

STUDYING THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE WITH ORGANIZATIONAL COMMITMENT AT MINHAIJ SHAHABAH ISLAMIC BOARDING SCHOOL BOGOR

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Abstract. This study aims to determine the Correlation between Transformational Leadership and Organizational Culture with Organizational Commitment at Minhaj Shahabah Islamic Boarding School Bogor. This study was conducted at Pesantren Minhaj Shahabah Bogor in 2020 and it used survey method with the correlation approach. This study population was 146 employees and the number of sample was 107 employees by proportionate random sampling technique. The collected research data will be analysed by descriptive statistics and inferential statistics. Inferential statistics is used for testing the hypotheses using regression analysis technique, simple correlation and multiple correlation. The results show that 1) there is a positive highly significant correlation between transformational leadership with organizational commitment with coefficient of correlation (r_{y_1}) is 0,989, coefficient of determination ($(r_{y_1})^2$) is 0,978, and supported by regression equation of $\hat{Y} = 14,150 + 0,853 X_1$, 2) there is a positive highly significant correlation between organizational culture with organizational commitment, with coefficient of correlation (r_{y_2}) is 0,993, coefficient of determination ($(r_{y_2})^2$) is 0,986, and supported by regression equation $\hat{Y} = 5,992 + 0,932 X_2$, and 3) there is a positive highly significant correlation between transformational leadership and organizational culture and organizational commitment with coefficient of correlation ($r_{y_{1,2}}$) is 0,994 and coefficient of determination ($(r_{y_{1,2}})^2$) is 0,988 and supported by regression equation $\hat{Y} = 7,698 + 0,260X_1 + 0,651X_2$. Therefore, it can be concluded that organizational commitment can be enhanced through transformational leadership and organizational culture.

Keywords: transformational leadership; organizational culture; organizational commitment

I. INTRODUCTION

At this time in the context of human resource management that transformational leadership, organizational culture, and organizational commitment are very important factors. Transformational leadership and organizational culture are thought to affect organizational commitment. Organizational commitment will affect employee turnover. If employee turnover is high, it will certainly have a negative impact on the company. Companies will spend a lot of money just to recruit and train prospective new employees. This situation reflects the importance of organizational commitment in achieving organizational goals.

The Minhaj Shahabah Islamic Boarding School in Bogor is an organization engaged in the education sector that was founded in 2012 under the Minhaj Shahabah Foundation. Currently the Minhaj Shahabah Islamic Boarding School in Bogor has a total of 222 employees. The number of employees (non-teachers) is currently 146 employees. In 2018 there were 44 non-teacher employees ($44/146 \times 100\% = 30.14\%$ of total employees) who left / resigned from the Minhaj Shahabah Islamic Boarding School, Bogor. In 2019 there were 32 non-teacher employees ($32/146 \times 100\% = 21.92\%$) who left / resigned from the Minhaj Shahabah Islamic Boarding School, Bogor.

Employee data (non-teachers) who leave / resign are secondary data that can predict organizational commitment and show early symptoms of organizational commitment problems. If the number of employees leaving an organization is low, it can be said that the organizational commitment is high, on the other hand, if the number of employees leaving an organization is high, it can be said that the organizational commitment is low. From the data of employees (non-teachers) who left / resigned at the Minhaj Shahabah Islamic Boarding School, Bogor, it shows that there are symptoms of high organizational commitment problems for employees at the Minhaj Shahabah Islamic Boarding School in Bogor because the standard limits for employees leaving / resign per year are set by the Management of the Minhaj Shahabah Islamic Boarding School in Bogor. is a maximum of 10%. Based on this, it is necessary to conduct a preliminary survey to find out about the organizational commitment of the employees of the Minhaj Shahabah Islamic Boarding School, Bogor.

In connection with the organizational commitment at the Minhaj Shahabah Islamic Boarding School, Bogor, based on the results of preliminary observations (preliminary survey) of 30 employees who work at the Minhaj Shahabah Islamic Boarding School, Bogor, the following results are obtained:

1. There are 32% of employees who have problems with their Affective Organizational commitment, where these employees have problems in terms of: (a) not seeing the problems faced by the pesantren, (b) not wanting to be emotionally attached to the pesantren, (c) lack of "desire to have a pesantren", and (d) have a desire to leave the pesantren.

2. There are 37% of employees who have problems in their Continuous Organizational commitment, where these employees have problems in terms of: (a) lack of "desire to feel disturbed" to leave the pesantren, (b) lack of "determination to stay at the pesantren" to seize career opportunities, (c) the need to sacrifice costs to leave the pesantren, and (d) lack of "determination to stay in the pesantren" because of personal risks / sacrifices.

