Total Graph of Indonesia's Sharia Banking Assets

Source: https://www.google.co.id
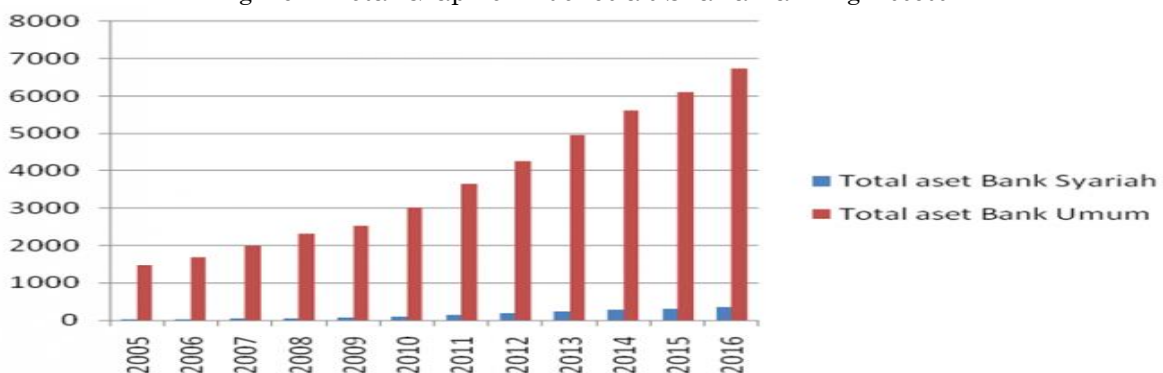
One of the advantages of the structure of Islamic financial development is the regulation where the authority to issue Islamic financial fatwa is centered on an independent institution namely the National Sharia Council of Majelis Ulama Indonesia (DSN-MUI) different from other countries. the other is greater. In addition there are also some weaknesses in Islamic banks are prejudiced both to all its customers and assume that everyone involved in Islamic banks is honest, so it becomes vulnerable to those who are not good intentions, The system of results requires complicated calculations, especially in calculating part of

the customer's profit so that required greater accuracy than conventional banks. Islamic banks carry a fair profit-sharing mission, hence more professionals are more reliable than conventional banks. The mistake in assessing the project to be financed by a sharia bank with a profit-sharing system will bring about greater consequences.

Along with the increasing growth of Syariah banking, it is deemed necessary to increase the capability of human resources, both externally and internally, to adapt to dynamic and changing environmental conditions. The individual's external capability can be through enhancement of technological skills, information, regulation and deregulation as well as other supporting factors. While the improvement of the ability of internally individuals can be realized through the performance of employees and as a totality on the performance of the organization. Efforts to improve human resources through transformational leadership, professionalism, work discipline will be able to improve the performance of Islamic banking organizations. Improved organizational performance is increasingly needed, because the existence of the organization in this case is the Islamic banking strength is highly dependent on the ability of the existing individuals in it. Therefore, if human resources are properly addressed through the improvement of performance of adequate employee performance, then the performance of the organization will be more dynamic and can develop to achieve the desired goals. Based on the above explanation of this research, this study is attempt to investigate the relationship of transformational leadership, professionalism and work discipline to the performance of organization either partially or simultaneously in syariah banking, where the purpose of this research can give contribution in order to overcome the weakness of syariah banking especially human resources.

LITERATURE REVIEW

Leadership (leading or actuiting) is one of the functions of management to improve the effectiveness and efficiency of the work to the maximum and create a harmonious work environment, and dynamic. Leaders provide direction and influence subordinates, so that others do essential tasks. By creating the right atmosphere, the leadership helps his subordinates to work their best. Leaders include actuiting that is to move and motivate subordinates to perform their tasks. So leadership is the ability to influence others who are directed to provide motivation to achieve organizational goals that have been determined. In other words leadership in management can be interpreted as guidance in the activities of members who can help organizations more focused to achieve results or targets. Next section is to discuss the related issue of leaderships in Indonesia.

Transformational Leadership

As has been explained in the management function that leadership is one element of management that can give effect or style for the survival of an organization. Leadership is one element that has a strong enough influence in the activity and survival of an organization, then the role of the leader is very determine the achievement of the direction and purpose of an organization. Therefore, leadership with a new approach is needed to deal with rapid changes, transformative leaders with the ability to develop innovative movements, empowering their subordinates into a change of way of thinking and understanding of organizational goals so that subordinates feel involved and responsible in completing the work. Burns (1978) argues that the transformational leadership model essentially emphasizes a leader needs to motivate his subordinates to do their responsibilities more than they expect. The transformational leader must be able to define, communicate and articulate the vision of the organization and the subordinate must accept and acknowledge the credibility of its leader. Podsakoff et al., In Marselius and Rita (2004) also argue that transformational leadership is a determinant factor for influencing subordinate attitudes, perceptions and behaviors useful for increasing trust in leaders, subordinate motivation, job satisfaction and able to reduce the number of conflicts that often occur within an organization. Bass dan Riggio (2006) mentioned that "The dynamic of transformational leadership involve strong personal identification with the leader, joining in a shared vision of the future, or going beyond the self-interest exchange of rewards for compliance". Thus, transformational leaders are leaders who are charismatic and have a central and strategic role in bringing the organization to achieve its goals. Transformational leaders must also have the ability to equate the vision of the future with their subordinates and heighten the needs of subordinates at a higher level than what they need. Yammarino et al. (2004), transformational leaders must be able to persuade their subordinates to perform their duties beyond their own interests in the interest of the larger organization. Furthermore, transformasional leaders articulate a realistic vision of the organization's future, stimulate subordinates in an intellectual way and pay attention to the differences that their subordinates possess.

