THE INFLUENCE OF MANAGEMENT EFFECTIVENESS, TRANSFORMATIONAL LEADERSHIP, PLACEMENT AND TEAM WORK ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR CIVIL STATE EMPLOYEES IN THE DEPARTMENT OF EDUCATION ACEH PROVINCE

Suryadi Jaya[1], Henry Eryanto[2], Suparno Eko Widodo[3]

[1,2,3] Universitas Negeri Jakarta

Email: [1]surryadijaya21@gmail.com

ABSTRACT

This research aims to analyze the influence of management effectiveness, transformational leadership, placement, and team work towards organizational citizenship behavior of Civil Servants at The Department of Education Aceh Province. Which method used in this research is a survey method. The population in this study were all civil servants amounting to 283 people. While the sample is all class III civil servants from all fields in the Department of Education Aceh Province amounting to 100 people. The data collection method is done by interview, questionnaire, and study documentation. The data analysis used in this research is analysis Multiple regression processed using SPSS and PLS programs Smart 3.0. The results showed that the effectiveness of management, and transformational leadership, does not have a significant direct effect on organizational citizenship behavior. Placement, and teamwork matter directly significant on organizational citizenship behavior. Effectiveness management and placement have a significant direct effect on teamwork. Transformational leadership does not have a significant direct effect on teamwork. Management effectiveness, and transformational leadership not has a significant direct effect on the placement. Transformational leadership is influential directly positive on management effectiveness.

INTRODUCTION

The study of Organizational Citizenship Behavior (OCB) is increasing develops in line with the awareness that individual behavior affects the performance of individuals, groups, organizations. Positive behavior of human

resources (HR) both as superiors and subordinates, will create a comfortable and at work environment improve individual or organizational performance. Even, Negative HR behavior in the organization will foster a work atmosphere which is not conducive. OCB is concerned with how people act and react in all types of organizations. In organizational life, people employed, educated and employed, informed, protected, and developed. In other words, then OCB is how people are behaving in an organization (Wibowo, 2014). Castro et.al., in Ngadiman et. al. (2013) states that, "OCB is a kind behavior of organizational members intended to increase organizational effectiveness, without neglecting productivity, individual goals of every employee". OCB is a type of organizational behavior aims to increase organizational effectiveness, without neglecting productivity and individual goals of each employee.

According to Markozy in Titisari (2014), employees are better (good citizen) is the tendency to display organizational citizenship behavior (OCB) or better known as social behavior organization in the work environment, so that the organization will be better off with employees acting OCB. Individual performance will be affecting the performance of the agency as a whole, which is demanding OCB employees in an agency. According to Organs and Bateman, the behavior that becomes the organization's guidance for employees is not only in-role behavior, but also extra role or so-called behavior organizational citizenship behavior (OCB).

Based on Law Number 18 of 2001 concerning Giving Special Autonomy (Otsus) to Aceh Province (State Gazette of the Republic Indonesia, 2001: 1142001), then Aceh Province is entitled to receive funds special allocation (DAU) whose value is greater than before, with aim to improve the welfare of the people of Aceh, including to Civil Servants (PNS) in the Provincial Education Office Aceh, with the hope of an increase in performance and organizational development citizenship behavior (OCB) of these civil servants. Based on research results preliminaries that have been carried out by researchers in January of the year 2019 in seeing how big organizational citizenship behavior is (OCB) PNS at the Aceh Provincial Education Office, it was found that there were civil servants who arrived late and left early without doing activities which means, being slow in completing work, when working hours are available some civil servants leave to the corner of the canteen or coffee shop to chat casually that has nothing to do with work.

In addition, it was found that there were civil servants who played games, Facebook (FB), what's up (WA), black berry messenger (BBM), and sort messages services (sms) on computers and smartphones to fill the time on working hours, and there are still civil servants who are less skilled in establishing effective communication with others and disabilities employees in dealing with emotions that occur in the work environment they. Most of the employees are of the opinion that being diligent is not being diligent affect the rewards they receive. This can cause the employee's OCB not to be formed. So, for increasing the efficiency and effectiveness of organizational work is needed employees who can display OCB.