3. There are 43% of employees who have problems in Normative Organizational commitment, where these employees have problems in terms of: (a) lack of confidence that people who frequently move from one organization to another will not succeed, (b) lack of confidence that moving from one organization to another is unethical, (c) lack of determination to stay at the pesantren when there are other job offers, and (d) lack of determination to prioritize official work over personal work.

Based on the background of the problem and the results of the preliminary survey of the employees of the Minhaj Shahabah Islamic Boarding School Bogor as described above, there are still problems regarding the organizational commitment among the employees of the Minhaj Shahabah Islamic Boarding School Bogor. All dimensions of organizational commitment show a problem rate of more than 30%. This research is a quantitative study that aims to prove the relationship between variables. Many research variables were identified and suspected to be associated with organizational commitment such as transformational leadership, organizational culture, work motivation, organizational justice, job satisfaction, team work, personality.

Transformational leadership was chosen as a variable because in educational organizations it is more suitable to be applied on the basis of transformational leadership which tends to lead to cognitive abilities (cognitive based). This is also made clear by one of the indicators of transformational leadership, namely intellectual stimulation with leadership characteristics that provide intellectual stimulation to its members. Organizational culture was chosen as a variable because it is one of the variables in organizational mechanisms that has a relationship with organizational commitment, this is reinforced by observations made by researchers on employees of the Minhaj Shahabah Islamic Boarding School Bogor. Transformational leadership and organizational culture are the dominant variables that are hypothesized to have a relationship with organizational commitment compared to other variables so that these are the basis for selecting transformational leadership variables as X_1 and organizational culture variables as X_2 .

Organizational commitment is the extent to which individuals identify themselves and want to involve

themselves with the organization and do not want to leave it [1]. Organizational commitment is emotional attachment, identification and involvement of individuals with the organization and the desire to remain a member of the organization [2]. Organizational commitment is a condition where an employee sides with an organization and its goals, and intends to maintain its membership [3]. Organizational commitment is an attitude that shows more than just a formal member, but also includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization to achieve its goals [4]. Organizational commitment is the attitude of organizational members' loyalty to the organization and a strong belief in the values and goals of the organization [5]. Based on the description of the theory above, it can be synthesized that organizational commitment is desire, emotional attachment, identification, individual attitudes to remain a member of the organization / do not want to leave the organization and a situation where an employee sides with an organization and has a strong belief in values and willing to work hard for the achievement of organizational goals.

Transformational leadership is stimulating and inspiring followers to achieve extraordinary results and in the process of developing their own leadership capacities [6]. Transformational leadership is leadership that inspires followers to put personal interests aside for the good of the organization and they have tremendous influence on their followers [7]. Transformational leadership is an ability to inspire and motivate followers to achieve results greater than planned and for internal rewards [8]. Transformational leadership is the ability of a leader to work with and / or through other people to optimally transform organizational resources in order to achieve meaningful goals in accordance with predetermined achievement targets [9]. Based on the theoretical description of transformational leadership, it can be synthesized that the notion of transformational leadership is the behavior of a leader who has a strong influence, inspires, stimulates, guides members / followers, optimally transforms organizational resources to pursue goals and results that are greater than planned and involve members. in the mission of the organization so as to be able to develop potential members.

Organizational culture is a system of meanings held by members that distinguishes the organization from other organizations [10]. Organizational culture is a cognitive framework consisting of attitudes, values, norms, behavior, and expectations which are formed by members of the organization [11]. Organizational culture are some of the basic assumptions adopted by certain groups in order to solve their problems regarding internal integration that are running well enough and are considered valid so that new members of the organization have the most appropriate way of perceiving, thinking, and feeling the problems faced by the organization. [12]. Organizational culture is a shared belief and value system that actively influences the behavior of organizational members [13]. Based on several theories, it can be synthesized that organizational culture is a value system that is held, understood, imbued, shared in

organizations that provide characteristics / characteristics that differentiate it from other organizations so that it gives its own meaning and becomes the basis for the rules of behavior in the organization to solve problems and carry out organizational duties.

II. RESEARCH METHODS

The research site was carried out at the Minhaj Shahabah Islamic Boarding School, Bogor, which is located at Jl. Ciburial Sukamaju RT.01 RW.11, Sukamantri Village, Tamansari District, Bogor, West Java, 16610.

