

Research Article

Transformational Leadership Style That Affecting the Organizational Commitment: Study in the Development Planning Board (Bappeda) of Banda Aceh

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Abstract: The aims of this study is to see the effect of transformational leadership style on organizational commitment with emotional intelligence as a moderation variables. The object is the Development Planning Board (BAPPEDA) of Banda Aceh. The population used in this study is the employes of the BAPPEDA of Banda Aceh City with a total 54 employees including 49 civil servants and 5 contract employees. The sampling technique used is a cencus, that is taken all population as a sample. This is a verification research model, that test the 2 verification hypotheses. The result shows that the transformational leadership style effects organizational commitment significantly, and the emotional intelligence does not moderate the effect of transformational leadership style on organizational commitment significantly. The originality of this research lies in the model and test statistic tool that uses SEM. This findings contribute to update the previous causality theories and enrich the knowledge in academic especially in transformational leadership, emotional intelligence and organizational commitment variables. This is also useful for the practical managers especially the leader in Government of Banda Aceh to strengthen the Bappeda of Banda Aceh as one of its organization.

Keywords: transformational leadership style, emotional intelligence, organizational commitment.

1. INTRODUCTION

Change in an organization changing environment becomes increasingly complex and competitive, which requires every organization to be more responsive in order to be able to survive and continue to grow. Individual changes are necessary to support a change in an organization. Individual changes is not easy, as it is used in the process of aligning organizational change. Where in this case a leader of a role in the organization, so the change should start from the leader's own boss. Therefore, an organization requires human resources (HR), which can become the motor that drives organizational change.

To respond to the challenges of globalization and the changes that occur at this time, employees of the Development Planning Agency (Bappeda) should be studied extensively to meet the requests and demands of the government. Servants are required not only to improve their professionalism, but also has the ability to handle multiple operations of other organizations. In

addition employees are also required to increase the confidence of success in carrying out operations assigned to them.

Commitments are often associated with job satisfaction. organizational commitment can be defined as the extent to which an employee identifies himself with the organization and objectives of the organization, as well as employee expectations to stay in an organization (Robbins and Judge, 2008). Meanwhile, according to (Soetrisno, 2016) assumes that higher employee satisfaction will be higher as well work commitment. Many organizations in its development experience various problems due to the emergence of small groups who make the organization into chaos. Different roles, expectations, interests, perceptions and so become sources of conflict that can threaten the life of the group and problematic issues such as employee strikes, absenteeism uncontrolled. Goleman says there are three dimensions that explain the organizational

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commitment, that are : affective commitment, sustainable commitment, and normative commitment.

(Priyono and Marnis, 2014) said that there is a strong and positive relationship between transformational leadership and organizational commitment. Leadership is very important in managerial, because the leadership of the process will go well management and employees will be passionate in doing his job. Definition of leadership broadly covers the process of influence in determining the organizational objectives, motivate subordinates behavior in achieving the goals, influence to improve the group and its culture. It also affects the interpretation of the events of his subordinates, achieve goals, maintain relations of cooperation and teamwork and cooperation of the people outside the group. According to Robbins and Judge (2008: 315) states that leadership is the ability to influence a group toward the achievement of targets. (Priyono and Marnis, 2014) says the dimensions of transformational leadership style are charisma, intellectual stimulation, inspiration, individual attention.

Research conducted by (Farahani, Taghadosi and Behboudi, 2011); (Khan *et al.*, 2014); and (Saleem, Batool and Khattak, 2017), shows emotional intelligence results can moderate the relationship of transformational leadership styles and organizational commitment. emotional intelligence has a mediating role between transformational leadership styles, organizational culture and employee performance. The term emotional intelligence appeared widely in the mid-1990s. Previously Gardner (Goleman, 1999) argues 8 on human intelligence (multiple intelligences). According to (Goleman, 1999) states that the multiple intelligences proposed by Gardner is a manifestation of rejection of the view of the Intellectual Quotient (IQ). The Intelligence refers to the intelligence of interpersonal and intrapersonal intelligence. emotional intelligence can place individual emotions in the right portion, sort of satisfaction and set the mood. Coordination mood is the essence of good social relations. (Goleman, 1999) states of emotional intelligence is the ability of emotions that includes the ability to control themselves. There are several factors that can measure an emotional intelligence : know theirself, self control, motivation, emphaty, and social skill.

