

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON
ORGANIZATIONAL COMMITMENT OF PRESCHOOL TEACHERS IN
CIMAHI

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ABSTRACT

The aim of this study was to investigate the influence of transformational leadership on organizational commitment at preschool's teacher in Cimahi, West Java, Indonesia. Descriptive research method was used to get informations of the quality of transformational leadership and organizational commitment. Causal research method was used to know how the influence of transformational leadership on organizational commitment. Survey questionnaire was used to collect the datas from preschool's teacher, by taking a sample of 304 preschool's teachers in Cimahi, Indonesia. By using simple linear regression analysis, the result revealed that transformational leadership of preschool's teacher in Cimahi Indonesia has significant positive influence on organization commitment by 19%. The result suggest to improve transformational leadership that cause high organizational commitment and to determine other variables that have a greater effect on organizational commitment of preschool's teacher in Cimahi.

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INTRODUCTION

Everyone who works shows the level at which he or she identifies with the organization and decides to continue to contribute actively to the organization. Various conditions that occur in this organization cause each individual to show a different level of desire to contribute to the organization, this is stated in terms of

organizational commitment. Many things can show the high level of commitment of an organization, such as one's tenure. Kingkin, et al (2019) suggested that years of service can be one of the factors that influence organizational commitment. If it is concluded, someone who has high organizational commitment will long devote himself to the organization.

From the survey of 100 preschool teachers in Cimahi of their years of service, it is known that the majority of preschool teacher's years of service has reached more than 10 years. Complete data on the years of service of preschool teachers in Cimahi can be seen in Table 1 below:

Table 1. Years of Service of Preschool Teachers in Cimahi

| Years of Service | Quantity (people) | Percentage |
|--------------------|-------------------|------------|
| 1-5 years | 26 | 26 % |
| 5-10 years | 34 | 34 % |
| More than 10 years | 40 | 40 % |

Source: Data Processing, September 2019

Based on Table 1, it can be seen that 40% of preschool teachers have more than 10 years of service, while 34% of teachers have a working period of 5 to 10 years, and only 26% of teachers have a working period of less than 5 years. From these results it is illustrated that the majority of respondents have served for more than 10 years it can be concluded that preschool teachers in Cimahi, have a long working period so that it is indicated to have a high level of organizational commitment.

A person's organizational commitment is closely related and impacts from the leader figure of the organization. The leader must be able to direct and influence the members of his group, if he gets a good response the group members will consciously follow all the instructions given without the need to be forced. It shows that leadership has a role in determining the level of organizational commitment.

Several studies have shown that leadership influences organizational commitment, one of which is conducted Nowack (2006), where the results of the study revealed that the main reason someone leaves their job is because the leader is not good. If employees perceive their leaders as managing the organization poorly, they significantly have a higher intention to leave the organization.

Transformational leadership is one type of leadership practice application. Leaders of this type, according to Robbins (2013), can motivate employees to work above expectations and sacrifice their personal interests for the benefit of the organization. This implies that transformational leadership is related to organizational commitment because transformational leaders make employees more committed to the company and even prioritizes the organization above the others.

Based on the description above, the purpose of this study is to see what level of effectiveness of transformational leadership on organizational commitment of preschool teachers in Cimahi and whether there is an influence of transformational leadership on organizational commitment of preschool teachers in Cimahi.

CONCEPTUAL FRAMEWORK

Transformational leadership

According to Bass and Bass in Dahniel and Dharma (2014), transformational leadership is leadership that has a vision going forward and is able to identify changes in the environment and be able to transform these changes into organizations; spearheading change and motivating and inspiring individual employees to be creative and innovative, building solid teamwork; bringing renewal in the work ethic and management performance; dare and be responsible for leading and controlling the organization.