The motivation in this study is to contribute thoughts and concepts that can be implemented especially in the environment of The Department of Education Aceh Province In addition, stakeholders are expected interests can see practically that role and function management effectiveness, transformational leadership, employee placement and team work is very important in increase organizational citizenship behavior of civil servants at The Department of Education Aceh Province so that success and the continuity of the organization can run well and smooth.

Based on the analysis of previous studies, there are several points that are unique in this study. The uniqueness of this research is the population used are Civil Servants (PNS), especially group III (three) at the Service Aceh Provincial Education, in terms of research models, research subjects, and the relationship between variables in the study. Research model that examines about management effectiveness, transformational leadership, employee placement and teamwork on organizational citizenship behavior of Civil Servants at The Department of Education Aceh Province has not been found in previous research studies. Research against changes in social behavior (organizational citizenship behavior) Civil Servants associated with management effectiveness, transformational leadership, employee placement and teamwork, also not found in previous studies.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Studies on organizational citizenship behavior (OCB) are increasingly developing in line with the awareness that individual behavior affects the performance of individuals, groups and organizations (Wibowo, 2014). Colquitt et.al. (2010) states that performance means how to be a good worker, which makes a positive contribution to the organization, with categories, namely, first task performance (employee performance), second citizenship behavior (employee social behavior), and thirdly related to moral behavior. contribute negatively and must be avoided, namely counter-productive behavior (negative employee behavior). Successful organizations need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations.

Colquitt et. al (2009) state that, "Organizational citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but the contribute to the organization by improving the overall quality of the setting in which work takes place." Organ (2010) define that organizational citizenship behaviors (OCBs) consist of employee behaviors that are beyond the call of duty. Example include such gestures as constructive statements about the department, expression of personal interest in the work of others, suggestions for improvement, training new people, respect for the spirit as well as the letter of housekeeping rules, care for organizational property and punctually, and attendence well beyond standard or enforceable levels. Managers certaintly would like employees to exhibit these behaviors.

Marshal in Vigoda & Goliembiewski (2001) argues that in general organizational citizenship behavior refers to 3 main elements, namely obedience, loyalty, and participation. Obedience and loyalty are naturally definitions of citizenship in a broad sense, so that the essence of citizenship behavior is participation. In participation, attention is mainly paid to the national arena (governance), the communal arena (local lives), and the organizational arena (workplace). Meanwhile, the form of organizational citizenship behavior according to Greenberg (2003) are altruism, conscientiousness, civic virtue, sportmanship, and courtesy. The five components of organizational citizenship behavior as stated above are also suggested by Organ (2010) "The stabilizing, contextual performance behaviors include organizational citizenship behavior with its five components are altruism, conscientiousness, civic virtue, sportmanship, and courtesy."

Based on the explanation above, it can be synthesized that organizational citizenship behavior is employee behavior that is shown by trying to exceed what the company expects on duty, carried out voluntarily without expecting certain rewards or rewards. Indicators of organizational citizenship behavior: (1) altruism, selfishness, (2) conscientiousness, listening to conscience, (3) civic virtue, doing good, (4) sportmanship, sportsmanship, and (5) courtesy, respect.

Management Effectiveness

Management is increasingly being felt as a basic need, both by groups of individuals, groups and organizations to achieve its goals. Knowledge management has taught a lot about how these goals can be achieved efficiently and effectively. Henry L. Sisk defines that Management is the coordination of all resources through the process of planning, organizing, directing, and controlling in order to attain stated objectives. On the other hand, James L. Lundy said that management is principally the task of planning, coordinating, motivating and controlling the efforts of others towards a specific. McGuire in Nwadukwe et. al. (2012) state that management style is a managerial parlance often used to describe the how of management. It is a function of behavior associated with personality.

Effective is doing the right things (doing the right things). Effectiveness shows the ability of an organization to achieve goals (final results) that have been set appropriately. The achievement of the final results in accordance with the predetermined target time and the applicable size and standard reflects that a company has paid attention to its operational effectiveness. Organizations are not only required to pursue goals, but how these goals can be achieved in an effective and efficient way (Amirullah & Budiyono, 2014). Robbins, Decenzo, Coulter in Ahmet (2015) states that Management as the process of getting some works done with and by others efficiently and productively.