From The Background, This Research Model And Hypothesis That Can Be Formulateas Follows

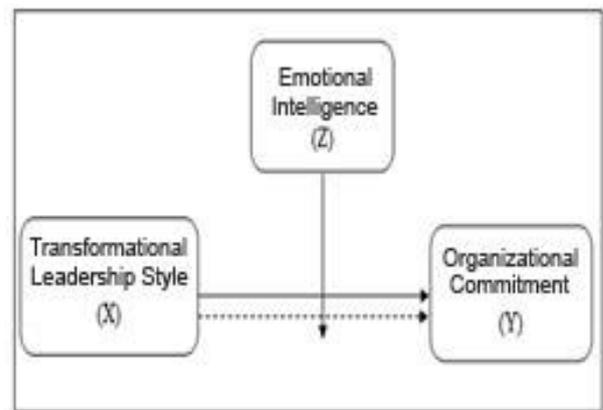


Figure1. Research paradigm

- H1:** transformational leadership style effects organizational commitment significantly
- H2:** emotional intelligence moderates the effect of transformational leadership style on organizational commitment significantly.

2. METHOD

This research is conducted in the office of Bappeda located in Banda Aceh, in the level of City that is Banda Aceh. The verification research is made to test the causality among variables that are transformasioan leadership style, organizational commitment, and emotional intelligence. In the model, emotional intelligence is a variable moderation (moderating variable) between transformational leadership style and organizational commitment. The population used in this study is the employees Bappeda of Banda Aceh with a total 54 employees of which 49 civil servants and 5 contract employees. According (Arikunto, 2014), if the subject is less than a hundred, better taken all that his research is the population. However, if a large number of subjects, it can be between 10-15% or 15-20% or more. Furthermore (Sugiyono, 2007) states, a decent sample size in the study were between 30 and 500. With reference to the above opinion, the authors define the entire population sample, as many as 54 people including 49 civil servants and 5 employees contract. Data is processed using a model equation in multivariate techniques in order to analyze the influence not only between variables, but also the relationship with the indicator variables respectively. Ha acceptance criteria is Critical Ratio (CR)> 1.96 and the Probability (P) <0.05.

The authors build the constructs to measure each variable, that are : for transformational leadership style : 1. Leader’s vision and mission, 2. Leader’s bility to encourage the subordinates, 3. Leader anthusiasn; 4. Leader’s ability to create work skill for subordinates, 5. Trusted leader, ; for organization commitent : 1. Feeling happy, 2. Feeling not confortable to leave the organization, 3. Difficult to have another job, 4. Want to spend all career in the organization, 5. Loyalty. ; for emotional intelligence : 1. Awareness of weakness, 2.

Think of want, 3. Doing the job, consider the other people feelings, 5. Able to receive critic.

3. RESULTS

Loading Factor with measurement test

Testing the validity of the loading factor can be seen in the image and the following table:

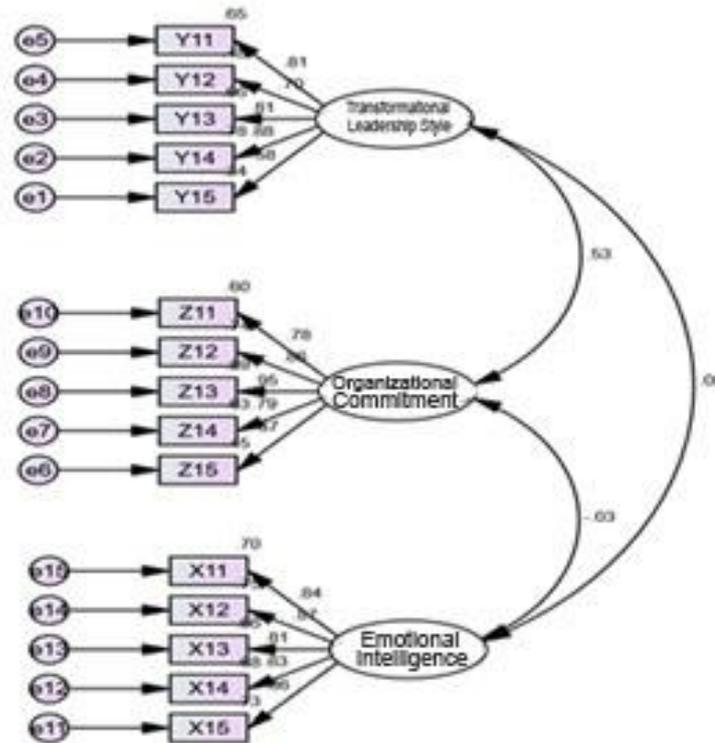


Figure 2. Loading factor

The test result shows that some indicators of measurement of the variables have values below the loading factor of 0.5. The following table of net measurement test results that can later be included in the structural testing.