There are four aspects of transformational leadership according to Robbins and Judge (2013), including:

1. ***Idealized Influence***, leader behaviour that provides vision and mission, gives rise to pride, and earns the respect and trust of subordinates.
2. ***Intellectual Stimulation***, leader behaviour that is able to increase the intelligence of subordinates to increase their creativity and innovation, increase rationality and careful problem solving.
3. ***Inspirational Motivation***, leader behaviour that is able to communicate high expectations, deliver a shared vision in an interesting way by using symbols to focus the efforts of subordinates and inspire subordinates to achieve goals that produce important progress for the organization..
4. ***Individualized Consideration***, leader behavior that gives personal attention, treats each subordinate individually as individuals with different needs, abilities and aspirations as well as training and giving advice.

Organizational Commitment

Organizational commitment is the degree to which employees identify themselves with the organization and want to continue to actively participate in the organization. Organizational commitment reflects employee confidence in the mission and goals of the organization, the desire to work hard, and continue to work in the organization (Newstrom& Davis, 2015). Organizational commitment is an interest in the organization, addressing the attitude to the organization as a whole. Employees want to maintain their membership and remain in the organization.

Mayer and Allen (Titisari, 2014) share three-dimensional commitments, namely:

5. ***Affective commitment***, which refers to emotions attached to individual employees to identify and involve themselves with the organization. Employees with strong affective commitments tend to be loyal to the organization because it reflects the true desires of employees in their hearts.

6. **Normative commitment**, which refers to the reflection of the feeling of an obligation to become an employee of the company. Employees with high normative commitment feel that they really should continue to work at the organization where they are working.
7. **Continuance commitment**, which refers to employee awareness relating to the consequences that will be obtained when leaving the organization.

The Effect of Transformational Leadership on Organizational Commitment

Many previous studies have shown the effect of transformational leadership on organizational commitment. Research conducted by A.Kala'Lembang, et.al. In 2015, 300 respondents showed that there is a direct effect of the positive and significant correlation between transformational leadership on organizational commitment. Similar results were also shown by research Ismail et.al. in 2011 of 118 employees at one US subsidiary firm in East Malaysia. The result of the research by using Stepwise Regression analysis showed that the relationship between empowerment and transformational leadership positively and significantly correlated with the organizational commitment. According to the results of research conducted by Joo et al. (2012), found the fact that transformational leadership indicators which include the articulation of vision and intellectual stimulation are variables that have a significant effect on organizational commitment. Through individual support, transformational leaders respect their followers and understand personal feelings and needs, so followers will be more involved and loyal.

Based on the literature review and the results of previous studies that have been submitted in the literature review section above, the following framework can be made:

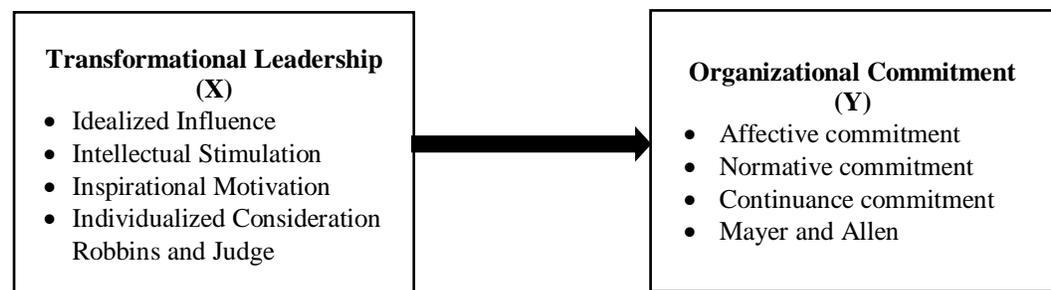


Figure 1: Research Framework

The hypothesis can be defined as follows:

Ho: $P_{XY} = 0$, There is no influence between transformational leadership on organizational commitment of preschool teachers in Cimahi.

Ha: $P_{ZXY} \neq 0$, There is an influence between transformational leadership on organizational commitment of preschool teachers in Cimahi.