In general, management is divided into several functions, namely planning, coordinating, supervising and controlling activities in an effort to achieve the desired goals effectively and efficiently. Henry Fayol in Amirullah, and Budiyono (2014), suggests that all managers carry out at least five

management functions, namely designing, organizing, ordering, coordinating, and controlling. Based on explanation above, management effectiveness is a leader behavior pattern in coordinating and allocating resources owned by various policies and activities, starting from planning, organizing, implementing, controlling, monitoring and evaluating as well as corrective steps taken in order to achieve goals that have been determined correctly (doing the right things) or right, in accordance with the target time has been set and the size and standards that apply. The indicators of management effectiveness are planning, organizing, implementing, controlling, supervising.

Transformational Leadership

Leadership is an important element that affects the work results (performance) of organizational members, both individually and as a whole. Almost all tasks related to activities involve leaders, whether leadership in the fields of government, education, politics, industry, and every form of organization. in general, leadership is the process of influencing a person, or a group of people, and the process of working with others to achieve goals in certain situations. According to McShane, and Von Glinow (2008) about transformational leadership, "Transformational leadership is particularly important in organizations that require significant alignment with the external environment". Transformational leadership is a leadership perspective that explains how leaders change the team or organization by creating, communicating, and modeling a vision for the organization or work unit and inspiring subordinates to work hard to realize that vision. Transfomational Leadership is about leading, changing the strategy and culture of the organization so that it is more in line with the surrounding environment.

Robbins and Judge (2011) define, "Transformational leadership is a leader who inspire followers to transcend their own self-interests and who are capable of having a profound and extraordinary effect on followers. Meanwhile Kreitner and Kinicki (2008) stated, "Transformational leadership is transforms employees to pursue organizational goals over self-interest". Colquitt, Lepine, and Wesson, in Shah, et. al., (2016) explained his view of, "Transformational leadership is viewed as a more motivational approach to leadership than other managerial approaches and has a significant impact on organizational citizenship behavior (OCB)". According to Steven L. McShane, and Marry Ann Von Glinow (2010) elements of Transformational Leadership are 1) develop a strategic vision, 2) communicate the vision, 3) model the vision, and 4) build commitment to the vision. Meanwhile, Kreitner and Kinicki (2010) explain that transformational leaders are bound to the four main behaviors of leaders, namely: 1) Inspirational motivation, 2) Idealized influence, 3) Individualized consideration, and 4) Intellectual stimulation.

Based on the description above, transformational leadership can be synthesized, which is a pattern of leader behavior in influencing, mobilizing and controlling members to understand the vision and mission in achieving organizational goals. Indicators of transformational leadership: (1) develop a strategic vision, (2) communicate the vision, (3) model the vision, and (4) build commitment to the vision.

Placement

Placement is an activity to place people who have passed the selection in certain positions according to their job descriptions and job classifications (Hasibuan, 2011). This placement is very important, because new company activities can be carried out, if all positions have officials. Marihot T. E. Hariandja (2005) states that, Placement is a process of assigning/filling positions or reassigning employees to new assignments/ ositions or different positions. Furthermore, Mathis and Jackson (2006) state that, Placement is placing a person's position into the right job position, how well an employee fits into his job will affect the number and quality of work. Furthermore, Siswanto (2003) quoted by Suwanto stated that, employee placement is to place employees as elements of executing work in positions that are in accordance with their abilities, skills and expertise.

Milkovich and Bodreu in Cholinski (2012) suggest that Employee Placement or Placement is from within and orientation of staff training centered on the continuous development of existing employees, they must maintain a balance between organizational to efficiency (optimal suitability between skills and demands) perceive that the activity is fair, legitimate and provide equal opportunity). Every work that is carried out basically has a purpose. Purpose serves to direct behavior, as well as employee placement, HR management, placing an employee or prospective employee with other objectives so that the employee is more efficient in carrying out the assigned job, as well as to improve abilities and skills as a basis for smooth tasks.

Based on the explanation above, it can be concluded that employee placement is a pattern of leader behavior in placing employees in a position / position. Indicators of employee placement are abilities, skills and expertise.

