



## Analyze of organizational culture, transformational leadership, job satisfaction toward organizational commitments with sequential explanatory method

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### Abstract

This study aims to determine the influence of Organizational Culture, Transformational Leadership and Job Satisfaction with Commitment to the Organization. The sample chosen was 212 people with the criteria of the teacher of Public School in Bener Meriah District. This study uses a Mixed Method Sequential Explanatory, namely the first research using quantitative methods and then to deepen the research with qualitative methods. This study concludes that there is a significant and positive relationship between the independent variables of Organizational culture, Leadership and Job Satisfaction with teachers job commitment. The calculation result of the coefficient correlation of Organizational Culture is 0.134 %, indicating a contribution to organizational commitment is 13,4 %. Other factors such as leadership transformation contribute 23.4% to organizational commitment. The elements that have the most significant influence are job satisfaction with a correlation coefficient of 0.49; this shows that job satisfaction contributes 40.9%. Other factors are also positively related to an increase in commitment to the organization which is 35.10%. Qualitative data analysis shows results that support the quantitative stage research conclusions.

**Keywords:** organizational culture, leadership, job satisfaction, organization commitment

### 1. Introduction

Teacher's commitment is the necessary capital for schools and education offices to realize the goals of national education, namely to educate the life of the nation and develop the whole Indonesian people. Making the country of Indonesia a faithful and devoted country towards God Almighty, noble character, possessing knowledge and skills, a strong and independent personality and a sense of social responsibility and nationality. To achieve this goal the teacher is required to have a high commitment as a dedicated teacher.

The teacher is responsible for delivering lessons, creating a pleasant learning atmosphere. Complete educational facilities and infrastructure, curriculum, media, good educational resources, and technology will not be meaningful if they are not supported by teacher's commitment and motivation. Thus the effort to achieve the goals of education and improve the quality of the learning process is needed commitment, because commitment is a critical indicator in assessing the quality of a school.

The teacher's commitment in the form of self-potential development, motivation, loyalty and high concern for school will improve the quality of schools. The success of a teacher is determined by how the teacher is committed to the task with the level of education or knowledge. With commitment, the functions given to him will be carried out correctly. High commitment to the work, is a motivation to do something with sincerity. To achieve this, there are many related factors including organizational culture, transformational leadership, and job satisfaction.

The facts in Bener Meriah State Junior High School show that the work unit of the school organization still faces various operational problems that reflect low quality and commitment

of the teacher to the school. There are still many teachers in the implementation of teaching which includes aspects of planning, implementation, evaluation, and follow-up are still lacking. Based on a preliminary survey conducted on 30 teachers in Bener Meriah, the results showed that there were 18 teachers out of 30 (59%) who had an unsatisfactory assessment in the dimension of affective commitments, where many teachers still had not been able to tie themselves to the values and norms of the school where the task was, and the loyalty to the school of duty. Based on the fact above, it resulted in a decrease in the commitment of teachers of State Junior High Schools in Bener Meriah District High School, so that it was feasible to be used as research related to Organizational Commitment concerning Organizational Culture, Transformational Leadership, and Job Satisfaction.

### 2. Materials & method

In this study, the research method used is a combination method. The use of combination methods is used to obtain complete, valid, reliable and objective data and information. By using a combination method, the weaknesses in both quantitative and qualitative methods can be minimized. The research method with sequential explanatory design is a research method that combines quantitative and qualitative research methods sequentially, where in the first stage the research was carried out with quantitative methods and the second stage was carried out with qualitative methods. Quantitative methods play a role in obtaining measurable data that can be descriptive, comparative, and associative while qualitative methods play a role in proving, deepening, expanding, weakening or aborting quantitative data that has been obtained at an early stage.

The research sample was drawn using a simple random sampling technique, determining the number of samples using the Slovin formula. With this technique obtained 212 samples from the total population of 450 teachers.

**3. Result and discussion**

Jason, 2009 explain the notion of commitment to the organization is the desire on the part of employees to remain members of the organization. There are three types of commitment to the organization, a). Affective commitment occurs when being an employee. Affective commitment is the desire to remain a member of the organization because of the emotional involvement of individuals in the organization. b). Continuous commitment occurs when employees must remain is influenced by salaries and benefits and the extent to which they are embedded in society, and normative commitment happens when employees feel that they must stay. The dimension of ongoing commitment, the desire to remain a member of the organization because it is realized that it incurs a lot of costs when leaving the organization c). Normative commitment is the desire to remain a member of the organization because they feel they have an obligation. Commitments can also be maintained by specific initiatives directed at the three types of commitment above. The higher the commitment to the organization the higher the desire to remain a member of the organization.