RESEARCH METHOD

Types of research

In this study, the authors used two research methods: the descriptive method and the causality study method. Descriptive research was conducted to determine the value of an independent variable, without making comparisons with other variables. While causality is a type of research that shows the direction of the relationship between the independent variable and the dependent variable, besides measuring the strength of the relationship.

Research Samples

Based on the phenomena that occur in the field, as well as the background of the research and the results of the literature discussed earlier, this study involved preschool teachers in Cimahi City. Based on the data, the number of preschool teachers in Cimahi is currently 1,111 people. With the calculation of the Slovin formula, it is determined the number of samples from this study is a minimum of 294 people, but from the 360 questionnaires distributed, 304 respondents were obtained which were then used in this study. The sampling technique used is simple random sampling technique.

Research Instruments

In this study, the questionnaire acts as a research instrument to collect primary data. The questionnaire was adapted from several previous research literature studies and produced 9 question items for the transformational leadership variable (X) and 16 statement items for the organizational commitment variable (Y). The questionnaire was tested for validity and reliability with valid results using Pearson Product Moment and reliable using Cronbach Alpha Coefficient (α). The scale used in the research instrument is the Likert scale.

Data Analysis

In this study, descriptive analysis is used to give an idea of how much percentage of the perceptions of preschool teachers in Cimahi on the effectiveness of transformational leadership styles and organizational commitment. To measure these perceptions, a questionnaire data collection technique was measured, each of which was accompanied by five answer choices that had to be chosen and considered according to respondents. From the collected answers, the assessment categories for each item of statement are then compiled based on percentages and grades. The results of the descriptive statistical analysis are then grouped into five quality criteria, namely:

20% - 36% : Very Bad
> 36 % - 52 % : Bad
> 52 % - 68 % : Average
> 68 % - 84 % : Good
> 84 % - 100 % : Very Good

In addition, this study also uses simple regression analysis to determine the relationship and the magnitude of the influence between transformational leadership variables (X) and organizational commitment (Y).

RESEARCH RESULT

Descriptive analysis results discuss the transformational leadership variable (X) and Organizational Commitment (Y) independently. Through statistical calculations, descriptive analysis is obtained as explained in the following table.

Table 2. Descriptive Analysis of Transformational Leadership (X)

| Dimension | % | Criteria |
|------------------------------|--------------|-----------------|
| Idealized Influence | 81,28 | Good |
| Intellectual Stimulation | 82,02 | Good |
| Inspirational Motivation | 80,46 | Good |
| Individualized Consideration | 81,58 | Good |
| Total | 81,33 | Good |

Source: Data Processing Results (February, 2020)

Based on Table 2 above, overall the effectiveness of transformational leadership shows good results, this is because preschool headmaster are right in applying transformational leadership styles to lead preschool teachers who are required to think creatively and flexibly in class situations. The dimension that has the highest level is intellectual stimulation, which means preschool headmaster are able to increase the intelligence of educators to increase their creativity and innovation, improve rationality and careful problem solving through the many training and workshops that are often held in Cimahi.

Table 3. Descriptive Analysis of Organizational Commitments (Y)

| Dimension | % | Criteria |
|------------------------|--------------|-----------------|
| Affective commitment | 80,00 | Good |
| Normative commitment | 72,47 | Good |
| Continuance commitment | 64,88 | Average |
| Total | 72,45 | Good |

Source: Data processing results (February, 2020)

According to Table 3, the organizational commitment of preschool teachers in Cimahi showed good results. This shows that teachers show emotional attachment to the organization while maintaining their membership and contributing to the organization. The dimensions of affective and normative commitment are in good criteria, while continuance commitment is in the average criteria which shows that teachers still do not really understand the consequences related to the consequences that will be obtained when leaving the organization.