Teamwork

Robbins & Judge (2009) argue that Team work is a group whose individual efforts result in performance that is greater than the sum of the individual input. As according to Katzenback and Smith, quoted by Luthans (2011), "A team performance includes both individual results and what we call collective work products. A collective work product is what two or more members must work on together ... (it) reflect the join, the real contribution of the team members." In general, team work is formed as an organizational requirement so that company goals can be achieved. Furthermore, it is said that team work is a team that interacts in making decisions to improve performance in their fields and responsibilities. So that team work can increase positive synergy through efforts whose members produce a good level of performance.

Cooperation in team work is the best achievement when the goals and objectives are clear and if all members participate in them. There are important points about the success of team work in teamwork as stated by Goetsch & Davis (1997) namely honesty, selfessness, dependability, enthusiasm, responsibility, cooperativeness, initiative, patience, resourcefulness, punctuality, tolerance / sensitivity, perseverance. Kreitner &

Kinicki (2010) explain that team effectiveness is determined by two criteria, namely: (1) performance if the team can achieve the expected results, and (2) viability is shown that members are satisfied with the team experience.

Based on the theoretical study above, it can be concluded that team work is a group of individuals who work together in various ways with different skills to accelerate the achievement of organizational goals. Indicators of team work are: (1) clear purpose, clear vision, mission and goals of a team task, (2) informality, climate tends to be informal, comfortable and relaxed, (3) participation, participation, (4) listening, listening, (5) civilized disagreement, civilized uncertainty, (6) consensus decision, consensus-based decisions, (7) open communication, open communication, (8) clear roles and work assignments, clear roles and work assignments, (9) shared leadership, joint leadership, (10) external relations, external relations, (11) style diversity, style diversity, (12) self-assessment, self-assessment.

Hypothesis Development

The theoretical framework model of the research variables can be seen in the following figure:
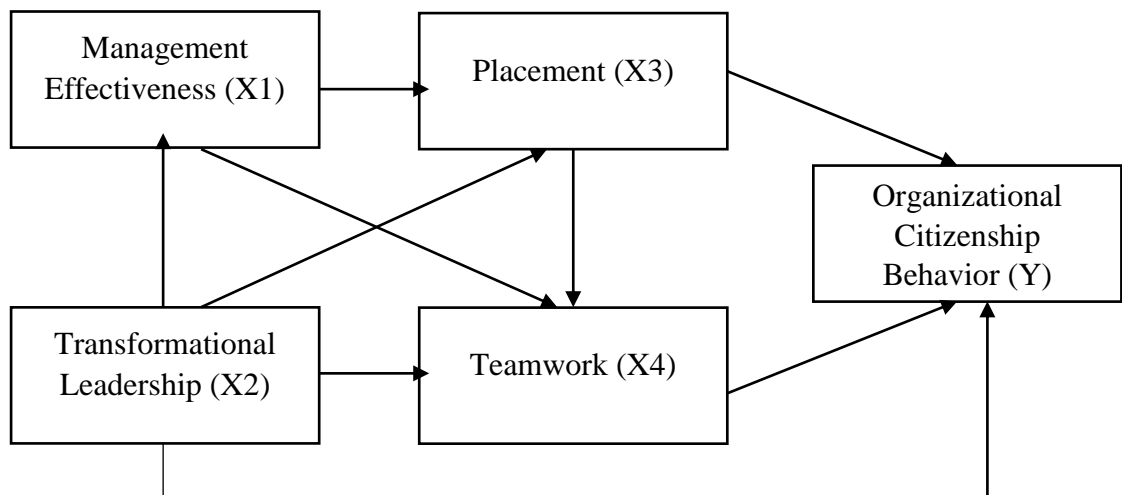

Figure 1. Theoretical Framework Model

So that the research hypothesis is as follows:
1.   Management effectiveness has a positive direct effect on Organizational Citizenship Behavior (OCB) of Civil Servants at the The Department of Education Aceh Province.
2.   Transformational Leadership has a positive direct effect on Organizational Citizenship Behavior (OCB) of Civil Servants at the The Department of Education Aceh Province.
3.   Placement has a positive direct effect on Organizational Citizenship Behavior (OCB) of Civil Servants at the The Department of Education Aceh Province.

4.   Team work has a positive direct effect on Organizational Citizenship Behavior (OCB) of Civil Servants at the The Department of Education Aceh Province.