Thus, as expressed by Tichy and Devanna in Wibawa (2013), the existence of transformational leaders has the effect of transformation at both the organizational level and the individual level. So is Bass in Wibawa (2013) arguing that transformational leadership has four dimensions which he calls "the Four I's". The first dimension is called idealized influence. This first dimension is described as a leader's behavior that keeps his followers admiring, respecting and believing at the same time. The second dimension is called inspirational motivation. In this dimension, transformational leaders are described as leaders who are able to articulate a clear expectation of subordinate achievement, demonstrating their commitment to all organizational goals and able to arouse team spirit within the organization through the growth of enthusiasm and optimism. The third dimension is called intellectual stimulation (intellectual stimulation). Transformational leaders must be able to cultivate new ideas, provide creative solutions to the problems faced by subordinates and motivate subordinates to seek new approaches in performing organizational tasks. The latter dimension is referred to as individualized consideration. In this dimension, transformational leaders are described as a leader who will listen attentively to the inputs of subordinates and is particularly concerned with the subordinate's needs for career development. Although research on this transformational model is relatively new, some research results support the validity of the four dimensions presented by Bass and Avilio above. Many researchers and management practitioners agree that the transformational leadership model is the best leadership concept in describing the characteristics of leaders (Sarros and Butchatsky in Wibawa 2013). This transformational leadership concept integrates ideas developed in trait, style and contingency approaches as well as transformational leadership concepts combining and refining the earlier concepts developed by sociologists (such as Weber 1947) and political scholars (eg Burns 1978). Thus transformational leadership can unite all of its subordinates and be able to change beliefs, attitudes, and personal goals of each subordinate in order to achieve the goals, even beyond the intended purpose (Humphreys, 2002; Liu, 2003; Rafferty and Griffin, 2004; Yammarino 2004).

Professionalism

A profession is a job or job that requires the skills or skills of the perpetrator. Professions are jobs that require training and mastery of a particular knowledge. Profession is a type of work that must meet several criteria. A profession usually has professional associations, codes of ethics, and certification processes and licenses that are specific to the profession. Professionalism is someone who performs a particular profession or professional is a person who holds a position or job done with skill or high skills. It also influences the performance or performance of a person in performing his professioned work. The term professional is also often used for a job that receives a fee and has expert in the field, for example a boxer who has been considered capable in boxing is usually referred to as a professional boxer. Although, the sport of boxing itself is not considered a profession. Armstrong and Vincent's research in Ikhsan Arfan (2007) suggests that the profession should be based on professional and expertise, professionals require extensive training in academic or theoretical, eg job training and experience, while expertise or special knowledge needs recognition in the form of specific certification. Professionalism is a commitment of members of a profession to improve its ability on an ongoing basis. Professionalism is an important individual attribute, regardless of whether a job is a profession or not. Professionalism refers more to the notion of professional commitment,while professionalism refers to the process or time travel that makes a person or group of people become professional.

Professionalism can include the ability to act professionally and earnestly in professional matters. According to the functionalist approach, professionalism is associated with the view that the work indicates a number of characteristics required by the profession (Green Wood, 1957; Goode, 1957; Kalbers and Fogarty, 1995). Hall in Kalbers and Fogarty (1995) are widely used by researchers to measure the professionalism of the profession of internal auditors as reflected by attitudes and behaviors. Hall further explains that there is a reciprocal relationship between attitudes and behavior, that is professional behavior is a reflection of the attitude of professionalism and vice versa professions and benefits gained both by society and professional. While Poerwopoespito and Utomo (2000), said that professionalism means the ideology that put the profession as the main point of attention in one's life.In Development Management Magazine (2000) states that professionalism in the world of work is not just marked by the mastery of science and technology alone, but also is determined by how to use science and technology and the goals achieved with its utilization. A professional must be able to: first, Giving meaning and putting science and technology that can provide maximum benefits for himself and the organization or company where he works and improve the quality of community life. Second, Reflect attitudes and identity of the

profession with the sincerity to deepen, master, apply and be responsible for the profession. Third, Have the intellectual nature as well as seek and maintain the truth. Fourth, Prioritize and prioritize the maximum service above the rewards of service, but it does not mean that his services are given without compensation. Another opinion expressed by Sri Bintang Pamungkas (2001), that professional man is considered a qualified human who has the expertise and ability to express his expertise to the satisfaction of others or society with a compliment. The expression of that skill appears in the behavior of the analyst and his decisions. Thus the results of professional work always satisfy others and have high added value. Professionalism has always been linked to its efficiency and success and has been a source of increased production, growth, prosperity and prosperity of both the individual owners of the profession and the community of the environment. Professionalism always shows positive attitude and behavior in the form of active, creative, imaginative, productive, innovative and progressive in doing work process and adjusting to various global demands in information age. Professionalism is often associated with several factors including competence, certification of professional allowance. There are a number of dominant factors in questioning professionalism among employees. First the intellectual capacity of employees relevant to the type and nature of the work. This intellectual capacity certainly relates to the type and level of education that characterize one's knowledge and skills in working. Both work standards that at least include procedures and procedures and outcomes of work. The three moral and ethical standards in carrying out the work. According to Joko M. Affandi (2002), there are four traits that can be identified as indicators or indicators to see the level of professionalism of a person, namely: the mastery of knowledge ability; scientific ethics, responsibility.

