

Analysis of Sequential Explanatory On Organizational Commitment Reviewed from Organizational Culture, Transformational Leadership, and Work Satisfaction

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ABSTRACT: The purpose of this research is to know the relationship of organizational culture, transformational leadership and job satisfaction with the commitment to the organization in the environment of the permanent teacher of Sukabumi Private High School Foundation. Organizational culture, transformational leadership and job satisfaction serve as independent variables, and commitment to the organization is as a dependent variable. The number of research samples is 87 teachers taken by proportional random sampling, and hypothesis testing uses Sequential Explanatory Mixed Methods with a significance level of 0.05. The result of this research concludes that there is positive correlation which is strengthened by qualitative research result for variable a) organizational culture with commitment to organization with correlation coefficient = 0.550 and coefficient of determination = 0.303 b) transformational leadership with commitment to organization with correlation coefficient = 0.667 and coefficient determination = 0.445 c) job satisfaction with commitment to organization with correlation coefficient = 0.693 and coefficient of determination = 0.481 d) organizational culture, transformational leadership and job satisfaction together with commitment to organization with correlation coefficient = 0.675 and coefficient of determination = 0.455.

KEYWORDS: Organizational culture, Transformational leadership, Job satisfaction, Organizational commitment.

I. INTRODUCTION

One of the facts that influence the organization of education today is the commitment to the organization which demonstrates a power of a person in identifying involvement in an organization. Commitment to the team can lead to a sense of belonging to the group with the assumption that high organizational commitment can be attributed to positive results and will have an impact on success in the implementation of education.

A preliminary study was conducted by observation of 20 permanent foundation teachers as representatives of the accredited Private High Schools in Sukabumi, West Java, Indonesia. The data obtained can be observed in the following description. 35% teachers do not have the desire to understand more about the vision of the school mission and 40% teachers who are not determined to influence colleagues to keep working at the school. Also, 45% teachers are not committed to avoiding the risk of losing to continuing to work at the school, and 46% teachers do not desire to keep working at school because the future career prospects are better than other schools. Furthermore, 36% teachers do not wish to revise the learning tool each academic year, following the appropriate curriculum.

Based on these data, it can be described that the teacher remains the foundation in Sukabumi High School Private is still not having a maximal commitment to the organization especially in connection with the continuance commitment. Based on the background of the problems described above, the problems that may arise about commitment to the organization can be identified as follows:

Is there a relationship between organizational culture and commitment to the organization?

Is there a relationship between transformational leadership and commitment to the organization?

Is there a relationship between work motivation and commitment to the organization?

Is there a relationship between job satisfaction and commitment to the organization?

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II. LITERATURE REVIEW

Commitment to the organization gives attention to the extent to which people are affected by their organization and the extent to which an individual identifies and engages with the organization and does not leave his organization. There are three factors underlying the organizational commitment: 1) Affective commitment: feeling confident in the vision of the organization, and feeling confident of being part of the organization. 2) Continuance commitment: feeling compassionate to get out because many have been sacrificed to the organization. 3) Normative commitment: feeling indebted to the leadership of the organization, tied to the environment and condition of the organization [1].

Commitment to the organization is the willingness of employees to remain members of the organization. Commitment to the organization affects how employees stay in the organization. Three factors in commitment to the organization, namely: 1) Affective Commitment, the desire of members to influence the organization so that between members have an emotional involvement in the organization. 2) Continuance Commitment, the desire of the members to control the organization, so that members remind each other to stay in the organization. 3) Normative Commitment, the desire of members to influence the organization, in carrying out the duties and obligations of the organization so that there is an attachment to continue to remain in the organization [2].

Commitment to an organization is a situation where an employee takes side with a particular organization and its goals as well as intentions to maintain membership within the organization. There are three dimensions of commitment to the organization, namely: 1) Affective commitment is the emotional feeling for the organization and belief in its values; 2) Continuance commitment is the perceived economic value of persisting in an organization when compared with leaving the organization; 3) Normative commitment is the obligation to continue in the organization for moral or ethical reasons [3].