Statistical analysis requirements are carried out before testing the hypothesis. The criteria in question include (1) data derived from samples with X and Y pairs have taken randomly, (2) each data group has a predictor price X and Y response must be independent and normally distributed, (3) for each price group X has homogeneous variance, and estimated errors (Y - Ŷ) are typically distributed. The estimated normality error test was performed by the Liliefors test, while the homogeneity variance test used the F test with the following results below:

**Table 1:** Summary of Normality Test Estimated Standard Error Using Lilliefors Formula

No.	Galat	L <sub>o</sub>	L <sub>t</sub>		Summary
			(α = 0,05; n = 212)	(α = 0,01; n = 212)	
1	Y- X <sub>1</sub>	0,0540	0,0609	0,0730	Normal
2	Y- X <sub>2</sub>	0,0449	0,0609	0,0730	Normal
3	Y- X <sub>3</sub>	0,0507	0,0609	0,0730	Normal

Normal Condition: L<sub>o</sub> < L<sub>t</sub>

**Table 2:** Summary of Homogeneity Variance Test Results

Grouping	F Testing		Summary
	F <sub>count</sub>	F <sub>table</sub>	
Y above X <sub>1</sub>	1,09	1,25	Homogen
Y above X <sub>2</sub>	1,19	1,25	Homogen
Y above X <sub>3</sub>	1,10	1,25	Homogen

Homogenous Condition: F<sub>count</sub> < F<sub>table</sub>

**a. Relationship between organizational culture (x1) with commitment to the organization (y)**

Organizational culture is a pattern of basic assumptions, which are formed, realized and developed by members of the organization to overcome the problems of adaptation to

external factors and to integrate internal organizational factors [1]. At school, every school citizen, whether the principal, teacher, administrative staff, students, school committee, has its own values and norms that are believed, but in the organizational culture of people with different backgrounds, different ranks, different jobs, have the same perception of school characteristics. Organizational culture will give color to the behavior of the members of the organization Based on the results of the analysis, it can be seen that there is a corresponding relationship between organizational culture and commitment to the organization. This is tested by the regression equation  $\hat{Y} = 91.467 + 0.441 X_1$ , F count > F table (40.799 > 3.886 at α = 0.05 and 40.799 > 6.757 at α = 0.01). To test the strength of the relationship on a positive relationship between variables X1 with variable Y, it is necessary to test the significance of the correlation coefficient, namely by the T test. The criterion for testing the significance of the correlation coefficient is if t counts > t table. Based on the calculation results obtained t count = 6.391 while t table = 1.969 at α = 0.05 and t table = 2.599 at α = 0.01. This means that the correlation coefficient between organizational culture and commitment to the organization is very significant. The coefficient of determination between organizational culture and commitment to the organization is (ry1)<sup>2</sup> = 0.163. This means that organizational culture can explain 16.30% variation in commitment to the organization. This means that the higher the organizational culture, the higher the organization commitment, and the lower the organizational culture, the lower the organizational commitment. This is consistent with what was written (2) that a healthy culture would lead to job satisfaction. On the contrary culture, weak will bring the organization on low job satisfaction also. Rooted theory these, supported by various maintain excellence amid competition between employees.

**b. The relationship between transformational leadership (x2) and commitment to the organization (y)**

Transformational leadership is the behavior of leaders who devote their attention to the problems faced by their followers and the development needs of each of their followers by providing enthusiasm to achieve their goals (3). Dimensions include a measure of transformational leadership. Idealized influence, b. Inspirational motivation (Inspirational motivation), c. Intellectual stimulation (Intellectual stimulation) and d. Individualized consideration.

Based on the results of the analysis, it can be seen that there is a corresponding relationship between transformational leadership (X2) and commitment to the organization (Y) by regression as follows:  $\hat{Y} = 44, 0.463 X_1 + 0.319 X_2$ . To test the strength of the relationship on the positive relationship between variables X1 and X2 together with variable Y, it is necessary to test the significance of the correlation coefficient, namely by the F test. The criteria for testing the significance of multiple correlation coefficients are if F count > F table. Based on the calculation results as shown in the table obtained F count = 31.938 and F table = 3.039 at α = 0.05 and Ftable = 4.708 at α = 0.01. This means that the correlation coefficient between organizational culture and transformational leadership together with a commitment to the organization is very significant. The coefficient of determination of the

relationship between organizational culture and transformational leadership together with the commitment to the organization is  $(r_{y12})^2 = 0.234$ . The coefficient of determination shows that 23.40% commitment to the organization can be explained by the variables of organizational culture and transformational leadership together.