Meanwhile, according to Maister (2000) says that the traits of true professionalism embrace pride in their work and show personal commitment to quality, strive for responsibility, anticipate and not wait for orders, they show initiative, do what needs to be done to complete the task, involve themselves actively and not just stick to the roles that have been set for them, always looking for ways to make things easier for the people they serve, to learn as much as possible about the business of the people they serve, really listen to the needs of the people who serve, learn to understand and think like the people they serve so they can represent them when the people are not there, is a team player, can be trusted in holding secrets, honest, loyal and open to constructive criticisms on how to improve. The professional measure for sharia banking is required to have a broad knowledge generated from penasabahnya or society in general, according to M Joko Affandi (2002: 89) can be seen in the services provided. If the services provided in general can give satisfaction to the community served, then do not hesitate to declare that the service has been given in a professional manner. Conversely, if people in general are still complaining about the services provided, it is necessary to improve the professionalism. Therefore, it would be very reasonable if society is most entitled to provide an assessment. The same thing is also said by Maister (2000) that professional is not a label you give to yourself, this is a description that you hope will be given by others to you.

Work Discipline

In essence discipline is something that can be trained, discipline training is expected to foster self-control, character or regularity and efficiency. In its original sense, the discipline is systematic instruction given to disciples to train them as a supervisor for performing, or to follow a particular code of conduct or "order". Often, the phrase "to discipline" carries a negative connotation. This is because the enforcement of order - that is, ensuring through the punishment. Discipline is also believed to be one of the main pillars of modern life, according to many different religious beliefs. Etymologically the discipline comes from disciple English which means followers or embraces teaching, practice and so on. Muchdarsyah Sinungan (2005) that discipline is a particular situation where the people who are members of the organization are subject to the rules of the existing with pleasure. While work is all human activities are done to reach the goals he has set. Jerry Wyckoff and Barbara C. Unel, (2012) define discipline as a process of work leading to order and self-control. Furthermore, Jerry Wyckoff and Barbara C. Unel, (2012) mentioned that the discipline of work is the awareness, willingness and willingness of others to be able to comply and obey all applicable rules and norms, work is voluntary attitude and is a call for duty and responsibility answer for an employee. The employee will either obey or do all his or her work well instead of complying with the duty by force. Willingness of work is an attitude of behavior and deeds of a person in accordance with the basic task as an employee. Employees must have principles and maximize the potential of work, so that other employees follow it so as to instill discipline in the work spirit.

Soegeng Prijodarminto (2004: 15) argues that discipline is a condition created and formed through the process of a series of behaviors that show the values of obedience, obedience, order and order. Because it is united with him, then the attitude or deeds done no longer or at all not felt as a burden, otherwise it will burden him when not do as usual. Adherence values have become part of the behavior in his life Mukijat (2010:96) suggests discipline is a management activity to implement organizational standards. Next Discipline The etiomologis derived from the Latin, namely diciplina which means training or education, politeness and spirituality and the development of character. Alex S Nitisemito (2000:36) proposes discipline as an attitude, behavior and deed in accordance with the rules of the company, both written and unwritten. Wayne Mondy and Robert M. Noe (2005) discipline is the status of self-control of an employee as a sign of order and neatness in the cooperation of a group of work units within an organization (someone status selfcontrol as orderliness sign order and accuration in doing cooperation from a group of unit work in a organization). Based on the description that has been presented about the discipline it can be said that the discipline is generally defined compliance and adherence to the rules or provisions applicable within the environment of their respective organizations, if there are employees who do not comply with all rules and regulations applicable to the work environment, the employee's actions can be categorized as disciplinary acts.

Viewed from an organizational perspective, discipline can be formulated as the adherence of every member of the organization to all applicable rules within the organization, manifested through good attitudes, behaviors and deeds to create order, harmony, no disputes, and other good conditions. So briefly it can be concluded that discipline is concerned with self-control in order to distinguish what is right and what is wrong so that in the long run is expected to foster responsible behavior. Behavior of work discipline is something that does not appear by itself but needs to be formed. According to Commings in SP Siagian (2008) suggests there are two types of discipline within the organization, namely preventive discipline and corrective discipline. Then added by T. Hani Handoko (2003: 208) progressive discipline. Preventive discipline (preventive dicipline) is an action that encourages employees to comply with various applicable rules and meet the standards set. This means through clarity and explanation of the pattern of attitudes, actions and behaviors desired of each member of the organization, to prevent do not let the employees behave negatively. In other words that the formation of discipline behavior can be done through preventive dicipline is an action taken to encourage workers to follow or obey the norms and rules so that violations do not occur. The goal is to enhance workers' awareness of the wisdom and rules of their work experience. The successful application of employee discipline (preventive discipline) lies in the personal discipline of members of the organization. In this case there are three things that need attention management in the application of personal discipline, Prasetya Triguno (2001) mentions that the main purpose of preventive discipline is to encourage employees to have high personal discipline, so that leadership role is not too heavy with supervision, which can turn off the initiative, creativity and participation of human resources. Corrective discipline is an attempt to apply discipline to an employee who has actually committed a breach of the applicable provisions or fails to meet the established standards and is subject to gradual sanctions. Horald D. Garret in Akhmad Sudrajat (2008) mentions that when in his instructions an employee of the working group unit has a clear task and has listened to the problems that need to be done in his duties as well as the leader has tried to help do his job well and the leadership gives criticism wisdom in carrying out its duties, but the individual employee still fails to meet the criteria of disciplinary standards, even if somewhat reluctant, it is necessary to force by using corrective action, in accordance with applicable rules of discipline.

