



THE EFFECT OF ORGANIZATIONAL CULTURE AND LEADERSHIP STYLES TO ORGANIZATIONAL COMMITMENT OF ISLAMIC BOARDING MANAGEMENT IN SULLAMUL HIDAYAH FOUNDATION PROBOLINGGO

Mochamad Arif Fanani*¹ & Luki Fajaradi²

*¹Faculty of Economics and Business University of Jember

²Faculty of Economics and Business University of Jember

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Abstract

The research entitled the influence of organizational culture and leadership style to organizational commitment of Islamic boarding management in Sullamul Hidayah Foundation aims to analyze the influence of organizational culture and leadership style to the commitment of Islamic boarding management in Sullamul Hidayah Foundation simultaneously and partially. The number of samples used in this study was 37 people with population sampling technique. Data collection methods used in this study using questionnaires, interviews, and literature study. The analysis used included validity test, reliability test, normality test, multiple linear regression analysis, multicollinearity test, Heteroscedasticity test, T test, F test and Determination Coefficient Test, and Quadrant Test. From the result of multiple linear regression analysis using t test indicate that there is positive and significant influence between organizational culture variable to organizational commitment of management and t test result stated that there is no positive and significant influence between leadership style variable to organizational commitment of management. The result of multiple linear regression analysis by using f test states that there is positive and significant influence between organizational culture variable and leadership style toward organizational commitment of management.

Introduction

Background of the study

Human resources is one of the critical elements of organizational success. According to Edi Sutrisno (2009: 3) Human resources (HR) is the only resource that has reason, feelings, desires, skills, knowledge, encouragement, power, and work (ratio, taste, and initiative). So that if managed properly able to contribute the progress of the organization effectively. Koesmono (in Heriyanti 2007) suggests that culturally within the organization will be determined by the working conditions of the team, leadership and organizational characteristics and also administrative processes.

Every individual in the organization has different characteristics, thoughts and objectives. Therefore it takes a leader who is able to unite the perceptions or perspective of the management in order to achieve organizational goals, such as through dedication and high loyalty to their work, provide motivation, guidance, direction and good coordination in work so that effective relationships can be established and efficient from a leader to his subordinates. The ability of leaders in influencing, mobilizing and empowering subordinates can have an effect on the organizational commitment of subordinates themselves. Lodge and Derek (in Heriyanti 2007) mentions leader behavior has a significant impact on employee attitudes, behavior and performance. Therefore, the role of leader is very important in an organization to control the performance of subordinates.

According to Luthans (in WayanMarsalia 2012) states, Organizational commitment is an attitude that reflects employees' loyalty to the organization and is an ongoing process whereby organizational members express their concern for the organization, organizational success and sustainable progress. This can give a clear picture that employees can be said to be committed well if the work of these employees can be accounted for in quality and



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quantity. Organizational commitment can be seen from the performance of an employee itself, in the sense that the commitment can be seen from its participation in the success of an organization's activities, both in coordination meetings, as well as during the event. Based on the description above, then the organization required an important role in HR (human resources) management. Organizations need to manage HR as best as possible in order to achieve their goals effectively by continuously accepting, selecting, and maintaining potential HR in order to have no impact on the development of the organization. Therefore, it is necessary to do research on the influence of organizational culture and leadership style to organizational commitment in Islamic Boarding School of Sullamul Hidayah Foundation.

Hypothesis

- a. Organizational culture has a positive and significant effect towards the organizational commitment of management in Islamic Boarding School of Sullamul Hidayah Foundation.
- b. Leadership style has a positive and significant effect on Commitment towards organizational management in Islamic Boarding School of Sullamul Hidayah Foundation.
- c. Organizational Culture and Style leadership has a positive and significant effect towards the Commitment of Organizational management in Islamic Boarding School of Sullamul Hidayah Foundation.

Objectives of the Study

To know the influence of organizational culture and leadership style to commitment of management organization in Islamic Boarding School of Sullamul Hidayah Foundation.

Methodology

Research design

In this study, using the method of Causal Comparative research which examines the causal relationship that is the relationship of organizational culture and leadership style to management organizational commitment in Islamic Boarding School of Sullamul Hidayah Foundation.

Population

The population in this study is all management members in Islamic Boarding School of Sullamul Hidayah Foundation. The population is 37 people.

Sample

Respondents in this study as many as 37 people.

Data analysis technique

Validity test

Validity test is used to measure whether or not a questionnaire is valid (Ghozali, 2005: 45).

Test Reliability

Reliability test is used Cronbach Alpha technique, which instrument can be said reliable when Cronbach Alpha above 0.6.

Normality test

A good regression model is to have normal or near-normal data distribution (Ghozali, 2005: 146), is:

- If the point spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality.
- If it does not spread far from the diagonal line or does not follow the direction of the diagonal line, then the regression model does not meet the assumption of normality.