Based on the theories mentioned above, it can be synthesized that the commitment to the organization is the attitude of someone who builds on the existence of emotional attachment and the desire to retain its presence in the organization as well as involves an active relationship in the work with the aim to give any effort for the success of the organization. The indicators of organizational commitment are 1. Affective commitment; a) Emotional attachment within the organization; b) Confidence in the goals of the organization's vision; 2. Continuance commitment a) Loyalty to survive as members of the organization; b) Awareness of the perceived economic value; 3. Normative commitment a) Formal obligations to organizational work tasks, b) Moral duty to responsibilities within the organization.

Organizational culture is the values and beliefs felt in the organization. The organizational culture factors are: 1) innovating, experimenting, seeking new opportunities, taking risks; 2) stability and security, predicting circumstances; 3) orientation to the outcome, obeying the rules on the small, precise, analytical; 4) group orientation, collaboration and cooperation; 5) respect others, be fair and tolerant; 6) aggressiveness, competitiveness in the face of competition [4]. Organizational culture is a pattern of underlying assumptions created, discovered or developed by a particular group while learning to deal with external adaptation problems and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, thinking, and feeling in terms of the problems it faces. Three factors of organizational culture are 1) Artefacts and creations that seem real but often can not be interpreted, or patterns of behavior that can be seen or heard. 2) Values are awareness, affective desire, or testable desires in the physical environment and can be tested only by social consensus, and 3) Basic assumptions created by people to guide the behavior of individuals about how to perceive, think and feel about work, performance goals, human relationships, and peer performance [5]. Organizational culture is behavioral patterns that are manifestations or expressions of underlying assumptions and values. Factors affecting organizational culture are as follows: 1) innovation and risk taking; 2) stability and security; 3) respect for people, and show tolerance; 4) orientation of results with high expectations of results; 5) team orientation and collaboration, working together in a coordinated and collaborative manner; 6) aggressiveness and competition, take decisive action in the face of competition [6].

Based on the theories mentioned above, it can be synthesized that organizational culture is the fundamental assumptions underlying the values learned, understood, and believed together, which is the framework as a guide the behavior and implementation of work in directing and making decisions in order achieve the intended purpose. The indicators of organizational culture are 1) upholding the values of honesty; 2) confidence in corporate values; 3)

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aggressiveness in the face of competitors; 4) discipline in work; 5). Tolerance and respect for people; 6). Collaboration in work.

Transformational leadership is leadership that changes the behavior of its subordinates by motivating, awakening awareness of the importance of the outcome of the task, encouraging to devote its attention to the interests of the organization, and instilling pride and overcoming obstacles, inspiring, empowering and enthusiastic to subordinates in achieving the vision. Furthermore, transformational leadership factors are as follows: 1) Idealized Influence ; the transformational leader is an ideal figure who can give trust and instil pride to his subordinates, and can serve as a role model for his subordinates, trusted, respected and able to make the best decisions for the benefit of the organization; 2) Inspirational Motivation; transformational leaders can motivate and inspire their subordinates by communicating, giving symbols of particular attention in achieving the vision; 3) Intellectual Stimulation; transformational leaders can foster creativity and innovation, and improve rationality in problem-solving meticulously; 4) Individualized Consideration; transformational leaders can give personal attention, and can act as coaches as well as advisors, and can provide individual advice [7]. Transformational leadership is a behavior to inspire, motivate followers in achieving common goals. The factors of transformational leadership are: 1) to provide exemplary charisma and action; 2) giving individual attention in order to have a real personality; 3) provide intellectual stimulation/help in the provision of rational thought stimuli in solving problems; 4) rewarding what has been done, and 5) training independence in completing tasks [8].

Based on the theories mentioned above, it can be synthesized that transformational leadership is a behavior that inspires, influences and motivates his subordinates to be more aware of the importance of the results and tasks given, encouraging to devote his attention and responsibility to the common interest, and foster a strong desire to achieve high achievement in achieving the vision. The indicators of transformational leadership are: 1) Communicating vision, 2) Motivating inspiration, 3) Influence of exemplary, 4) Intellectual stimulation, 5) Individual consideration.