In other words that the corrective discipline is an action that follows the violation of the rules, it tries to undermine further violations so that it is hoped that future behavior can comply with regulatory norms. Corrective sanctions should be done gradually, from the lightest to the most severe. Sayles and Strauss mention 4 (four) stages of corrective sanctions, namely: oral warning, written warning, discipline layoff and discharge). In addition, in the provision of corrective sanctions should pay attention to the following 3 (three) sanctioned employees should be notified of any violation or error what has been done; the employee concerned is given the opportunity to defend himself, in the event of the heaviest sanctions, namely dismissal, need to be interviewed out (exit interview) at which time is explained, among others, why management is forced to take action as hard as that. Burack in Akhmad Sudrjat (2008) cautioned that effective corrective sanctions centered on one's attitudes or behaviors in the working group unit that made mistakes in performing work activities and not because of his personality. Therefore, in the application of corrective sanctions should be careful not to damage a person or the overall organization. In the corrective sanction must follow the correct procedure so as not to negatively impact the work morale of group members. Negative impacts on the improper application of corrective sanctions will have an effect

on managerial prudence that will decline, as well as in corrective actions in the wrong team may result in a lack of employee participation in the organization, where teamwork will become uninspired in performing the task his cooperation and being scattered due to misconduct of team disciplinary action. While progressive discipline (progressive dicipline) namely: the activities provide more severe penalties for repeated violations. The purpose of this progressive discipline so that employees can take corrective actions before getting a more serious punishment. Factors supporting the discipline of work Alex S Nitisemito (2000) suggests there are several factors that influence the emergence of disciplinary behavior of work, namely job goals and job skills, leadership examples, welfare, justice, supervision attached (waskat), legal sanctions, firmness and human relations. Added again there are several things that can support the establishment of work discipline in an organization that is: the threat, welfare, the firmness, the participation, goals and abilities, leadership exemplary. One of the most difficult tasks for a leader is how to properly enforce work discipline. If an employee breaks a code of conduct, such as being too late or skipping work, fighting, dishonest or otherwise behaving in a way that can undermine the work of a part, the leader must intervene. Such mistakes should be punished and the employer should make sure that such behavior does not recur. In line with the principle of work discipline that needs to be enforced within an organization that: Leaders must behave positively: to be able to exercise good and proper discipline, a leader must be a role model for his subordinates. Therefore a leader must be able to maintain positive behavior in accordance with the expectations of employees.

Organizational Performance

Performance in the organization is the answer to the success or failure of organizational goals that have been set. Superiors or managers often do not pay attention unless it is very bad or everything goes awry. Too often managers do not know how bad performance has degenerated so companies / agencies face a serious crisis. The organization's profound bad impression results in and ignores the warning signs of a degenerate performance. According to Cummings and Worley in SP Siagian (2008), individual performance is directly influenced by various task task characteristics, task significance, variety skills, autonomy, and feedback about results and indirectly by organizational and group design, as well as personal characteristics. In addition, Harter in Sashkin and Sashkin (2003) shows empirical evidence that executive followers of 35 health care organizations give higher assessments to the chief executive officers (CEOs) of organizations that continue to grow as a sustainable Transactional and Transformational Leaders, compared to CEOs who lead non-sustainable organizations. With the impact of transformational and transactional leadership on the performance of leaders and organizations, as transformational and transactional leadership have been discussed previously. Performance is defined as an end result of an activity (Robbins and Coulter, 2007). Meanwhile, performance is defined as the level of productivity of an individual employee and the relative co-workers of various work-related behaviors and outcomes (Busch and Bush in Babin and Boles, 1998; Kohli in Babin and Boles, 1998; Singh in Babin and Boles, 1998).

Performance is directed toward achieving mission, vision and organizational goals through a variety of work-related behaviors (Hughes et al., 2002). Finally, referring to various studies, Christen (2006) research suggests that performance is broadly defined as an aggregate construct of effort, skills and results that are important to an employee and company. Rivai and Basri (2005) put forward the word performance, when viewed from the origin he said is a translation of the word performance derived from the root word to perform which means implementing or perfecting the responsibility. Sulistiyani (2003) suggests that performance is a combination of ability, effort and opportunity that can be assessed from the results of his work. Meanwhile, according to Bernardin and Russell in Sulistiyani (2003) states that performance is an outcome record generated from certain employee functions or activities performed over a period of time. So the performance as a result of work function / activities of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain period of time (Tika, 2006). Rivai and Basri (2005) understanding of performance is the willingness of a person or group of people to do something activity and refine it in accordance with the responsibility with the expected results. While Henry Simamora (2006) suggests that employee performance is the level at which employees achieve job requirements. While Suprihanto (2003) said that the performance of an employee is basically the work of an employee during a certain period compared with the possibility, such as standards, targets or targets or performance that has been determined in advance and has been mutually agreed. Performance refers to employee performance measured by the standards or criteria set by the company. Understanding the performance or performance of work is limited by Maier in Moh As'ad (2003) as one's success in carrying out a job. More firmly Lawler and Poter states that performance is a "succesfull role achievement" that a person derives from his actions (Moh As'ad, 2003). In line with the above points

Bambang Guritno and Waridin (2005) performance is the comparison of work achieved by employees with predetermined standards. While in the study Abdul Hakim (2006) states that the performance is the work achieved by individuals who are adjusted to the role or task of individuals in a company at a certain time period, which is associated with a measure of certain values or standards of the company where the individual is working. Performance is a comparison of work achieved by employees with predetermined standards (Masrukhin and Waridin, 2004).