**Multiple Linear Regression Analysis**

In this case will be analyzed the influence of independent variables to the dependent variable. The following multiple linear regression formulation in this study:

$$Y = \alpha + \beta_1 (BO) + \beta_2 (GK) + \varepsilon$$

Information:

Y = Dependent variable or dependent variable that is Organizational Commitment

α = Constant value of regression equation

β_1, β_2 = Regression coefficient value

BO, GK = Organizational Culture and Leadership style.

ε = disturbance error

Classic assumption test**Multicollinearity Test**

To detect the presence of multicollinearity can be done by finding the Variance Inflation Factor (VIF) and its tolerance values. If the VIF value is less than 10 and its tolerance value is more than 0.1 then the regression so model is free from Ghozali multicollinearity (2005).

Heteroscedasticity Test

According Ghozali (2005: 37) as for the basis or criteria of decision making related to the image are:

- If there is a certain pattern, that is, if the dots form a certain pattern and regular (wavy, widen then narrow) then indicated there is Heteroscedasticity problem.
- If there is no clear pattern, which is the dots spread then indicated there is no Heteroscedasticity problem.

Hypothesis test

Test F (Ftest)

The test criteria for F test are as follows:

- 1) By comparing the value of F arithmetic with F table If $F_{table} > F_{arithmetic}$, then H_0 is accepted and H_1 is rejected. If $F_{table} < F_{arithmetic}$, then H_0 is rejected and H_1 accepted.
- 2) Using the probability number of significance. If the probability significance > 0.05 , then H_0 is accepted and H_1 is rejected. If probability significance < 0.05 , then H_0 is rejected and H_1 is accepted.

Test t (t-tes)

The test criteria t test are as follows:

- 1) If significance < 0.05 then H_0 is rejected and H_1 accepted means there is significant influence of independent variable individually to dependent variable.
- 2) If significance > 0.05 then H_0 is accepted and H_1 is rejected means there is no significant influence of independent variable individually to the dependent variable.

Coefficient of Determination)

The coefficient of determination is between zero and one. The small value of R^2 means that the ability of the independent variables to explain the variation of the dependent variable is very limited.

Quadrant Analysis

WeniNovandari,et.al in the business and economic journal (2011) mentioned that quadrant analysis is used to know consumer response to attribute or indicator of product mapped based on level of importance and performance of product attribute.



Results and discussion

Research result

Validity test

Table.1 Validity Test Results

Variabel	Item	Pearson Product moment (<i>r</i> arithmetic)	Sig.	Description
Organizational Culture	X _{1.1}	0,756	0,000	Valid
	X _{1.2}	0,713	0,000	Valid
	X _{1.3}	0,693	0,000	Valid
	X _{1.4}	0,726	0,000	Valid
Leadership Style	X _{2.1}	0,837	0,000	Valid
	X _{2.2}	0,494	0,002	Valid
	X _{2.3}	0,835	0,000	Valid
	X _{2.4}	0,824	0,000	Valid
	X _{2.5}	0,802	0,000	Valid
Organizational Commitment	Y _{3.1}	0,793	0,000	Valid
	Y _{3.2}	0,771	0,000	Valid
	Y _{3.3}	0,896	0,000	Valid
	Y _{3.4}	0,800	0,000	Valid
	Y _{3.5}	0,714	0,000	Valid

Valid Source: Statistical Test Results SPSS version 20

Based on the data table 1 above it is known that each item or indicator used has significant value of *r* count greater than 0.30 and significantly smaller than 5%. This means that the indicators used in this research variable are feasible or valid used as data collection.

Reliability Test

Table 2. Reliability Test Result

Variable	Cronbach Alpha	Reliability	Description
Organizational Culture (X ₁)	0,692	> 0,60	Reliable
Leadership Style (X ₂)	0,826	> 0,60	Reliable
Organizational Commitment (Y)	0,850	> 0,60	Reliable

Source: Statistical Test Results SPSS version 20

Based on test results Reliability shows that the data obtained are reliable because Cronbach Alpha is greater than 0.60 ie (0.692, 0.826, 0.850 > 0.60) so that the data obtained can be declared reliable.

**Normality test**

The result of Normality Test that has been done using SPSS showing that P-Plot shows that the data spread around the diagonal line and follow the direction of the diagonal line, so it can be concluded that the assumption of normality is fulfilled.