Job satisfaction is a variable that reflects how the overall feel of the person towards various aspects of his work. Simply put, job satisfaction is the extent to which individual attitudes and feelings like their job, while work dissatisfaction is the degree to which attitudes and perceptions of people do not like their job. Factors that can affect job satisfaction are as follows: 1) Wages, namely a number of payments in terms of amount, and sense of justice, 2) Promotion, namely opportunities and sense of justice to get promotion, 3) Benefit, namely in the form insurance, vacations, and other facilities, 4) Supervision, i.e. supervision on justice and managerial competence assignment, 5) Relationships among colleagues, namely the presence of coworkers are fun and competent, 6) Work conditions, namely the existence of policies, procedures, and rules, 7) The nature of the job, i.e., the work itself can be enjoyed or not, 8) Communication, that is to provide information sharing within the organization, 9) The reward of services, which earns respect, recognizes its existence and gives an appreciation of its achievement [9].

Job satisfaction is an affective or emotional response to various aspects of the job. Job satisfaction is not a unity, but people can be relatively satisfied with one aspect of work and not pleased with other aspects. The determinants of job satisfaction are: 1) the job itself, 2) salary, 3) promotion, 4) colleagues, 5) supervision from superiors, 6) fulfillment of hope, 7) achievement of values, h) equality or justice, and i) the genetic component [10].

Based on the theories mentioned above, it can be synthesized that job satisfaction is the attitude and emotional condition or individual feelings towards a job, based on the assessment that his work can satisfy his needs and show the fit between expectations and gives an idea of how much sense of justice in his work. The indicators of job satisfaction are 1) The work itself; 2) Appreciation of duties; 3) Promotion and personal development opportunities; 4) Relationships between colleagues and with superiors; 5) Justice concerning duty, and 6) Supervision of superiors.

Based on the descriptions the following research hypothesis is postulated.

1. There is a positive relationship between organizational culture and commitment to the organization.
2. There is a positive relationship between transformational leadership and commitment to the organization.
3. There is a positive relationship between teacher job satisfaction and commitment to the organization.
4. There is a positive correlation between organizational culture, transformational leadership, and job satisfaction simultaneously with the commitment to the organization.

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III. RESEARCH METHODOLOGY

The study was conducted using combination model of sequential explanatory design method, where in the first phase the research was done by using a quantitative method and in the second phase was done by a qualitative approach. The study variables consist of three independent variables, namely organizational culture (X_1), transformational leadership (X_2), and job satisfaction (X_3) with a dependent variable that is the commitment to the organization (Y). The population in this research is the foundation permanent teachers from 10 accredited private high schools in Sukabumi, West Java, Indonesia. The sample in this study amounted to 87 people out of amount to 111 people determined by using the formula Taro Yamane.

IV. EXPERIMENTAL RESULTS

Based on result of hypothesis test, there is a functional relationship between organizational culture with commitment to organization, with regression equation $\hat{Y} = 80.175 + 0.479 X_1$, and F- value = 36.93 > F- table ($\alpha: 0.05$) = 3.95. This figure shows that regression between organizational culture variable with the commitment to the organization is very significant. The functional relationship is linear evidenced by linearity test with F value = 3.82 < F table ($\alpha: 0.05$) = 1.73 and F table ($\alpha: 0.01$) = 2.17. Correlation coefficient value is = 0.550 at significant level ($\alpha = 0.05$) where t test = 0.278 is > than t table = 0.213 so it can be concluded that positive relationship between organizational culture and commitment to the organization exist. Previous studies have proven that organizational culture has a positive direct effect on the commitment to the organization [11]. There is a positive relationship between organizational culture and commitment to the organization with correlation coefficient = 0.42, and coefficient of determination = 0.17 indicating the magnitude of the contribution of organizational culture to the commitment to the organization is 17%.

The qualitative research results through observation, interviews, Focus Group Discussion and documentation studies indicate that the existing organizational culture among teachers has the same tendency with a corporate culture that is obtained quantitatively. The development of diversity in total life requires thought and organizational culture that is applied well in school. This result is in line with the theory [4] that organizational culture is the values and beliefs felt in the organization. Results of quantitative research reinforced by qualitative research that the culture of the organization has a positive direct relationship with the commitment to the organization.