Prabu Mangkunegara (2002) defines performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him. So performance is the result or level of success of a person as a whole during a certain period in carrying out the task compared with various possibilities such as standards of work, targets or targets or criteria that have been determined in advance and have been mutually agreed. While relating to the organization is a performance or performance is an organizational behavior that is directly related to the activities of the work, the achievement of tasks where the term duty comes from the thinking activities required by workers (Nelson in Mudjiati 2008). Reaffirmed by Robbins (2007), that performance is a result that must be achieved by workers in their work according to certain criteria that apply to a particular job. Furthermore it is said that organizational performance requires the strategy, environment, technology and organizational culture united. Employee performance is a function of the interaction between ability and motivation. It was then corroborated by Gibson (2000) that performance as a result of work related to organizational goals such as quality, efficiency and other work effectiveness criteria. Then the performance of the organization according to John Fiske (2004) that the performance is a behavior or action relevant to organizational goals. In the context of the organization there is a relationship between individual performance (Individual Performance) and organizational performance (organization performance). A large and small government or private organization in achieving the stated objectives must be through activities that are mobilized by a person or group of people who actively act as actors, in other words the achievement of organizational goals is only possible because of the efforts made by people within the organization. The performance of the organization will be determined by the personnel element therefore in measuring the performance of an organization should be measured in the work appearance of its employees. Based on some of the above description, it can be interpreted that the performance of the organization closely related to the results of one's work within an organization, the results of the work can be related to quality, quantity and timeliness. The performance of the organization is not only influenced by the ability and expertise in work, but also strongly influenced by the spirit of work.

The purpose of the performance appraisal for employees we can know is divided into two, namely: evaluation and development. The purpose of the evaluation is that a manager (manager) assesses the performance of an employee's past by using a descriptive rating to assess performance and with the data useful in promotion, demotion, termination and compensation decisions. Then the development goal of a manager trying to improve the performance of an employee in the future. While the ultimate goal of an employee performance appraisal system is something that produces accurate and valid information regarding the behavior and performance of an organization's or company's members. Benefits of employee performance appraisal in general people who are involved in human resource management agree that this assessment is an important part of the entire process of employee work. It is also important for the organization or company where the individual works. For employees, the assessment serves as feedback on such things as abilities, advantages, disadvantages and potentials which in turn are useful for determining career goals, pathways, plans and development and for the organization or company itself, the results of which are very important and their role in decision-making on various matters, such as the identification of the need for education and training programs, recruitment, selection, recognition programs, placements, promotions, rewards systems and other aspects of the process of effective human resource management. While overall organizational performance is equal to the number (average) of the performance of the function of employees or activities undertaken. While the factors that affect individual workforce performance as proposed by Mathis and Jackson (2001) include: ability, motivation, support received, the existence of the work they do, and their relationship with the organization. Based on the above understanding, the authors draw the conclusion that performance is the quality and quantity of an individual or group work output (output) in a particular activity caused by the natural ability or ability derived from the learning process and the desire to perform. While the factors that affect performance as proposed by King Mangkunegara (2002) that the first factor of ability. Psychologically, the ability (ability) of employees consists of potential ability (IQ) and the ability of reality (education). Employees therefore need to be placed on work that suits their expertise. Both motivational factors, where motivation is formed from the attitude (attitude) of an employee in the situation (situasion) work. Motivation is a condition that

moves self directed employees to achieve the purpose of work. Mental attitude is a mental condition that encourages a person to try to achieve maximum potential work. David C. McCleland was quoted as saying by King Mangkunegara (2002: 68), argues that "There is a positive relationship between achievement motive and achievement of work". According to Gibson (2000) there are 3 factors that affect the performance: 1). Individual factors: ability, skills, family background, work experience, social level and demographic of a person, 2). Psychological factors: perception, role, attitude, personality, motivation and job satisfaction, 3). Organizational factors: organizational structure, job design, leadership, reward system

FRAMEWORK

One of the elements that have a strong enough influence for the way the organization and the survival of the organization, then the role of the leader is very determine the achievement of the direction and purpose of an organization. Transformational leadership in essence emphasizes the need to motivate subordinates to do their responsibilities more than they expect. Professionalism: includes the ability to act professionally and earnestly in professional matters including believing their work has an interest, committing to public goods services, autonomy requirements on job requirements, supporting self-regulation for their work and affiliation with members of their profession. Work Discipline: is a mental attitude possessed by employees in respecting and complying with existing rules in the organization where they work and based on the responsibility not because of compulsion, so that can change the behavior to be better than before. Organizational Performance: Represents the result or level of success of a person as a whole during a certain period in carrying out the task compared to the standard results of work, targets or targets or criteria that have been determined in advance and have been mutually agreed. To see the relationship between research variables are verifikatif the framework of thinking that describes the relationship between research variables are transformational leadership, professionalism, work discipline and organizational performance can be seen in the figure 2 below:

Figure 2: Relationship Between Variables in Research
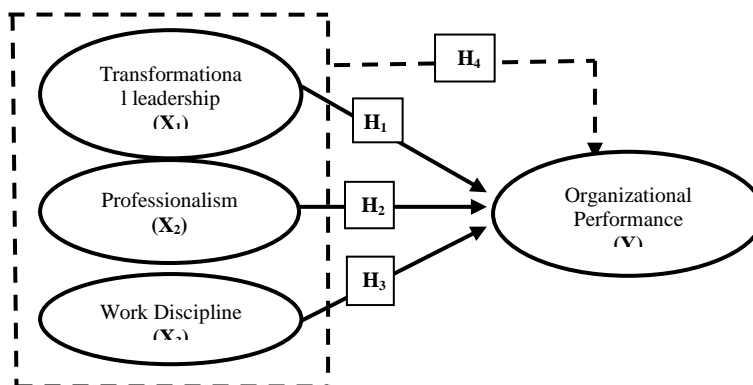
Hypotheses

