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Contents :

Antecedents of Organizational Commitment of Lecturer in South Sumatera

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ABSTRACT: *Theoretically it was predicted that leadership style and organizational culture have partially and simultaneously affected employees commitment to organization. Fwthermore, those factors i.e. leadership style, organizational culture and organizational commitment have impact on lecture performance, this research was conducted at Palembang, South Sumatera. This research was conducted by using descriptive quantitative approach with questionnaire as the data gathering instrument. In addition to that explanatory approach was carried out to get a deeper insight on the research phenomenon 325 samples was collected from 5 (five) participating universitr in South Sumatera, Palembang. Data analysis was carried out by using Structural Equation Modelling (SEM). The research found that all independent variables have a significant effect on dependent variables both partially and simultaneously. Simultaneously it was found that leadership style and organizational culture affected organizational commitment by R2 – 0.77 with the most significant factor was on organizational communication. This result shows that there are still 43% of other factors that affected on organizational commitment The next result was also gathered simultaneously which is the effect of leadership style, organizational culture and organizational commitment on employees 'performance with R2 – 0.79 with the most significant factor was on organizational commitment. This result shows that there are still 51% of other factors thataffected on employees 'performance that needs to be looked into in further research.*
Keywords: *leadership style, organizational culture, organizational commitments.*

I. RESEARCH BACKGROUND

Based on the reserach furthermore, research has shown that higher education institutions are facing major challenges regarding the management of the performance of academic staff (Mapesela & Strydom, 2004). It is therefore on the basis of the foregoing, as well as the preceding background that this study aims to address the following research problem that may assist the leadership in higher education institutions to face the challenges referred to in the study's background: the need for empirical evidence to confirm the relevance of the seven postulated performance measurement dimensions for lecturers posited by Robbins, Odendaal and Roodt (2007). Integrated Quality Management is an approach to maximize organizational competitiveness through continuous improvement on product, labor, and environmental processes 7 (Nasution, 2010). As an organizational strategy, in the MMT, the organization provides (commitment to continuous improvement of customer satisfaction by continually improve organizational processes (Wibowo, 2011). Komitmen'yang powerful of all members of the organization to improve the quality of products in the cycle of improvement continues -menerus is the first principle in the implementation of MMT (Deming in Sumarsan, 2013.186 and Sallis, 2007, IDO). management commitment is the first program in the implementation of MMT which better quality must be a shared commitment in which quality initiatives directed and led by senior management (Crosby in Sallis, 2007: 113). Therefore, the implementation of MMT requires proper leadership, communication effective organization, and organizational culture that supports, which can improve kineija employees continuously in a cycle of improvement of product quality through strengthening the commitment of all members of the organization (Ishikara in Nasution, 2010; Sumarsan, 2013).

Problem Statement

Based on the background of the above problems, study problems can be formulated as follows:
1. Is Leadership Style partial effect toward Organizational Commitment?
2. Is Organizational Culture effect toward Organizational Commitment?
3. Are Leadership Style and Organizational Culture toward Organizational Commitment?

Research purposes

Appropriate formulation of research problems, the purpose of this study was to assess and prove
1. To investigate the effect of Leadership Style toward Organizational Commitment
2. To investigate the effect of Organizational Culture toward Organizational Commitment
3. To investigate the effect of Leadership Style and Orgnnizational Culture toward Organizational Commitment

II. THEORITICAL BACKGROUND

Bass & Bass (in Usman, 2013) notes up to 1993 there were 221 Tahua understanding of leadership in 587 publications, and in 2005 Amazon.com has registered (18 229 leadership books, Google Schoolar register 16,800 books and 386,000 citations leadership leadership. Data illustrates the breadth of discussion about leaders and leadership are also implications for the diversity of understanding and approaches developed in studies on leadership. Leaders are people who have certain skills that can influence their followers to cooperate towards the achievement of predetermined objectives (Sudrimunawar 2006; Mangunhaijana, 2007). While leadership is something that used to influence other people's leader, a process, an ability, courage, through communication, directly or indirectly, with the intent to stir up the people so that with full understanding and awareness will be willing to follow the leader. (Stoner in Umar, 2005; Yukl, 2009; Davis & Newstrom, 2005J 152; Terry and Frankin in Robbins, 2006: ; Hughes et al in Usman, 2013 308; Wirawjf 2013). Based on the above opinion, the authors assume that need to be pivotal records in the transformational leadership style, and it can distinguish with other styles Other leadership is an attempt to persuade leaders followers (subordinates and other staff) to make changes and to meet the future better (Daft, 2008, Hughes, Ginnet, Curphy, 2005.416; Robbins, (2006.472; Yukl, 2009). Based on the above theoretical study, the needs of the organization that has run the ISO is participatory leadership style-transformative research is leadership integrate participatory and transformative leadership style to move the organization in the achievement of organizational goals. The dimensions of participative leadership transformative, as it refers to Yukl (2009), Wirawan (2013), Burns and Bass (in Wirawan (2013) are: (1) participative leadership, and (2) transformative leadership. Dimensions of participative leadership, measured by indicators: (1) members are given the opportunity to be involved in the decision making process from the determination of the vision, mission, policies, operational activities, monitoring and evaluation, or at least at the level of each work; (2) there is a delegation of authority in accordance hierarchy of the organization; (3) there is the attempt to make room for the development of creativity and innovation from every member of the organization; (4) there is the attempt of leaders to integrate subordinate; and (5) seek to resolve conflicts or disputes teijadi in the organizational environment. the dimensions of transformative leadership measured by indicators: (1) has a transformative commitment through clarity of vision, mission, goals and objectives of the organization; (2) communicate the vision, mission, goals and objectives of the organization to all parties, especially subordinates in an organization; (3) continuously invites all parties, especially subordinates to prepare for pembahan, and (4) reward subordinates terl successful in bekeija and had foresight, shown mi creativity and innovation. The concept of organizational culture first appeared in the 1970s and 1980s, (which term organizational culture is equated with the term corporate culture (Kusdi, 2011). This is consistent with the views expressed by Tika (2006, 7) that organizational culture has in common with culture companies, though there are special things on the corporate culture like style and management systems. the views are more specifically stated by Ndraha (2005, 9) which says that the studies relating to the organizational culture applies to the corporate culture, but the studies associated with the corporate culture, may not all apply to the organization's culture.