The method used in this research is a survey method with a correlational approach. Information on the survey results was collected from respondents using a questionnaire for all variables, both the Organizational commitment (Y), Transformational Leadership (X1), and Organizational Culture (X2) variables. The population in this study amounted to 146 employees (non-teachers). The sampling technique in this study was using proportional random sampling technique. Based on calculations with the Slovin formula with an error rate of 5%, the research sample will be as many as 107 employees (non-teachers).

The data used in this study were in the form of scores and were divided into three, namely the scores for Organizational commitment, Transformational Leadership, and Organizational Culture. To measure these variables, a questionnaire is used as a measuring tool.

The questionnaire used contains statements with 5 (five) alternative answers. These statements consist of positive and negative statements which will be filled in by the employees of the Minhaj Shahabah Islamic Boarding School, Bogor. The statement in the questionnaire of this study consists of 40 items using a 5-point Likert scale, namely strongly disagree, disagree, doubt, agree, and strongly agree to the Variable Organizational commitment and Organizational Culture. For Transformational Leadership Variables using a 5-point Rating Scale, namely never, ever, sometimes, often, and always. Processing data in this study using descriptive analysis techniques and inferential analysis with a correlational approach

III. RESULTS AND DISCUSSION

Relationship between Transformational Leadership (X₁) and Organizational commitment (Y)

The results showed "there is a positive and significant relationship between Transformational Leadership and Organizational Commitment". This is indicated by the results of the analysis using the product moment technique, the correlation coefficient of $r_{y_1} = 0.989$ is obtained. The relationship between the two is significant because Sig. 0.000 this value is identical to the p-value smaller than $\alpha = (0.05)$.

The functional relationship between Transformational Leadership and Organizational commitment is indicated by the regression equation $\hat{Y} = 14,150 + 0.853 X_1$ which means

that the constant (a) is 14,150, meaning that if Transformational Leadership X_1 is 0, then Organizational commitment (Y) is 14,150. The functional coefficient (b) of the Transformational Leadership (X_1) variable is 0.853, meaning that if Transformational Leadership (X_1) has increased by one unit, the Organizational commitment (Y) has increased by 15.003.

Meanwhile, the contribution value (coefficient of determination) of Transformational Leadership (X_1) to Organizational commitment (Y) is calculated based on the correlation coefficient $r = 0.989$ used as the coefficient of determination, namely $r^2 = (r_{y_1})^2 = 0.9781$, which means that the Transformational Leadership variable (X_2) contributes to Organizational Commitment (Y) of the remaining 97.81% by other factors.

Transformational Leadership Indicator with Organizational Commitment Indicator, which has the strongest relationship, namely "Intellectual Stimulation" ($X_{1.3}$) with Indicator "Emotional based reasons" (Y_1) with a correlation coefficient of 0.701 and a level of relationship "Strong".

The existence of a positive and significant relationship between Transformational Leadership and Organizational commitment is also proven by previous research relevant to this study, namely Mahmoud Al-Husami Research which concludes that there is a significant positive relationship ($r = 0.927$ $p < 0.05$) between leadership. Transformational with Organizational commitment [14].

Transformational leadership is the ability to guide their followers towards the goals set by clarifying their roles and duties and inspiring followers to address their self-interest for the good of the organization and can have a tremendous effect on their followers. It was also stated that the indicators of transformational leadership are (a) Idealized influence, which is being able to become a leader who is a role model, (b) Intellectual stimulation, encouraging followers to increase intelligence, (c) Individual consideration, able to pay attention to followers, (d) Inspirational motivation, able to inspire his followers to work hard to achieve common goals [15].

Organizational commitment is the individual's desire to remain a member of the organization. Organizational commitment is a determining factor whether he wants to remain a member of the organization or if he tries to leave (looking for work in another organization). It is also stated that the dimensions / indicators of organizational commitment are (a) affective commitment: the desire to remain a member of the organization due to the emotional involvement of individuals in the organization (emotional-based reasons). for example: many friends in the organization, (b) continuance commitment: the desire to remain a member of the organization because it is realized that there will be many "costs" when leaving the organization (cost-based reasons). for example: another organization is located further away from his current home, so if the salary is the same, the transport costs are heavier, (c) normative commitment: the desire to remain a member of

the organization because he feels obligated (obligation-based reasons). eg feel indebted to the organization [16].