Hypothesis is a suspicion that is temporary which is as a basic reference in doing research, to prove the truth it will be done assessment based on data relevant to the problem by using a analysis tool. In this research it is necessary to have hypotheses as assumptions or basic foothold for the next will be verified through analysis based on available data. Based on the assumptions expressed in the framework of thought, the hypothesis of the study can be put forward as follows:

H1: T*here is an influence of transpormational leadership on partial organizational performance*
H2: *There is a professional influence on the performance of the organization partially*
H3: *There is influence of work discipline on partial organizational performance*
H4: *There is the influence of transpormational leadership, professionalism and work discipline on organizational performance simultaneously*

RESEARCH METHODS

In doing research, always used method as a logical approach. The purpose of the method to provide an overview of the procedures and regularity in the implementation of research, so that in the discussion with

each other interconnected so there is harmony. Methods in this study using the form of quantitative research is a systematic form of scientific research on the parts and phenomena and their relationships. Data collection using questionnaires with insedental sampling as much as 187 respondents are divided 32 respondents to test the instrument and 155 respondents to obtain data principal research in three syariah bank region Jakarta. The form of research is quantitative that is developing and using mathematical models, theories and hypotheses that are associated with phenomena empirically. In order to provide a description of a descriptive state to know the contribution of independent variables to the dependent variable as a predictor, thus facts and data collected in accordance with the objectives of the study. Therefore this research uses descriptive quantitative study that explains the characteristics of a particular event with information from a number of samples taken from the object of research empirically. Given this research is quantitative descriptive, the research method used by investigative type with descriptive survey method and explanatory survey method that is correlational (r) and causality (R^2). While the data analysis tool using soft ware SPSS 16 and Lisrel 8.7 for Window.

FINDINGS

In the research analysis there is no single statistical test tool to measure or test hypotheses about the model. However, to be able to analyze the data by using SEM, one of the conditions is the fit model test which is hypothesized to be in accordance with the observation data (good of fit model). The purpose of the conformity test to know that the observed data is consistent with the theoretical model to be tested. In other words, models developed in theory or testing should have empirical data support. In this research, conformity test is done with some alternatives by using Lisrel Software 8.7, then from some alternative will be chosen good of fit the most dominant model so as to produce good of fit model that allows for next test to determine the truth of the proposed model accepted or rejected by empirical data.

The results of the analysis as a whole with the use of Software Lisrel 8.7, then the research variables consisting of transformational leadership, professionalism, work discipline and organizational performance results can be seen in the following table 1:

Table 1: Conformity Test Results Theoretical Model

Indeks	Cut Point	Indeks Fit	Keterangan
RMSEA	< 0.08	0.078	Good of fit
NFI	> 0.90	0.95	Good of fit
NNFI	> 0.90	0.96	Good of fit
CFI	> 0.90	0.97	Good of fit
IFI	> 0.90	0.97	Good of fit
RFI	> 0.90	0.93	Good of fit
AGFI	> 0.90	0.73	Marginal
GFI	> 0.90	0.81	Marginal

Source: Results of data processing Lisrel 8.7

Goodness of fit test results on the model used in this study indicates that the observation data is appropriate or consistent with the theoretical model to be tested. In conclusion, the model is in accordance with the requirements supported by the empirical data, thus the variables of transformational leadership research, professionalism, work discipline and organizational performance can be continued in the next stage of the analysis process. Based on the index in table 3, the good of fit data is consistent and coherent with the hypothesized model, structurally can be seen in the following figure 3 bellow:

Figure 3: Full Stuctural Model

Figure 3: Full Stuctural Model
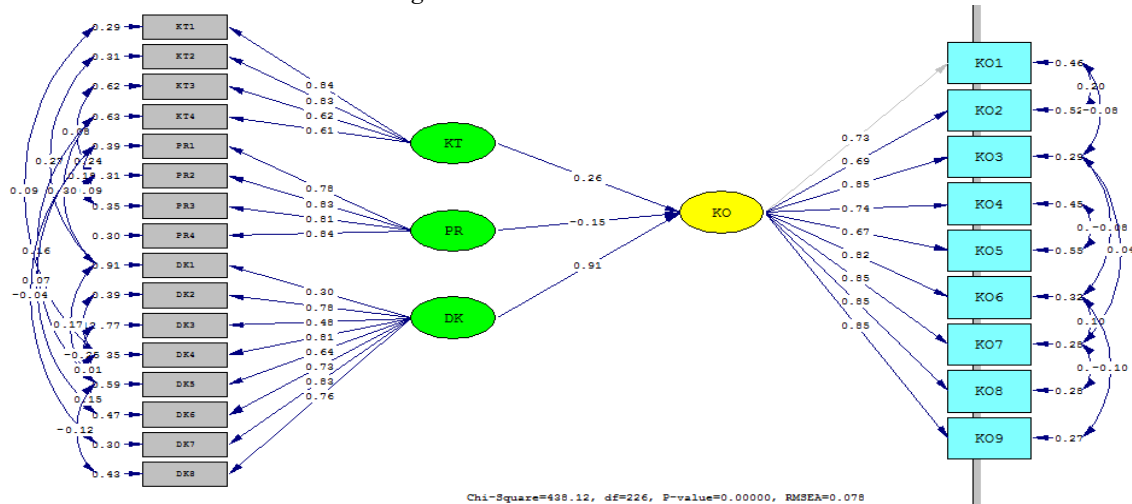
Source: results of data processing lisrel 8.7

Hypothesis 1 (H1): There is Influence of Transpormational Leadership on Partial Organization Performance

Based on the analysis result, the correlation coefficient of transformational leadership on organizational performance with loading factor is 0.26 with t value = 4.52, where t value> t table (0,2), hence can be concluded that transformational leadership positive and significant influence to organizational performance partial with a contribution of 26%. Thus hypothesis 1 (H1) proved positive and significant that there is influence of transformational leadership on organizational performance in syariah-based banking, meaning hypothesis 1 (H1) is acceptable.

