

Improving Organizational Commitment through Developing Transformational Leadership and Job Satisfaction

(Empirical study on private high-school teachers at Sukabumi)

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Abstract—The organizational commitment is the important factor in the teaching process and for attaining educational goals. Based on a preliminary survey, it was found that teachers' organizational commitments in this research setting were unfavorable. Furthermore, it was found that there were many factors could be affecting organizational commitment. Transformational leadership as well as job satisfaction was among them. The objective of this research is to find-out the way to enhance the organizational commitment through developing principal's transformational leadership and teachers' job satisfaction. This research applied a quantitative method and used 87 samples of teachers who taken randomly from a population of private high-school teachers at Sukabumi, West Java. The results from this research can be summarized, that (1) there is a positive, significant and strong relationship ($r = 0.667$, $p < 0.05$) between transformational leadership and organizational commitment, (2) there is a positive, significant and strong relationship ($r = 0.693$, $p < 0.05$) between job satisfaction and organizational commitment, and (3) there is a positive, significant and strong relationship ($r = 0.675$, $p < 0.05$) between transformational leadership and job satisfaction simultaneously with organizational commitment based on that results. It can be concluded that organizational commitment can be improved through developing the principals' transformational leadership and teachers' job satisfaction. The organizational commitment is the important factor for the teaching process and for attaining educational goals. Based on a preliminary survey, it was found that teachers' organizational commitments in this research setting were unfavorable. Furthermore, it was found that there were many factors could be affecting organizational commitment. Transformational leadership as well as job satisfaction was among them. The objective of this research is to find-out the way to enhance the organizational commitment through developing principal's transformational leadership and teachers' job satisfaction.

Keywords—*job satisfaction; organizational commitment; transformational leadership*

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, as follow: 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.

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]. According to Colquitt, Lepine and Wesson, commitment to the organization is the

willingness of employees to remain members of the organization [2]. 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. Spector stated that 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 [3].

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 co-workers 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 [4]. Gibson et al stated that 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) fulfilment of hope, 7) achievement of values, 8) equality or justice, and 9) the genetic component [5]. 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 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 transformational leadership and commitment to the organization? Is there a relationship between job satisfaction and commitment to the organization?

II. RESEARCH METHODOLOGY

The study was conducted using quantitative approach and statistical analysis. The study variables consist of two independent variables, namely transformational leadership and job satisfaction, with a dependent variable that is the commitment to the organization. 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.

III. RESULTS AND DISCUSSION

Based on result of hypotheses test, 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 equation shows that regression between transformational leadership with the commitment to the organization is very significant. This is in line with the theory referred to that can be synthesized that commitment to the organization is a person's attitude that is built on the existence of emotional attachment and the desire to maintain his presence in the organization and involves active relationships in work with the aim to give all efforts for the success of the organization. Indicators of organizational commitment are: 1. Affective commitment; a) Emotional attachments in the organization; b) Confidence in the goals of the organization's vision; 2. Ongoing commitment a) Loyalty to survive as a member of the organization; b) Awareness of perceived economic values; 3. Normative commitment a) Formal obligations for organizational work assignments, b) Moral duties for responsibilities within the organization.

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.

The results of the analysis show that transformational leadership is leadership that changes the behavior of subordinates by motivating, raising awareness of the importance of task results, encouraging their attention to organizational interests, and instilling pride and overcoming obstacles, inspiring, empowering and enthusiastic towards subordinates in achieving vision [6]. Furthermore, transformational leadership factors are as follows: 1) Idealized Influence; Transformational leaders are ideal figures who can give trust and instill pride to their subordinates, and can function as role models for their subordinates, are trusted, respected and able to make the best decisions for the interests of the organization; 2) Inspirational Motivation; transformational leaders can motivate and inspire their subordinates by communicating, giving a symbol of special attention in achieving vision; 3) Intellectual stimulation; transformational leaders can foster creativity and innovation, and improve rationality in solving problems carefully; 4) Individual Considerations; transformational leaders can give personal attention, and can act as coaches and advisers, and can provide individual advice [7]. Transformational leadership is a behavior to inspire, motivate followers to achieve common goals. Transformational leadership factors are: 1) to provide charisma and exemplary actions; 2) giving individual attention to having a real personality; 3) provide intellectual stimulation / assistance in providing stimulation of rational thinking in

solving problems; 4) appreciate what has been done, and 5) practice independence in completing tasks [8].

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% ($\alpha = 0.05$). It means that job satisfaction variable has a significant correlation ($r = 0.693$, $\alpha = 0.05$) with the variable of commitment to the organization. The result of hypothesis testing shows that there is a functional relationship between Transformational Leadership and Job Satisfaction simultaneously with Commitment to Organization, with the regression equation $\hat{Y} = 0.071 + 0.216 X_1 + 0.223 X_2$ and F test value = 419.92 > F table ($\alpha = 0.05$) = 2.71. This equation indicates that the relationship between 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.

The results from the analysis can be synthesized that transformational leadership is a behavior that inspires, influences and motivates subordinates to be more aware about the importance to the results and assignments given, encouraging them to devote their attention and responsibility to common interests, and foster a strong desire to achieve high achievements in achieving the vision. Indicators of transformational leadership are: 1) Communicating the vision, 2) Motivating inspiration, 3) Exemplary influence, 4) Intellectual stimulation, 5) Individual consideration. A study by Rianto Ritonga concludes that transformational leadership has a strong relationship with commitment throughout the organization [9]. Robbins and Judge define job satisfaction as a variable that reflects how the whole person feels about various aspects to his work [10]. Simply put, job satisfaction is the extent to which individual attitudes and feelings like their work, while job dissatisfaction is the extent to which people's attitudes and perceptions do not like their work.

IV. CONCLUSION

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 commitment 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 commitment to the group is 48.1%. There is a very significant positive relationship between transformational leadership and job satisfaction simultaneously with the commitment to the organization with the correlation coefficient of 0.675 and coefficient of determination = 0.455.

It can be concluded that organizational commitment can be improved through developing the principals' transformational leadership and teachers' job satisfaction. The organizational commitment is the important factor for the teaching process and for attaining educational goals. Based on a preliminary survey, it was found that teachers' organizational commitments in this research setting were unfavorable. Furthermore, it was found that there were many factors could be affecting organizational commitment. Transformational leadership as well as job satisfaction was among them. The objective of this research is to find-out the way to enhance the organizational commitment through developing principal's transformational leadership and teachers' job satisfaction.

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