Multiple Linear Regression Analysis**Table 3. Multiple Linear Regression Test Results**

Model	Unstandardized		Standardized		t	Sig.	Collinearity	
	Coefficients		Coefficients				Tolerance	VIF
	B	Std. Error	Beta					
(Constant)	,807	2,536			,318	,752		
Organizational culture	,971	,211	,647		4,600	,000	,559	1,790
Leadership style	,205	,148	,195		1,390	,173	,559	1,790

Source: Statistical Test Results SPSS version 20

Based on the results of the table above obtained the regression equation as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 0.807 + 0.971BO + 0.205GK$$

Theoretical interpretation of multiple linear regression equation is described as follows:

1. Constant value 0.807 can be interpreted, if the organizational culture variable and leadership style is not done or equal to zero, then the Commitment of the organization is still there of 0.807.
2. The relationship of organizational culture to organizational commitment of Islamic Boarding School in Sullamul Hidayah Foundation, in the statistical test has been done is known for positive organizational culture variable is 0,971 meaning that every percentage change equal to 1%, hence organization culture will increase equal to 0,971.
3. Relationship of leadership style to commitment of management organization of Islamic Boarding School in Sullamul Hidayah Foundation, in statistical test which have been done known for positive leadership style variable that is 0, 205 meaning that every percentage change equal to 1%, hence leadership style will increase equal to 0,205 .

Classic assumption test**Multicollinearity Test****Table 4. Multicollinearity Test Results**

Variabel	Tolerance	VIF	Description
Organizational Culture	,559	1,790	VIF < 10
Leadership Style	,559	1,790	Free multicollinearity

Source: Statistical Test Results SPSS version 20

Based on the above table, the organizational culture and leadership variables are declared free Multicollinearity.

Heteroscedasticity Test

Based on statistical test results using SPSS, it is stated that Heteroscedasticities did not occur.

Hypothesis testing**Simultaneous Test(F Test)**

Based on the results of the analysis using SPSS, obtained the distribution of F sought at $\alpha = 5\%$, with degrees of freedom (df) df_1 or $3-1 = 2$, and df_2 $nk-1$ or $37-2-1 = 34$. Based on the results of linear regression analysis (in this case to test the effect simultaneously) obtained results, namely that $F_{arithmetic} > F_{table}$ ($28.270 > 3.28$) and significance ($0,000 < 0.05$), then H_0 is rejected and H_a accepted, meaning independent variables (culture



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organization and style of leadership) simultaneously have a positive and significant effect to wards organizational commitment of management in Islamic Boarding School of Sullamul Hidayah Foundation.

Partial Test (t test)

Based on the results of multiple linear regression analysis (in this case to test partial effect) the following results can be stated;

- a) Organizational culture variable (X1) has t value $4,600 > t$ table 2.032 and significance $0,000 < 0,05$, hence H_0 is rejected and H_a accepted, which means partially organizational culture variable have positive and significant influence to organizational commitment in Islamic Boarding School of Sullamul Hidayah Foundation.
- b) Leadership style variable (X2) has a value of t count $1.390 < 2.032$ and significance $0.173 > 0.05$, then H_0 accepted and H_a rejected, which means partially leadership style variables have no positive and significant effect on organizational commitment of management in Islamic Boarding School of Sullamul Hidayah Foundation. Because every system in the Islamic Boarding organization, both in decision making and other important policies, still involves the role of caretaker boarding school. Besides, based on the observation result, the board prioritizes his responsibilities to the duties in the stewardship on the basis of serving the boarding school.

Determination Coefficient Test (R²)

The result of statistical test of R Square value (R²) shows that 0,624 or 62,4% and 37,6% are influenced or explained by other factors excluded in this research model such as work spirit, work motivation, organizational climate, rotation work, job satisfaction and individual characteristics.

Quadrant Analysis

Result of quadrant test of organizational culture, Indicator: Professionalism = 4,000, Believe Coworker = 4,080, Integrity = 3,240, Cares = 3,920.

Result of quadrant leadership style test Indicator: ability to analyze = 3,730, communication skill = 3,650, courage = 4,080, listening ability = 4,160, firmness = 3,620.

Result of quadrant test of Organizational Commitment, Indicator: justice and job satisfaction = 3,430, job security = 4,110, organizational understanding = 4,050, involvement of the employer = 3,780, employee confidence = 4,190.

The results of multiple linear regression analysis showed that organizational culture and leadership style showed positive direction toward organizational commitment of management in Islamic Boarding School of Sullamul Hidayah Foundation with positive direction. Based on the results of the test, it can be concluded that the hypothesis stating "there is influence of organizational culture and leadership style to commitment of management organization in Islamic Boarding School of Sullamul Hidayah Foundation" is accepted.

The Influence of Organizational Culture on Organizational Commitment

The result of multiple linear regression test showed that the organizational culture variable showed positive direction toward the commitment of management organization in Islamic Boarding School of Sullamul Hidayah Foundation and the result of hypothesis testing partially proved the influence of organizational culture toward organizational commitment has t value $4,600 > t$ table 2.032 and significance $0,000 < 0,05$, then H_0 is rejected and H_a accepted, which means partially organizational culture variable have positive and significant effect to organizational commitment in Islamic Boarding School of Sullamul Hidayah Foundation. Tcount positive value, means that the greater the value of organizational culture owned by Islamic boarding school then it will increase the commitment of organizational management in Islamic Boarding School of Sullamul Hidayah Foundation.