Table 1. Grouping Theory of Organizational Culture

No.	FOCUS CVF	Similarity Theory
1	Clan Culture (Cameron and Quinn, 2006); The internal environment, prioritizing collectivity, social integration and flexibility.	Consensus Culture (Quinn dan Me Grath (2001); Constructive Culture (Kreitner dan Kinicki, 2001); Involvement Culture dan Consistency Culture (Denism,1990); high power distance, Collectivism, feminity dan weak Uncertainty Avoidance, Process oriente , Employee oriented, Close system, Tight control, Normative (Hoïstede,2005).
2	Hierarchy Culture (Cameron and Quinn, 2006); The internal environment, perform the functions of coordination, stability, control is accompanied by standard work procedures, formal and detailed.	Presidential Culture (Desmon Grade, 1986)). High power distance, Collectivism, jeminity dan weak Uncertainty Avoidance, Process oriented, employee oriented, (Close system, Tight control, Normative (Hofstede, 2005).
3	Adhocracy Culture (Cameron and Quinn, 2006); The external environment, encourage hard work and innovation, individualistic, leave room for flexibility and differences	Pharaoic Culture dan Barbarian Culture (Deal dan Kennedy, 1982); Low power distance, individualism, masculinity, strong uncertainty Avoidance, result oriented, Job oriented, Profesional, open system, loose control, Pragmatic (Hoïstefle, 2005).
4	Market Culture (Cameron and Quinn, 2006); External environment, keija hard, control, result-oriented keija and measurability, cherish competition, and ambitious in terms of market penetration.	Touch-Guy Macho dan Work Hard Play Hard (Deal dan Kennedy,1982); Adaptibility Culture (Denis, 1990) low power distance, Individualism, strong uncertainty Avoidance, masculinity, result oriented, job oriented profesional, open system, tight control (Hofstede, 2005).

Source: Calculated based on theoretical study used sources

Test Reliability

Azwar (2007: 4) says that the reliability mempakan peneijemahan and reliability word which means reliability, dependability, consistency and so on. The measurement results can be trusted when it is in the implementation of measurements several times against the same subject obtained relatively similar results, as long as the measured aspect does not change. Instrument reliability is a reliable measurement results. Instrument reliability is required to get the data in accordance with the purpose of measurement. To achieve this, reliability test using Cronbach's alpha was measured by Cronbach's alpha scale of 0 to 1.

Table 2 Realibillitas Instrument Testing Results on Research Variables

No.	Variabel	Nilai *Cronbach's Alpha*	Keputusan
1	Leadership style	.764	Reliabel
2	Organizational culture	770	Reliabel
3	Employee commitment	836	Reliabel

Source: Preliminary Test Reliability Research Instruments, SPSS

IV.   RESULTS AND DISCUSSION

Suitability Index Model

The results of data analysis using methods Structural Equation Model (SEM) using application software LISREL 8.7 then obtained a summary index of the suitability of the model as follows

Table 3 Suitability Index Model

Indikator GOF Ukuran yang diharapkan		Hasil Estimasi	Kesimpulan
Ukuran Absolut			
GFI	GFI >0.90	0.69	*Marginal Fit*
RMSEA	RMSEA <0.08	0.07	*Good Fit*
Ukuran Incremental Fit			
NNFI	NNFI > 0.90	0.96	*Good Fit*
NFI	NFI > 0.90	0.94	*Good Fit*
AGFI	AGFI > 0.90	0.96	*Good Fit*
RFI	RFI > 0.90	0.94	*Good Fit*
IFI	IFI >0.90	0.96	*Good Fit*
CFI	CFI > 0.90	0.96	*Good Fit*

Source: Data Processing with LISREL 8.7

Based on Table 5.1 above, eight (8) the size of the suitability of the model obtained for RMSEA, NNFI, NFI, AGFI, RFI, IFI, CFI has an index of fitness model good (Good Fit), there is one index kesuaian models that GFI has an index kesuaian models are marginal (marginal Fit). According Hair et.all (2006.623) marginalfit is a fitness model under conditions index criteria of absolute fit, as well as incremental fit but still can be used in further analysis, because it is close to the index criteria for a good fit. Thus, the suitability index based on the calculation model used in the study that further analysis can be done.