Table 1. Loading Factor

No.	Indicator		variables	estimate
1	Y15	<---	TransfLeadStyle	.583
2	Y14	<---	TransfLeadStyle	.882
3	Y13	<---	TransfLeadStyle	.815
4	Y12	<---	TransfLeadStyle	.696
5	Y11	<---	TransfLeadStyle	.806
6	Z15	<---	OrgCommitment	.671
7	Z14	<---	OrgCommitment	.795
8	Z13	<---	OrgCommitment	.945
9	Z12	<---	OrgCommitment	.859
10	Z11	<---	OrgCommitment	.775
11	X15	<---	EmoIntelligence	.856
12	X14	<---	EmoIntelligence	.828
13	X13	<---	EmoIntelligence	.812
14	X12	<---	EmoIntelligence	.868
15	X11	<---	EmoIntelligence	.836

Table 1 shows the loading factor of all indicators in the model, and already qualify for further treatment because it has a loading factor > 0.5.

Modification Model

Modification of the model refers to those required by multivariate technique is to add or influence the correlation between items that exist in the model. Based on available information, the modification of the model of measurement as shown in Figure 3 below.

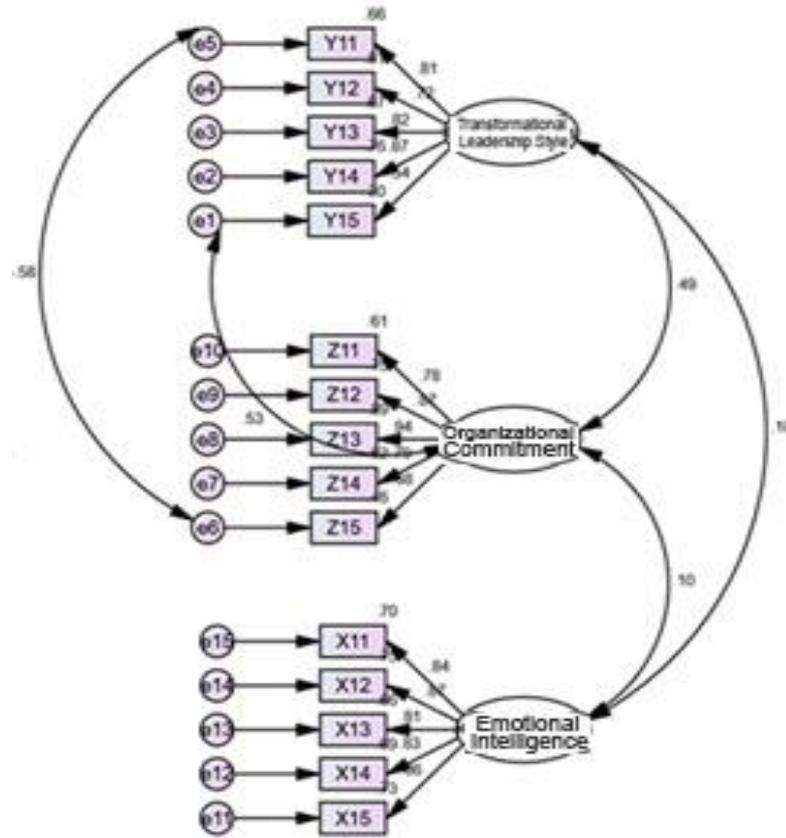


Figure3. Modification Model

Goodness of fit to describe the measurement model that exists can be summarized right as follows.

Table 2. Goodness of Fit

Criteria Index Size	Cut-off Value	Results Analysis	Evaluation Model
Chi Square	expected to be small	138 204	Fit
CMIN / DF	CMIN / DF <2	1,626	Fit
GFI	≥ 0.90	.920	Fit
AGFI	≥ 0.90	0877	Well
RMSEA	<0.08	0007	Fit

Structural Analysis of Direct Effect

Structural testing results conducted have produced the information needed to answer the hypotheses that have been built before whether proven or not, as shown in Figure 3 below.

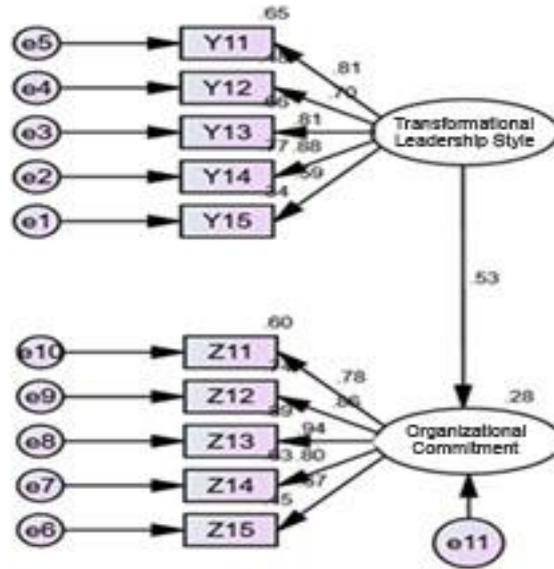


Figure4. Structural Equation Model

Testing the second hypothesis of this study is one hypothesis direct that examines the effect of transformational leadership style on the commitments the Organization and Role of emotional intelligence in moderating influence leadership style Transformational against organizational commitment is based on the value of Critical Ratio (CR) of a causality of the processing of SEM as in table 3 follows.