From result of frequency distribution the respondent's answer towards organizational culture variable is the result of correlation value and average indicator can be seen with highest correlation value that is professionalism attitude in work (X1.1) that is equal to 0,756 and indicator with lowest average value is Integrity of management in organize (X1.3) that is equal to 3.24. Therefore, by looking the results of the highest



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correlation and the lowest average value of the organizational culture indicators, the X1.1 and X1.3 indicators of professionalism and integrity of the board need to be prioritized. While the indicator with the highest average value of 4.08 must be maintained. The results of this study support the findings conducted by Concerned Lumbanraja (2008) "The Influence of Individual Characteristics, Leadership Style and Organizational Culture on Job Satisfaction and Organizational Commitment (Study on Local Government in North Sumatra Province)", Miftahudin (2012) The influence analysis of work culture And Job Satisfaction Against Work Motivation And Employee Performance (Study At RoudlotulMubtadiinIslamic Boarding School in Jepara) ".

The Influence of Leadership Style towards Organizational Commitment

The result of multiple linear regression test shows that the leadership style variables show the positive direction to ward the commitment of the board and the result of hypothesis testing partially proves the influence of leadership style toward organizational commitment has $t_{count} 1,390 < t_{table} 2,032$ and significance $0,173 > 0,05$, hence H_0 accepted and H_a rejected, means partially the leadership style variable has no positive and significant effect on organizational commitment management in Islamic boarding school of Sullamul Hidayah Foundation. This is because every system in the Islamic boarding organization, both in decision-making and other important policies, still involves the role of caretaker boarding school. Besides, based on the observation result, the board prioritizes his responsibilities to the duties in the stewardship on the basis of serving the boarding school. T_{count} positive value, means that the greater the value of leadership style owned by boarding school then it will increase the commitment of organizational management in Islamic boarding school of Sullamul Hidayah Foundation.

From result of frequency distribution the respondent's answer towards leadership style variable is result of correlation value and indicator average can be seen with highest correlation value that is ability to analyze problem from a leader or chairman of cottage (X2.1) equal to 0,837 and indicator with lowest average value is the cottage chairman's firmness in making a decision (X2.5) of 3.62. Therefore, looking at the results of the highest correlations and the lowest average values of leadership style indicators, the X2.1 and X2.5 indicators of analyzing and assertiveness need to be prioritized. While the indicator with the highest average value of the mendengan ability (X2.4) of 4.16 should be maintained.

The results of this study do not support the findings conducted by Nur Jannah (2008) who examines "The influence of leadership style and organizational culture on organizational commitment in improving employee performance (study on bureau scope of agriculture department)", Ahmad Hanif (2013) who examines " Spiritual Intelligence (Sq) And Organizational Commitment With Mediation Leadership To The Performance Of Teacher in Islamic Boarding School In Kudus District ".

Conclusions and recommendations

Conclusion

- Organizational culture has a positive and significant effect on organizational commitment of management in Islamic boarding school of SullamulHidayah Foundation.
- Leadership style has no positive and significant effect to organizational commitment of management in Islamic boarding school of SullamulHidayah Foundation. Because every system in the Islamic boarding organization, both in decision making and other important policies, still involves the role of caretaker boarding school. Besides, based on the observation result, the board prioritizes his responsibilities to the duties in the stewardship on the basis of serving the boarding school.
- Organizational culture and leadership style simultaneously have a positive and significant influence on organizational commitment of management in Islamic boarding school of Sullamul Hidayah Foundation.

Suggestion

- For the Islamic boarding school of SullamulHidayah Foundation, the boarding school should always pay attention to the components related to factors that have the highest correlation value and the lowest average value of the organizational culture variable that is Professionalism and the integrity of the



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board, from the style variable leadership that is the ability to analyze and assertiveness, and from organizational commitment variable that is organizational understanding and justice and also job satisfaction must be prioritized because from the six indicators, it is still considered less by the boarding school management in SullamulHidayah Foundation.

2. Islamic boarding school of SullamulHidayah Foundation should maintain indicators of each variable, that is, from organizational culture variable is indicator of trust in coworker, from leadership style variable is indicator of listening ability, and from organizational commitment variable is indicator of employee trust. Judging from the frequency distribution of respondents' answers with the highest average value, the three indicators are considered optimal by the management so it must be maintained.
3. As reference of the next researcher with the same theme, it is expected to add variables that will be used such as motivation, work demands, performance, organizational climate and others, so that the findings better in explaining the organizational commitment and the factors that influence it. And expected researchers to increase the scope of research such as the whole boarding schools inleces or another district.

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