Effect of Transformational Leadership on Organizational Commitment

Table 4. Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.930 | .208 | | 9.278 | .000 |
| | TL | .427 | .051 | .436 | 8.424 | .000 |

a. Dependent Variable: OC

Source: data processing by SPSS 22 for Windows

From the results of the calculations above obtained the results of a simple linear regression equation $Y = a + bx + e$ are as follows: $Y = 1,930 + 0,427X + e$. This means that the value of α or a constant of 1.930 indicates that if transformational leadership is not raised, the organizational commitment will get a value of 1,930. The regression coefficient (β value) is 0.427 which shows a direct (positive) relationship which means that any increase in transformational leadership will affect the increase in organizational commitment, where the effect is positive on β which shows the direction of direct regression.

Hypotheses Testing

Testing the hypotheses to determine the effect of transformational leadership on organizational commitment can be done through F test statistic calculation, with the rule of reject H_0 if F_{count} is greater than F_{table} ($F_{count} > F_{table}$) and vice versa accept H_0 if F_{count} is smaller or equal to F_{table} ($F_{count} \leq F_{table}$). Decision making based on F test statistics can be known by looking at the Table 5.

Table 5. ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 13.247 | 1 | 13.247 | 70.956 | .000 ^b |
| | Residual | 56.383 | 302 | .187 | | |
| | Total | 69.630 | 303 | | | |

a. Dependent Variable: OC
b. Predictors: (Constant), TL

Source: data processing by SPSS 22 for Windows

Based on the ANOVA test, obtained F_{count} of 70.958 which means that it is greater than F_{table} ($F_{count} > F_{table}$) of 0.003, so it was decided to reject H_0 and accept H_1 . So it can be concluded that transformational leadership has a significant effect on organizational commitment.

Based on calculations, a significance value of 0 is less than 0.05, meaning that it can be decided to reject H_0 and accept H_1 so that it can be concluded that

transformational leadership consisting of idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration has a significant effect on organizational commitment in Cimahi preschool teacher.

Table 6. Model Summary

| Model | R | | Adjusted R Square | Std. Error of the Estimate |
|-------------------------------|-------------------|------|-------------------|----------------------------|
| 1 | .436 ^a | .190 | .188 | .43209 |
| a. Predictors: (Constant), TL | | | | |

Source: data processing by SPSS 22 for Windows

The magnitude of the effect of transformational leadership on organizational commitment can be seen through the calculation in Table 6 especially the R Square number. The figure of R Square (coefficient of determination) is 0.190. This shows that there is an effect of 19.0% by transformational leadership variables on organizational commitment. While the rest (100% -19.0%) is 81% caused by other variables outside the research model.

Regression data processing results show a positive and significant effect of transformational leadership on organizational commitment. These results are in line with the results of previous studies conducted in the conceptual framework. The influence that occurs illustrates that the transformational leadership style is appropriately applied to preschool teachers whose work demands a high level of creativity and innovation. With the role of preschool headmasters implementing a transformational leadership style, preschool teachers are comfortable, emotionally bound, and willing to continue to contribute to the organization.

CONCLUSION AND RECCOMENDATION

Based on the results of this study, it can be concluded as follows:

1. The level of effectiveness of transformational leadership in the perception of preschool teachers in Cimahi can be categorized as good quality, this means preschool headmasters are right in applying the transformational leadership style when leading preschool teachers. Organizational commitment to preschool teachers in Cimahi is also in good quality criteria, this means that preschool teachers in Cimahi feel comfortable and want to continue to contribute to the school where they teach now.
2. There is a positive and significant influence of transformational leadership on organizational commitment of preschool teachers in Cimahi. This shows that the high level of effectiveness of transformational leadership will affect the high commitment of preschool teacher organization. So that if preschool headmasters have implemented the transformational leadership style effectively, preschool teachers who teach at the school will certainly have a high level of organizational commitment that causes them to stay afloat within the organization.

Based on the results of the study, there are several things that become recommendations of this study, namely seeing the influence of transformational leadership which, although positive and significant, is still below 20%, it is necessary to look for other variables that can have a greater influence on organizational commitment.

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