There is a functional relationship between transformational leadership with commitment to organization, with regression equation $\hat{Y} = 100.167 + 0.352 X_2$, and F- value = 86.31 > F- table ($\alpha: 0.05$) = 3.95. This figure shows that regression between transformational leadership with the commitment to the organization is very significant. Correlation coefficient value is = 0.667 at significant level ($\alpha = 0.05$) where t test = 0.278 is > than t table = 0.213 so it can be concluded that positive relationship between transformational leadership and commitment to the organization exist. Previous studies have proven that transformational leadership has a positive direct effect on a commitment to the organization [12]. There is a very significant direct positive influence between Transformational Leadership on the engagement to the group. Active Transformational leadership will give a substantial impact on the increase of commitment to the organization, and this is indicated by the correlation coefficient of 0.661 and the coefficient of determination of 43.6%. Transformational leadership [7] can change the behavior of subordinates by motivating and encouraging to devote their attention to the interests of the organization. Schools with strong transformational leadership in which some teachers have a high awareness of the importance of success in realizing the tasks assigned will devote full attention to the interests of together, and far-sighted. Based on the results of quantitative research reinforced by qualitative research transformational leadership has a positive direct relationship with the commitment to the organization.

Functional relationship between job satisfaction with commitment to organization obtained regression equation $\hat{Y} = 81.534 + 0.480 X_3$. In the regression equation model, the constant of 81.534 states that if there is no increase in the value of the job satisfaction variable the value of commitment to the organization is 81.534, while the regression coefficient of 0.480, states that each addition of one score value, the job satisfaction will increase 4.8%. Based on the calculation, the value of t test of 8.882 is greater than t table of 1.994 for a significant level of 5% ($\alpha = 0.05$). This figure means that job satisfaction variables have a significant correlation with the variable of commitment to the organization.

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The previous studies have also proved that job satisfaction has a direct positive effect on the engagement to the organization [13]. The result of the analysis shows that there is a positive direct effect on job satisfaction with the commitment to the organization with correlation coefficient value of 0.267 and coefficient of determination equal to 0.071. This figure means that only 7.1% of job satisfaction contribute to the commitment to the organization, while other variables determine 92.9%.

The result of hypothesis testing shows that there is a functional relationship between Organizational Culture, Transformational Leadership and Job Satisfaction simultaneously with Commitment to Organization, with the regression equation $\hat{Y} = 0.071 + 0.529 X_1 + 0.216 X_2 + 0.223 X_3$ and F test value = 419.92 > F table ($\alpha: 0.05$) = 2.71. This figure indicates that the relationship between organizational culture, transformational leadership and job satisfaction together with the commitment to the organization are very significant. The analysis further obtained the value of coefficient of correlation = 0.675, at significant level $\alpha = 0.05$ and t test = 35.11, while t table = 2.71 ($\alpha = 0.05$), indicating t test > t table. This figure indicates that the hypothesis is accepted and shows that the coefficient of correlation between organizational culture, transformational leadership and job satisfaction to mold corporate culture is applied to the school.

V. CONCLUSION

There is a very significant positive relationship between an organizational culture with the commitment to an organization, with correlation coefficient of 0.550 and coefficient of determination $r = 0.303$ Contribution of organizational culture on the engagement to the organization is 30.3%. There is a very significant positive relationship between transformational leadership with the commitment to the organization with the correlation coefficient of 0.677 and the coefficient of determination = 0.445 The contribution of transformational leadership to the commitment to the team is 44.5%. There is a very significant positive relationship between job satisfaction with the engagement to the organization, meaning that the higher the job satisfaction, the stronger the commitment to the organization, with correlation coefficient of 0.693 and the coefficient of determination = 0.481. The contribution of job satisfaction on the engagement to the group is 48.1%. There is a very significant positive relationship between organizational culture, transformational leadership, and job satisfaction together with the commitment to the organization with the correlation coefficient of 0.675 and coefficient of determination = 0.455. The contribution of organizational culture, transformational leadership, and job satisfaction to the commitment to the organization altogether is 45.5%.

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