5.   Management effectiveness has a positive direct effect on Civil Servant Team work at the The Department of Education Aceh Province.

6.   Transformational Leadership has a positive direct effect on Civil Servant Team work at the The Department of Education Aceh Province.

7.   Placement has a positive direct effect on Civil Servant Team work at the The Department of Education Aceh Province.

8.   Management effectiveness has a positive direct effect on the Placement of Civil Servants at the The Department of Education Aceh Province.

9.   Transformational Leadership has a positive direct effect on the Placement of Civil Servants at the The Department of Education Aceh Province.

10.   Transformational Leadership has a positive direct effect on the Management Effectiveness of Civil Servants at the The Department of Education Aceh Province.

RESEARCH METHOD

The method used in this research is a survey method. According to the characteristics of the problem under study, this research belongs to in quantitative descriptive research. Meanwhile, based on the objective, this research is included in explanatory research. Population in this research is all civil servants in the Aceh Provincial Education Office which amounted to 283 people. While the sample in this study is all class III civil servants at The Department of Education Aceh Province is 100 people. This is done to get the final result which is more diverse and according to research objectives. Sampling technique used is random sampling, where the sample is taken from civil servants in various fields. The data collection method is done by interview, questionnaires, and documentation study. Analysis of the data used in this study is multiple regression analysis processed with using the SPSS and PLS Smart 3.0 application programs.

RESULT AND DISCUSSION

Research Result
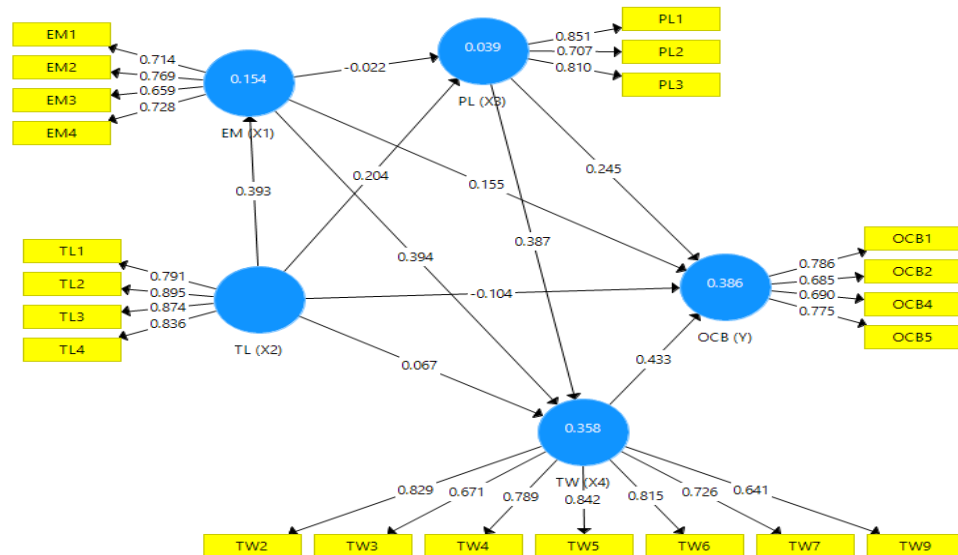
Validity and Reliability Test

Figure 2. Outer Model

Based on Figure 4.2 above, it can be seen that all indicators have a loading factor value> 0.60 so that they can meet the validity criteria. In addition to seeing the value of the loading factor, convergent validity can also be seen from the Average Variance Extracted (AVE) value. AVE value must be greater than 0.50 (Ghozali & Latan, 2015). In this model the AVE value of each variable is above 0.50

Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EM (X1)	0.695	0.700	0.810	0.516
OCB	0.716	0.722	0.824	0.541
PL (X3)	0.709	0.747	0.834	0.627
TL (X2)	0.873	0.898	0.912	0.722
TW (X4)	0.878	0.887	0.906	0.581

Figure 3. AVE and Composite Reliability Value

Based on Figure 3 above, it can be seen that all variables have an Average Variance Extracted (AVE) value > 0.50 so that they can meet the criteria for convergent validity (validity). Then based on the results of the reliability test, it can be seen that Cronbach's Alpha and Composite Reliability of all variables have a value above 0.60. Thus, it can be concluded that all variables are reliable or meet the reliability test.