Hypothesis 2 (H2): There is Influence of Professionality on Partial Organization Performance

Based on the analysis results obtained by the correlation coefficient of professionalism to organizational performance with the loading factor of -0.15 with the value of t = -1.27, where the value of t arithmetic> t table (0.2), thus can be concluded that professionalism there is no effect (negative results) on the performance of the organization partially with a (negative) contribution of -15%. Thus hypothesis 2 (H2) is not proven, thus it can be stated that there is no influence of professionalism on organizational performance in syariah-based banking means hypothesis 2 (H2) rejected because the result of analysis is negative and not significant.

Hypothesis 3 (H3): There is Influence of Work Discipline on Partial Organization Performance

Based on the results of the analysis obtained correlation coefficient of work discipline on the performance of the organization with a loading factor of 0.91 with the value t = 6.27, where the value t arithmetic> t table (0.2), thus it can be concluded that the work discipline positive and significant influence on organizational performance partial with a contribution of 91%. Thus hypothesis 3 (H3) proved positive and significant which states that there is influence of transformational leadership on organizational performance in syariah-based banking means hypothesis 3 (H3) is acceptable.

Hypothesis 4 (H4): There is Influence of Transformational Leadership, Professionalism and Work Discipline on Simultaneous Organization Performance.

Based on the results of the analysis using Lisrel 8.7 with structural equations as below:

$$KO = 0.26*KT - \mathbf{0.15*PR} + 0.91*DK, \text{Errorvar.} = 0.12, R^2 = 0.88$$
$$(0.057) \quad (0.12) \quad (0.14) \quad\quad (0.037)$$
$$4.52 \quad\quad \mathbf{-1.27} \quad\quad 6.27 \quad\quad\quad 3.32$$

Based on the result of structural equation above, then obtained coefficient of determination (R2) transformational leadership, professionality and work discipline simultaneously influence to organizational performance with termination coefficient (R2) equal to 0.88 with value F = 3.32, where F value count> F table (0.20) Thus hypothesis 4 (H4) proved positive and significant which states that there

is influence of transformational leadership, professionalism and work discipline simultaneously influence to organizational performance in syariah-based banking mean hypothesis 4 (H4) is acceptable. Based on the hypothesis, it can be concluded that transpormational leadership, professionalism and work discipline have positive and significant effect on the organization's performance simultaneously in sharia-based banking with contribution of 88%, and the remaining 12% is influenced by other variables not included in this research.

Figure 4: T-Value

Chi-Square=438.12, df=226, P-value=0.00000, RMSEA=0.078
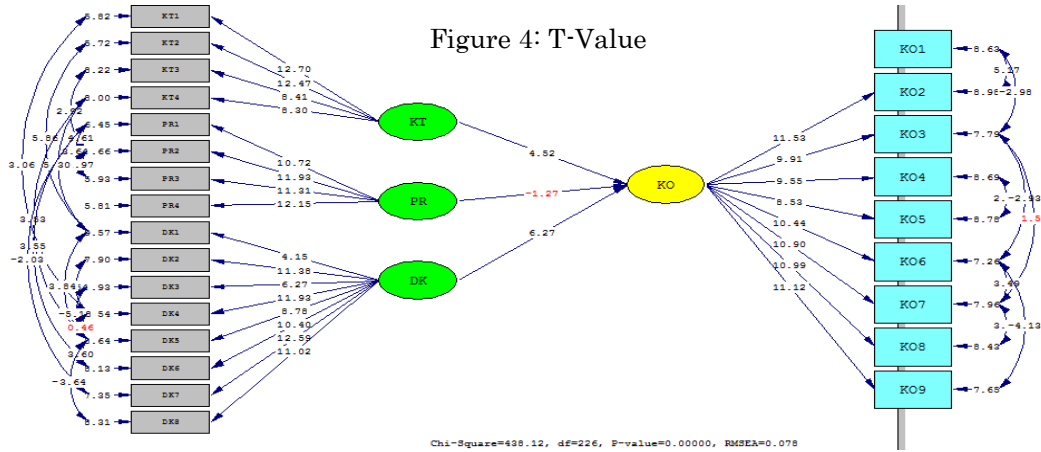
Source: Results of data processing lisrel 8.7

DISCUSSION

Transformational leadership is a determinant factor to influence attitudes, perceptions and subordinate behavior is useful to increase trust to leaders, motivation subordinates, job satisfaction and able to reduce the number of conflicts that often occur within an organization. In other words that transformational leadership is able to unite all of its subordinates and be able to change the beliefs, attitudes, and personal goals of each subordinate in order to achieve goals, even beyond the set goals. In relation to the above, the results of this study indicate that there is a positive influence of transformational leadership on organizational performance partially, obtained the correlation coefficient of 0.26 with the value of t arithmetic of 4.52, where the value of t arithmetic> t table (0.2). Thus the transformational leadership of shariah-based banking has a positive and partially significant effect with the contribution of 26%, while the other 74% is the influence of other factors outside of this study. Based on the findings that transformational leadership is better if applied to syariah-based banking, the more performance of sharia-based banking organization.