### c. The relationship between job satisfaction (x3) and commitment to the organization (y)

Job satisfaction is an emotional response to someone's work that is influenced by 1) motivation is an impulse of the will that causes a person to do an action to achieve certain goals, 2) commitment to the organization that is an attitude that reflects the extent to which an individual know and be bound to the organization, 3) absence that is the situation that arises if an employee fails to come to work when the person is scheduled to work, 4) the employee stops and the stress is felt. The termination of an employee means the cessation of an employee's work activities in a company organization<sup>[4]</sup>. The perceived stress is a form of physical, psychological, emotional and mental tension that is felt and influences a person's daily life. The higher job satisfaction, the higher the emotional response to work. The higher the motivation, commitment, the higher the job satisfaction<sup>[5]</sup>.

Based on the results of the analysis, it can be seen that there is a corresponding relationship between Job Satisfaction (X3) and Commitment To The Organization (Y) by regression as follows:  $\hat{Y} = 93,197 + 0,499 X3$ . The strength of the relationship between variables of job satisfaction and commitment to the organization is shown by the correlation coefficient  $r_{y3} = 0.409$ . To test the strength of the relationship on a positive relationship between variables X3 with variable Y, it is necessary to test the significance of the correlation coefficient, namely by the T test. The criterion for testing the significance of the correlation coefficient is if  $t_{count} > t_{table}$ . Based on the calculation results obtained  $t_{count} = 7.492$  while  $t_{table} = 1.971$  at  $\alpha = 0.05$  and  $t_{table} = 2.599$  at  $\alpha = 0.01$ . This means that the correlation coefficient between job satisfaction and commitment to the organization is very significant. The coefficient of determination between job satisfaction and commitment to the organization is  $(r_{y3})^2 = 0.167$ . This means that job satisfaction can strengthen 16.70% variation in commitment to the organization.

### d. Positive relationship between organizational culture (x1), transformational leadership (x2) and job satisfaction (x3) together with commitment to the organization (y)

To test the hypothesis that there is a positive relationship between organizational culture (X1), transformational leadership (X2) and job satisfaction (X3) together with the commitment to the organization (Y), it is necessary to test the significance of the multiple regression equation using the F test. Hypothesis requirements are accepted if  $F_{count} > F_{table}$ . Based on the results of the calculation of the significance test obtained the value of  $F_{count} = 22.997$  while  $F_{table} (\alpha = 0.05) = 2.648$  and  $F_{table} (\alpha = 0.01) = 3,877$ . This means that the relationship between organizational culture variables (X1), transformational leadership (X2) and job satisfaction (X3)

together with the commitment to the organization (Y) is very significant. The conclusion that can be drawn from the multiple regression significance tests is the regression equation is very significant. The strength of the relationship between the variables of organizational culture (X1), transformational leadership (X2) and job satisfaction (X3) together with the commitment to the organization (Y) is  $r_{y123} = 0.499$ . To test the strength of the relationship on a positive relationship between X1, X2, and X3 with Y, the significance of the correlation coefficient is required by the F test. The criteria for testing the significance of multiple correlation coefficients are if  $F_{count} > F_{table}$ . Based on the results of calculations as shown in the table obtained  $F_{count} = 22.997$  and  $F_{table} (\alpha = 0.05) = 2.648$  and  $F_{table} (\alpha = 0.01) = 3,877$ . This means that the correlation coefficient between organizational culture, transformational leadership, and job satisfaction together with the commitment to the organization is very significant. The coefficient of determination of the relationship between organizational culture, transformational leadership, and job satisfaction together with the commitment to the organization is  $(r_{y123})^2 = 0.249$ . The coefficient of determination shows that 24.90% commitment to the organization can be explained by variables of organizational culture, transformational leadership, and job satisfaction together.

## 4. Conclusion

1. There is a significant positive relationship between organizational culture and commitment to the organization, with a correlation coefficient  $r = 0.163$ . This means that 16.30% variation in commitment to the organization. Thus can be stated that a strong culture will lead to organizational commitment. On the contrary, a weak culture will bring the organization on low organization commitment
2. There is a significant positive relationship between transformational leadership and commitment to the organization, with a correlation coefficient  $r = 0.234$ . This means that 23.4 % variation in commitment to the organization. Thus can be stated that higher the transformational leadership, the higher the results of organization commitment, on the contrary, the lower the transformational leadership, the lower the effects of organization commitment.
3. There is a very significant positive relationship between job satisfaction and commitment to the organization, with a correlation coefficient  $r = 0.409$ . This means that 40.9 % variation in commitment to the organization.
4. There is a significant positive relationship between organizational culture, transformational leadership, and job satisfaction together with the commitment to the organization. The coefficient of determination is  $(r_{y123})^2 = 0.249$ . The coefficient of determination shows that 24.90% commitment to the organization can be explained by variables of organizational culture, transformational leadership, and job satisfaction together.

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