Hypothesis Test Results

Testing the direct effect hypothesis in this study was carried out by looking at the acquisition of T statistical values and P values. For statistical T values and

P values in SmartPLS, it is carried out through a bootstrapping process against models that have been declared valid and reliable. Hypothesis results are declared accepted if the value of T statistic> T table (1,960) or P values <0.05. These results can be seen in Table 1.

Table 1. Hypothesis Test Result

Hypothesis	P_{value}*	t_{-value}*	Result
Management Effectiveness (X1) has a direct effect on OCB (Y)	0.140	1.477	Not Significant
Transformational Leadership (X2) has a direct effect on OCB (Y)	0.233	1.194	Not Significant
Placement (X3) has a direct effect on OCB (Y)	0.007	2.711	Significant
Teamwork (X4) has a direct effect on OCB (Y)	0.000	3.601	Significant
Management Effectiveness (X1) has a direct effect on Teamwork (X4)	0.001	3.290	Significant
Transformational Leadership (X2) has a direct effect on Teamwork (X4)	0.511	0.657	Not Significant
Placement (X3) has a direct effect on Teamwork (X4)	0.000	4.551	Significant
Management Effectiveness (X1) has a direct effect on Placement (X3)	0.883	0.148	Not Significant
Transformational Leadership (X2) has a direct effect on Placement (X3)	0.155	1.424	Not Significant
Transformational Leadership (X2) has a direct effect on Management Effectiveness (X1)	0.004	2.902	Significant

DISCUSSION

Management Effectiveness on Organizational Citizenship Behavior

The results of hypothesis testing indicate that effectiveness management does not have a significant direct effect on organizational citizenship behavior. This shows that effectiveness management (governance and administration governance) which do not run well and effectively, create organizational citizenship behavior and performance of civil servants (PNS) at the Department Education Aceh Province (hereinafter referred to as PNS Aceh Education Service) low. This result is different from several recent studies, such as the research conducted by (Estianda, 2016) which aims to understand comprehensively the effect of personality and team effectiveness toward Organizational Citizenship Behaviour (OCB) of the civil servant in Education and Training Agency of The Ministry of Home Affairs.The result showed that team effectiveness has direct positive influence toward OCB.

Based on the findings in the study, then things are needs to be corrected by the leadership or head of the service in order improve management effectiveness (management governance governance and administration) and OCB of civil servants of Department Education Aceh Province, among others, the head of the department must have a cautious attitude and implement it earnestly monitoring and evaluation in coordinating and allocating civil servants from the Department Education Aceh Province with a variety of policies and activities, ranging from planning, organizing, implementing, controlling, monitoring, and evaluating as well as corrective steps taken in order to achieve goals that have been determined correctly (doing the right things) or right, in accordance with the target time has been determined and the size and standards that apply.

Transformational Leadership on Organizational Citizenship Behavior

The results of hypothesis testing indicate that transformational leadership does not have a significant direct effect on organizational citizenship behavior. This shows that the head of the office at the Department Education Aceh Province has not yet implemented a transformational leadership style, thus making organizational citizenship behavior and the performance of civil servants in the Department Education Aceh Province low. Lack of caution, and the lack of a strategic vision from the leadership or head of the department in influencing, mobilizing, and controlling civil servant of Department Education Aceh Province means that civil servant of Department Education Aceh Province cannot understand the vision and mission of the Aceh Education Office (organization) so that organizational goals are not achieved. This also lowers organizational citizenship behavior and the performance of civil servant of Department Education Aceh Province.

This result is supported by research conducted by Arifiani et al., (2016) which aims to to analyze and explain the significant influence of transformational leadership on Organizational Citizenship Behavior. The result showed that transformational leadership also has no significant on Organizational Citizenship Behavior. Based on the findings in the study, there are things that need to be improved by the leadership or head of the department in order to carry out transformational leadership and improve OCB civil servant of Department Education Aceh Province, including the head of the service must have a cautious attitude, and build a strategic vision so that it can influence, mobilizing and controlling civil servant of Department Education Aceh Province to understand the vision and mission in achieving organizational goals.