Table 3 concludes that the transformational leadership style effects organizational commitment significantly. It is show by the C.R value 2.906 (>1.96) and P Value 0.004 (<0.05). In other words if the Bappeda management wants to increase the organizational commitment of employees, it should be carried out by strengthening the transformational leadership style.

Table3. Direct Effect

DV	IV	Estimate	S.E.	C.R.	P	Beta
KomitmentOrg <---	GayaKepTrans	.573	.197	2.906	.004	.530

Role of Moderation

In proving this interaction moderation hypothesis, this is tested whether emotional intelligence variables can be an instrumental in enlarging the influence of transformational leadership style on organizational commitment as shown in Figure 5 below.

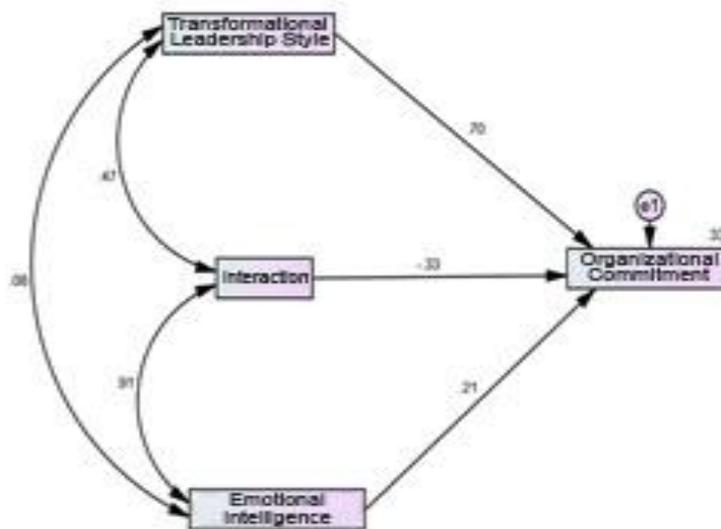


Figure4. Moderation emotional intelligence Interaction

Based on Table 4 below is obtained the estimate of values in testing the moderation role of

emotional intelligence to the influence of transformational leadership style on organizational

commitment. It shows CR values -0.280 with probability equal to 0.779. Both values are not qualified for admission H2 because CR needs the value greater than 1.96, and the probability must be less than 0.05. It

can be concluded that the variable emotional intelligence has not been able to give effect to the influence of transformational leadership style on organizational commitment.

Table4. Moderating Effect

	Estimate	SE	CR	P	Mag
OrgCommitment <--- TransfLeadStyle	.779	.522	1,493	.135	.705
OrgCommitment <--- Interaction	-.050	.177	-.280	.779	.327
OrgCommitment <--- EmoIntelligence	.122	.609	.201	.841	.207

Hypothesis Verification

Further assay results from each of the direct hypothesis above would be presented briefly in Table 5 on the following hypothetical conclusions.

Table5. Hypothesis Result

No.	hypothesis	CR Cut off > 1.96	P Value < 0.05	beta	Information
1	Transformational leadership style effects organizational commitment significantly	2.906	0.004	0.530	H1 accepted
2	Emotional intelligence moderates the effect of transformational leadership style Transformational Effect on organizational commitment.	-0.280	0.779	0.327	H2 Rejected

From Table 5 above shows 2 tested the hypothesis verification, the first hypothesis that influences of transformational leadership style on organizational commitment, proven and has a positive and significant impact. While the second hypothesis which are variable Role of emotional intelligence on the Effect of transformational leadership style on organizational commitment is not proven. In other words, emotional intelligence does not give any impact on the influence of leadership style and organizational commitment.

4. CONCLUSIONS

The result concludes that the transformational leadership style effects organizational commitment significantly, and the emotional intelligence does not moderate the effect of transformational leadership style on organizational commitment significantly. The originality of this research lies in the model and test statistic tool that uses SEM. This findings contribute to update the previous causality theories and enrich the knowledge in academic especially in transformational leadership, emotional intelligence and organizational commitment variables. This is also useful for the practical managers especially the leader in Government of Banda Aceh to strengthen the Bappeda of Banda Aceh as one of its organization. The Bappeda leaders must have an ability to actively encourage subordinates to come up with creative and innovative ideas to get the job done more quickly. In contrary, emotional intelligence is not able to act as a moderating variable transformational leadership style influence on organizational commitment. So that policies to increase organizational commitment, does not have to involve

emotional intelligence because this is not a major factor that should concern the leaders.

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