Based on this, it can be seen the relevance which shows that in order to achieve a commitment to a good organization it must be supported by good transformational leadership. Employees need a good example from their boss or leader. With good leadership, it will create a conducive work atmosphere and a harmonious work relationship that can increase the comfort of employees in the organization so that organizational commitment can also be increased.

Based on the results of the research and discussion above, it can be concluded that Transformational Leadership makes a significant contribution to Organizational Commitment. The higher the Transformational Leadership, the higher the Organizational commitment and vice versa the lower the Transformational Leadership, the lower the Organizational commitment.

The Relationship between Organizational Culture (X_2) and Organizational commitment (Y)

The results showed "there is a positive and significant relationship between Organizational Culture and Organizational commitment". This is indicated by the results of the analysis using the product moment technique, the correlation coefficient of $r_{y.2} = 0.983$ is obtained. The relationship between the two is significant because Sig. 0.000 this value is identical to the p-value smaller than $\alpha = (0.05)$.

The functional relationship between Organizational Culture and Organizational commitment is shown by the regression equation $\hat{Y} = 5.992 + 0.932 X_2$ which means that the constant (a) is 5.992, meaning that if the Organizational Culture X_2 is 0, then the Organizational commitment (Y) is 5.992. The functional coefficient (b) of the variable Organizational Culture (X_2) is 0.932, meaning that if the Organizational Culture (X_2) has increased by one unit, the Organizational commitment (Y) has increased by 6,924.

While the contribution value (coefficient of determination) Organizational Culture (X_2) to Organizational commitment (Y) is calculated based on the correlation coefficient $r = 0.993$ used as the coefficient of determination, namely $r^2 = (r_{y.2})^2 = 0.986$, meaning that the Organizational Culture variable (X_2) contributes to Organizational Commitment (Y) 98.60%, the rest are other factors.

Indicator of Organizational Culture with Indicator of Organizational Commitment, which has the strongest relationship, namely Indicator of "Values" ($X_{2.2}$) with Indicator of "Met Expectation" (Y_4) with a correlation coefficient of 0.725 and a level of relationship "Strong".

The existence of a positive relationship between Organizational Culture and Organizational commitment is evidenced by Feryana Dwi Rahayu's research which concludes that there is a positive and significant relationship ($r = 0.723$ $p < 0.05$) between Organizational Culture and Organizational commitment [17].

Organizational culture is the values, beliefs, attitudes and behaviors held by members. The factors that indicate an

indication of organizational culture are (a) Philosophy: guidelines for setting organizational policies both with respect to employees and clients (policies, principles), (b) dominant values held by the organization: Product quality, (c) Norms -norms that are applied at work: Guidelines that must be followed by members, Standard standards of behavior, (d) Rules: Rules in the organization when joining the organization, (e) Certain typical behavior in routine interactions carried out: created feelings, atmosphere which was created [18].

Organizational commitment is an attitude of loyalty from organizational members to the organization and a strong belief in the values and goals of the organization. It is also argued that the dimensions / factors that affect organizational commitment are (a) Affective Commitment: Employee emotional attachment, identification, and involvement in the organization, (b) Continuance Commitment: Commitment based on losses associated with the departure of employees from the organization, (c) Normative Commitment: There is a feeling of being obliged to remain in the organization because it has to be like that [19].

Based on this, it can be seen the relevance which shows that in order to achieve a commitment to a good organization it must be supported by a good organizational culture. Organizational culture can be a controller that determines the direction of organizational members in taking action within the organization and interacting with outside the organization. With a good organizational culture can increase the responsibility of employees to stay in an organization for moral or ethical reasons and values in individuals so that ultimately organizational commitment can also increase.

Based on the results of the research and discussion above, it can be concluded that the Organizational Culture makes a significant contribution to the Commitment to the Employee Organization. The higher the Organizational Culture, the higher the Organizational commitment and vice versa, the lower the Organizational Culture, the lower the Organizational commitment.

Relationship between Transformational Leadership (X_1) and Organizational Culture (X_2) with Organizational commitment (Y)

The results showed "there is a positive and significant relationship between Transformational Leadership and Organizational Culture together with Organizational Commitment". The multiple correlation calculation using the product moment correlation technique between Transformational Leadership and Organizational Culture with Organizational commitment produces a correlation coefficient of $R = 0.994$, meaning that this value indicates that there is a positive relationship between Transformational Leadership and Organizational Culture together with proven Organizational Commitment. the truth.