Placement on Organizational Citizenship Behavior

The results of hypothesis testing indicate that placement has a significant direct effect on organizational citizenship behavior. This direct influence shows that the placement of employees in accordance with the abilities, skills and expertise (educational background, skills, interests, and talents) will have a direct effect on improving organizational citizenship behavior of civil

servant of Department Education Aceh Province. In line with this, research indicates that the placement of civil servant of Department Education Aceh Province. Aaccording to their abilities, skills and expertise (educational background, skills, interests, and talents) will have a direct influence on organizational citizenship behavior and the performance of civil servants, where the tasks are done and demands high skills, assessment, and OCB, as well as diverse experiences that can be completed properly by civil servants who work in accordance with their placement.

This is in accordance with the results of research by Linge, T., & Kiruri, J.K (2013) entitled, "The Effect of Placement Practices on Employee Performance in Small Service Firms in the Information Technology Sector in Kenya". Company employees who are placed based on educational backgrounds, skills, interests, and talents will have organizational citizenship behavior and performance above average. The results showed a strong association between employee placement on the one hand and organizational citizenship behavior and performance on the other.

Team Work on Organizational Citizenship Behavior

The results of hypothesis testing show that teamwork has a significant direct effect on organizational citizenship behavior. This direct influence indicates that the teamwork is solid and synergize with each other will have an influence on increase organizational citizenship behavior of civil servant in Department Education Aceh Province In line with this, research indicates that performance solid teamwork and synergy usually goes beyond performance individuals, where the tasks that are done require skills, assessment, and high organizational citizenship behavior, as well as experiences various can be accomplished well in a team. This is confirmed that a solid and synergic teamwork will form organizational citizenship behavior of employees or in other words teamwork is one of the determinants of organizational citizenship behavior.

Based on the research results, civil servants of the Aceh Education Office who have high organizational citizenship behavior and work in a solid and synergic teamwork, will: (1) be willing to share knowledge and transmit as a whole model of education and training (education and training) which he followed to other peers, both during work hours and outside working hours, because these civil servants feel happy that their knowledge is useful for others, (2) want to foster other civil servants, especially mastery of ITK (Information, Technology and Communication), such as the use of computers and Information Technology (IT) tools in their respective fields of work so that there is equal distribution of abilities among other civil servants, and (3) willing to assist the head of the department in planning activities quality, because these civil servants think they can become solid teamwork and synergize with each other in planning activities quality. This makes for a solid and mutual teamwork synergy can be created. This exposure shows that the teamwork of civil servant of Department Education Aceh Province who are solid and in synergy the Department Education Aceh Province organization

will shape organizational citizenship behavior of civil servants which is one of the performance indicators Civil servants to achieve their goals.

Management Effectiveness on Teamwork

The results of hypothesis testing indicate that management effectiveness has a significant direct effect on teamwork. This direct influence indicates that the effectiveness of good management (governance and administrative governance that runs effectively) will have a direct influence on the solidity and synergy of the civil servant of Department Education Aceh Province teamwork. Based on the results of the research, there are four characteristics of management effectiveness that can have a direct influence on the solidity and synergy of the civil servant of Department Education Aceh Province Teamwork, including the Head of the Office who can: (1) stimulate the efforts of his subordinates to be innovative and creative from the old situation in new ways, (2)) have special attention to each of the individual needs of their subordinates by behaving as a coach or mentor, (3) provide motivation by inspiring those around them, and (4) behave as a model / role model for their subordinates. The management effectiveness carried out by the head of the office like this is usually respected and trusted so that the solidity and synergy of the civil servant of Department Education Aceh Province Teamwork is maintained. Based on the description of management effectiveness and teamwork above, it can be seen that there is a relationship between the two, where the effectiveness of management carried out by the head of the department requires support from the high-performing civil servant of Department Education Aceh Province teamwork to achieve organizational goals.

Transformational Leadership on Teamwork

The results of hypothesis testing indicate that transformational leadership does not have a significant direct effect on teamwork. This shows that the head of the office at the Department Education Aceh Province has not yet implemented a transformational leadership style, so that solid and synergic teamwork is not created and the low performance of Department Education Aceh Province. Based on the findings in this study, there are things that need to be improved by the leadership or head of the department in order to carry out transformational leadership and create a solid teamwork and synergize with civil servants of Department Education Aceh Province, including the head of the service must build a strategic vision in order to influence, mobilize, and controlling civil servants of Department Education Aceh Province to understand the vision and mission in achieving organizational goals. On the other hand, the leader or head of the department must be able to clarify the purpose of the vision, mission and objectives of the team so that it can be accepted by everyone in the organization.