Professionalism can include the ability to act professionally and earnestly in professional matters. There is a reciprocal relationship between attitude and behavior, that is professional behavior is a reflection of the attitude of professionalism and vice versa professions and benefits gained both by society and professional. Thus the results of professional work always satisfy others and have high added value. Professionalism has always been linked to its efficiency and success and has been a source of increased production, growth, prosperity and prosperity of both the individual owner of the profession and the society of the environment. In relation to professionalism, the results of this study indicate that there is a negative influence of professionalism on the performance of the organization partially, as evidenced by the correlation coefficient minus 0.15 (negative results) with the value of t count minus 1.27 (negative results), where the value of t arithmetic> t table (0.2). so it can be said that shariah-based banking professionality negatively influenced partially significant with negative contribution minus 15%. Based on the findings that Shariah-compliant banking professionals have a weakness that is more emphasis on good prejudices, assuming honestly to all its customers, so it takes additional effort to supervise customers who receive financing from sharia bank.

Shariah-based banking brings a fair profit-sharing mission where the profit-sharing system requires complex calculations, especially in calculating a smaller share of the client's profit and whose savings in the bank are not fixed. Work discipline is the awareness, willingness and willingness of others to obey and comply with all applicable rules and norms within an organization. Work awareness is a voluntary attitude

and is a call for duty and responsibility for a sharia banking employee. Discipline viewed from the perspective of the organization can be formulated as the adherence of every member of the organization to all rules applicable within the organization, which is manifested through attitudes, behaviors and good deeds so as to create order, harmony, no disputes, and other good conditions. With regard to work discipline, the results of this study indicate that there is a positive influence of work discipline on the performance of the organization partially, obtained the correlation coefficient of 0.91 with a t value of 6.27, where t count> t table (0.2). This illustrates that the shariah-based banking work discipline has a positive and significant partial effect with 91% contribution, while the other 9% is the influence of other factors outside of this study. Based on the findings that the better the work discipline in syariah-based banking, the more performance of sharia-based banking organizations.

The findings in this study have the influence of transpormational leadership, professionalism and work discipline on organizational performance simultaneously. The analysis proves that the coefficient of determination (R2) between transpormational leadership, professionality and work discipline on organizational performance is 0.88, with F = 3.32, where F count> F table (0.20). Thus it can be stated that there is a positive and significant influence of transpormational leadership, professionalism and work discipline on organizational performance with a contribution of 88%. While the other 12% is the influence of other factors not included in this study.

In order to be clearer below, it is shown in table 2 the recapitulation of the results of testing the hypothesis as follows:

Table 2: Recapitulation of Hypothesis Testing Results

Not	Structural Trajectory	Coefficient (r / R²)	Value t / F count	Results Findings	Conclusion
H1	Transformational leadership→ Organizational Performance	0.26	4.52	Significant positive	Hypothesis supported data, H1: accepted
H2	Professionalism → Organizational Performance	−0.15	−1.27	Not Significant. negative	Hypothesis is not supported data, H2: rejected
H3	Work discipline → Organizational Performance	0.91	6.27	Significant positive	Hypothesis supported data, H3: accepted
H4	Transformational Leadership, Professionalism, and Work Discipline → Organizational Performance	0.88	3.32	Significant positive	Hypothesis supported data, H4: accepted

Source: Lisrel processing results 8.7

Based on the results of the analysis it can be concluded that the most dominant influence partially on organizational performance is the discipline of work by 91%, and transformational leadership of 26%, while professionalism minus 15% which means professionalism does not affect the performance of the organization partially. While the transformational leadership, professionalism and work discipline simultaneously influence the contribution of 88% to the performance of the organization, while 12% is the influence of other factors outside this study. Thus the discipline of work plays an important role in determining both the poor performance of the organization primarily through assertiveness indicators in providing consistent sanctions on employees who violate them.

CONCLUSION

As a result of previous research that transformational leadership, professionalism and work discipline have positive and significant influence simultaneously on organizational performance. Based on the research results can be taken some conclusions are:

1 This study found that there is a positive and significant influence between transformational leadership on organizational performance in sharia banking.
2. This study found that there is no influence and no significant between professionalism on organizational performance in sharia banking.
3. This research found that there is a significant and positive influence between work discipline on organizational performance in sharia banking.
4. The results of this study found that transformational leadership, professionalism and work discipline have a positive and significant impact on organizational performance simultaneously in sharia banking.

Based on the results of the analysis can be seen that the professionalism negatively affect the performance of the organization, in the sense of prejudging good to all customers and assume that all people involved in Islamic banks is honest, it is very vulnerable to those who are not good faith, it takes prudence and professionalism in providing financing from sharia banks. Sharing system applied to sharia banking requires complex calculations the possibility of miscalculation at any time can occur so that in quantity necessary accuracy and professionalism adequate from conventional banks. Islamic banking is an Islamic based bank that brings a fair share of revenue-sharing mission, the fallacy of studying projects to be financed by sharia banks with revenue share may have a greater impact than that of conventional banks whose fixed income proceeds from interest. Therefore, the effectiveness of sharia banks requires more professionals who are reliable in the future which will come from conventional banks.

RECOMMENDATIONS

1. Although there is influence between transformational leadership on organizational performance, but still found weakness in transformational leadership indicator that is individual attention, should leadership need to improve organizational performance through individual attention.
2. Professionalism does not affect the performance of the organization caused by the leadership has not fully pay attention to employees who excel or professional in carrying out the task, in addition leaders must optimize the duties and functions of auditors for performance can increase.
3. Work discipline affects organizational performance, but there are still weaknesses in the indicators of objectives and capabilities, it is better to improve the performance of the organization needs to improve the discipline of work through the defense of organizational goals and individual capabilities.
4. Transformational leadership, professionalism and work discipline affect simultaneously to organizational performance, but there are weaknesses in professionalism. Therefore, to improve the performance of the organization can be done through improving the professionalism of the employees in the two levels of the organization level.

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