The functional relationship between Transformational Leadership and Organizational Culture with Organizational commitment is shown by multiple regression equations,

namely $\hat{Y} = 7.968 + 0.260X_1 + 0.651X_2$. This multiple functional equation can be interpreted that the constant value (a) of 7.698 means that if the institution increases Transformational Leadership (X_1) by one unit and increases the Organizational Culture (X_2) by one unit, the Commitment to Employee Organization will increase by 8.609. The value of b1 in the multiple functional line equation $Y = a + b1X_1 + b2X_2$, so $b1 = 0.260$ means that every one-unit increase in Transformational Leadership (X_1) means that it will affect the increase in Organizational Commitment by 0.260 units provided that the Organizational Culture (X_2) variable is constant. The value of b2 in the multiple linear line equation $Y = a + b1X_1 + b2X_2$, so $b2 = 0.651$ means that every one unit increase in Organizational Culture (X_2) will affect the Organizational commitment by 0.651 units provided that the Transformational Leadership variable (X_1) is constant.

While the contribution value (coefficient of determination) of Transformational Leadership (X_1) and Organizational Culture (X_2) to Organizational commitment (Y) is calculated based on the correlation coefficient $R = 0.994$ is used as the coefficient of determination, namely $R^2 = (r_{y.1,2})^2 = 0.988$ means the variable Transformational Leadership (X_1) and Organizational Culture (X_2) together contribute to Organizational commitment (Y) of the remaining 98.8% by other factors.

From the research results it can be concluded that Transformational Leadership (X_1) and Organizational Culture (X_2) make a significant contribution to Organizational Commitment (Y). The higher the Transformational Leadership and Organizational Culture received by employees, the higher the Organizational commitment and conversely the lower the Transformational Leadership and Organizational Culture, the lower the Organizational commitment.

IV. CONCLUSION

There is a significant positive relationship between Transformational Leadership and Organizational commitment because the t value (69.332) is greater than the t table at the 0.05 significance level (1.659) and also greater than the t table at the 0.01 significance level (2.361). The correlation coefficient value $r_{y.1} = 0.989$ at the very strong relationship level, the coefficient of determination = 0.978 and the regression equation $\hat{Y} = 14.150 + 0.853 X_1$.

There is a significant positive relationship between Organizational Culture and Organizational commitment because t count (86.714) is greater than t table at the significance level of 0.05 (1.659) and also greater than t table at the significance level of 0.01 (2.361). The correlation coefficient $r_{y.2} = 0.993$ at the very strong relationship level, the coefficient of determination = 0.986 and the regression equation $\hat{Y} = 5.992 + 0.932 X_2$. Contribution of Organizational Culture to Organizational commitment is 98.60%.

There is a significant positive relationship between Transformational Leadership and Organizational Culture

together with Organizational commitment with a correlation coefficient of $R = 0.994$ at the very strong relationship level, the coefficient of determination = 0.988 and the regression equation $\hat{Y} = 7.968 + 0.260X_1 + 0.651X_2$. The contribution of Transformational Leadership and Organizational Culture together to Organizational commitment is 98.8%.

Transformational Leadership at the Minhaj Shahabah Islamic Boarding School Bogor needs to be continuously improved because it contributes to increasing Organizational Commitment. For organizations, it is necessary to continue to improve Transformational Leadership, namely on the indicators of "Intellectual Stimulation", because it has the strongest relationship with "Emotional based reasons". The way to improve Transformational Leadership on Intellectual Stimulation Indicators is by compiling intensive training programs with the theme of Intellectual Stimulation with the aim that after participating in this training program it is hoped that the leadership of the Minhaj Shahabah Islamic boarding school in Bogor can increase stimulation / stimulation to employees to foster new creative ideas in dealing with problems faced in carrying out organizational tasks.

Organizational Culture at the Minhaj Shahabah Islamic Boarding School in Bogor contributes to increasing organizational commitment. The indicator with the strongest relationship is the Value indicator which has the strongest relationship with the Met Expectation Indicator. Steps to improve the Organizational Culture on Indicators of Values, namely by compiling a socialization program and implementation steps to employees related to the values that exist in the Minhaj Shahabah Islamic Boarding School Bogor with the aim that after participating in this socialization program it is expected that all employees of the Minhaj Shahabah Islamic boarding school Bogor can have the knowledge, insight, and deeper understanding of the values that exist in the Minhaj Shahabah Islamic Boarding School Bogor and are able to implement these values.

Based on the results of this study, it can be concluded that there is a positive relationship between Transformational Leadership and Organizational Culture and Organizational Commitment at the Minhaj Shahabah Islamic Boarding School, Bogor.

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