Placement on Teamwork

The results of hypothesis testing indicate that placement has a significant direct effect on teamwork. This direct influence shows that the placement of

employees according to the abilities, skills and expertise (educational background, skills, interests, and talents) will have a direct influence on the solidity and synergy of the civil servants of Department Education Aceh Province Teamwork. Based on the research results, civil servants of Department Education Aceh Province who are placed according to their abilities, skills and expertise (educational background, skills, interests, and talents), in a solid teamwork and synergize with each other, will have the ability, skills and expertise in collaboration, among others: (1) skilled in establishing effective communication with colleagues, high school and vocational school teachers, as well as leaders, (2) able to overcome problems that occur in their work environment, such as having patience in dealing with problems inside and outside the office .

Management Effectiveness on Placements

The results of hypothesis testing indicate that management effectiveness does not have a significant direct effect on the placement of Civil Servants at the Department Education Aceh Province. This shows that the effectiveness of management (governance and administrative governance) is not running well and effectively, making the placement of Civil Servants at the Department Education Aceh Province not successful so that the performance of these civil servants is also low. Based on the findings in this study, there are things that need to be improved by the leadership or head of the department in order to improve management effectiveness (governance and administration management) and carry out the placement of Civil Servants at the Department Education Aceh Province according to their abilities, skills, and expertise (educational background, skills, interests, and talents), among others, the head of the department must place Civil Servants at the Department Education Aceh Province according to their abilities, skills and expertise (educational background, skills, interests, and talents) and carry out monitoring and evaluation in earnest in coordinating and allocating Civil Servants at the Department Education Aceh Province with a variety of policies and activities.

Transformational Leadership on Placement

The results of hypothesis testing indicate that transformational leadership does not have a significant direct effect on the placement of Civil Servants at the Department Education Aceh Province. This shows that the head of the office at the Civil Servants at the Department Education Aceh Province has not yet implemented a transformational leadership style, thus making the placement of Civil Servants at the Department Education Aceh Province unsuccessful and the low performance of these civil servants. Based on the findings in the study, there are things that need to be improved by the leadership or head of the service in order to carry out transformational leadership and carry out the placement of Civil Servants at the Department Education Aceh Province according to their abilities, skills, and expertise (educational background, skills, interests, and talents), among other things, the head of the department must assign Civil Servants at the Department Education Aceh Province according to their abilities, skills and expertise (educational background, skills, interests and talents). On the other hand, the head of the department

must also develop a strategic vision in order to influence, mobilize and control Civil Servants at the Department Education Aceh Province to understand the vision and mission in achieving organizational goals.

Transformational Leadership on Management Effectiveness

The results of hypothesis testing indicate that transformational leadership has a significant direct effect on management effectiveness. This significant direct influence indicates that the transformational leadership of the head of the department that goes well (effectively) will have a direct influence on the effectiveness of good and effective management (governance and administration) for all Civil Servants at the Department Education Aceh Province. Based on the finding, transformational leadership style possessed by the head of the department can influence, mobilize, and control Civil Servants at the Department Education Aceh Province Aceh so that management effectiveness at Civil Servants at the Department Education Aceh Province can be realized, where the head of the office will be able to coordinate and allocate Civil Servants at the Department Education Aceh Province with various kinds of policies and activities, starting from from planning, organizing, implementing, controlling, supervising, and evaluating as well as corrective steps taken in order to achieve the stated goals correctly (doing the right things) or appropriately, in accordance with the predetermined time target and the size and standard applies.

CONCLUSION
Based on the result, we can conclude that that the effectiveness of management, and transformational leadership, does not have a significant direct effect on organizational citizenship behavior. Placement, and teamwork matter directly significant on organizational citizenship behavior. Effectiveness management and placement have a significant direct effect on teamwork. Transformational leadership does not have a significant direct effect on teamwork. Management effectiveness, and transformational leadership not has a significant direct effect on the placement. Transformational leadership is influential directly positive on management effectiveness.

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