V.   DISCUSSION

Influence of Leadership Style on Organizational Commitment in Partial, Based on the results of testing the hypothesis can be confirmed that there is a leadership style influence on organizational commitment, it can be seen from the results of statistical tests DIMA twr> W (6:57> 1.96). The next big unknown contribution of leadership style on employee commitment, based on the path coefficient is 0.38. Thus, the contribution of the effect is 0:38 x 0:38 x 100 = 14:44%. Influence of Organizational Culture Organizational Commitment Against Partial, Based on the results of testing the hypothesis in mind that organizational culture affects terhadap- organizational commitment, which is known to result thit> ttab (2.78> 1.96) Furthermore, the contribution is the influence of organizational culture on organizational commitment based on the results of the path coefficient 0:19 x 0:19 x 100 = 3.61%. Influence of Leadership Style and Organization Culture Collaborative against Organizational Commitment. Based on the test results showed that the variables hipotiesis leadership styles, organizational communication and organizational culture influence jointly on organizational commitment. Results thit> ttab (101 579> 2.63). Furthermore, known R2 = 0.67, these results suggest that the effect together is 67%. Thus, there are 37% of other factors that influence the organizational commitment.

VI.   CONCLUSION

Based on the results of hypothesis testing and discussion that has been done in the previous chapter. This, the study concluded the following:
1. Leadership style affect partially positive and significant organizational commitment within the company are in the South Sumatera, Palembang. It was found that the dimensions of leadership styles greater participation contributions influence of the dimensions of transformational leadership style. Thus, it is

certain that if the repairs on the style of leadership, especially leadership style will happened increase participation in organizational commitment.

2. Communication influential organizations and significant posotif partially on organizational commitment within the company are in the South Sumatera, Palembang. Where it was found that the dimensions of subordinate-supervisor communication and horizontal communication contributes a greater influence when dbandingkan with superior subordinate communication. This shows that when done improvements in organizational communication especially subordinate-supervisor communication that takes place, there will be also an increase in the organization's commitment.

3. Organizational culture positive and significant effect partially on organizational commitment within the company are in the South Sumatera, Palembang. It was found that the dimensions of organizational culture influence of humanistic greater contribution of the cultural elements of the hierarchy. Thus, these results suggest that if you do repairs on organizational culture especially humanistic dimension will result in positive changes in employee commitment.

4. The style of leadership, organizational communication and organizational culture together positive and significant impact on organizational commitment within the company are in the South Sumatera, Palembang. It was found that the amount of influence of each variabel Unknown leadership style variable regression coefficient 0.38, 0.48 variables organizational communication, and organizational culture variables 0.19. With the results of R2 = 0.77. This means that 77% of organizational commitment is influenced by the style of leadership, organizational communication and organizational culture. The variables provide kontsribusi influence on organizational commitment is a communications organization, followed by leadership style and organizational culture. This suggests that if the repair is done jointly on leadership styles, organizational communication and organizational culture will lead to changes in organizational commitment.

Managerial implications

Based on the findings and conclusions of the research, for the benefit of the managerial implications that need to be carried out by universities that are in south sumatera include the following:

1. In establishing the organizational commitment of the three variables that affect the style of leadership and organizational culture of the variables that most influence on organizational commitment is organizational communication, particularly communication that is subordinate superiors largest dimension in the formation of organizational communication variables. Therefore, operationally improved communications subordinate supervisor is still needed, especially based on indicators relating to the submission of reports of problems in the execution of the task (0.82), the delivery of advice from subordinates to superiors (0.72), submission of reports on the implementation task (0.69) and delivery of private complaint and job subordinate supervisor (0.83).

2. In an effort to improve employee kinerja, of the four variables that affect the style of leadership, organizational communication, organizational culture and organizational commitment, the most decisive variable is the commitment of the organization, especially the continuous commitment which is the largest dimension in the formation of organizational commitment. On the operational level of commitment shown by indicators that need to be considered is to encourage employees to have a mission to advance the organization (0.75), willingness to try my best (0.74), and the willingness to sacrifice in the achievement of organizational goals (0.84). On the other hand in the case of employees performance considering the dimensions of the largest is the need for supervision (0.90). Premises such monitoring is also needed for the employee's performance can be further increased.

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