



The Influence of Transformational Leadership on Lecturer Commitment Which Has Implications for Lecturer Performance at Private Universities in The East Priangan Region

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ABSTRACT

The value of educational success is highly dependent on the quality of the teachers. Lecturers are people who play a very important role in the teaching and learning process. Lecturers are also the most important parameter in the process of controlling higher education institutions, especially in private universities. The causal study research method was through a survey with a questionnaire containing closed statements to 234 lecturers in the East Priangan region who were randomly selected. Data analysis uses path analysis. The results of the study show that Transformational Leadership has an effect on Lecturer Commitment and has implications for Lecturer Performance at Private Universities in the East Priangan Region.

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1. INTRODUCTION

To improve the quality and progress of the nation, education plays an important role in every process. In the current era of globalization, quality human resources are needed in building a society in a country. One way is to improve the quality of education in

educating human resources owned by the State. In developing the quality of education, a university cannot be separated from the quality of lecturers. The quality possessed by the lecturer is very decisive in the success of every educational process in addition to the factor of achieving good student achievements. So far, the assessment of lecturer performance at Private Universities in the East Priangan Region is one-way, because it is carried out directly by the superior of the authorized official, if there is an objection from the employee who is assessed, the final decision of the assessment is still returned to the assessing official and this causes injustice in the assessment. Performance problems are certainly related to the role of leadership. In an organization, be it in a company or an agency, the role of a leader is very important. This is because a leader is the brain of the organization, the leader of the organization always makes decisions, makes basic plans and determines the goals of the organization. The success of an organization is largely determined by a leader in leading his subordinates. In leading his subordinates, a leader generally has different leadership styles. Leadership style itself is the way that a person, namely the leader, in establishing a relationship and influencing his subordinates to cooperate voluntarily in doing related tasks to achieve what the leader wants. Leadership theory has been extensively researched, especially from the aspect of leadership effectiveness. Effectiveness in the sense of how the leadership model is able to affect the performance of its subordinates both in terms of work motivation, competence, productivity and effort more than a subordinate.

These various studies have given birth to various theories, including leadership. One of the appropriate leadership models in facing all changes and increasing the pro-active attitude of employees is the transformational leadership model. Transformational leadership is one of the most effective leadership styles as well as the strongest predictor of leadership outcomes, such as the extra effort of subordinates on leadership skills (Bass in Hakim, 2021). The leadership model displayed by a transformational leader is expected to increase the efforts of subordinates to achieve optimal work results. This leadership model is one of the leadership models that is beginning to be taken into account in dealing with organizational change.

The commitment of lecturers in advancing a university is very important. Where organizational commitment is an interesting phenomenon because of the importance of a person's commitment to an organizational institution where the individual works or his organization. According to Sianipar and Haryani (2018) explained that organizational commitment is the attitude and feelings that each individual has towards their organization, this attitude can be seen from the decision of each individual to continue or not continue their membership in the organization, and can make the best contribution to the progress of the company where they work wholeheartedly. Commitment has an important role in improving employee performance in an organization. The high level of commitment will have an impact on the performance of employees who are increasing. This statement is supported by Taurisa and Ratnawati (2018) who said that the commitment of an employee to his organization can be an important instrument to improve the performance of the employee.

Based on preliminary studies supported by the results of previous research on lecturer commitment which has implications for lecturer performance, it has not been effectively

implemented because the results of the respondents have not been very effective. Therefore, it is necessary to further research the factors that affect it. The researcher took the research object at private universities in the East Priangan region, namely Garut University, Cipasung University, Perjuangan University, Galuh University, and Sebelas April University. The focus of this research is to determine the influence of transformational leadership on lecturer commitment which has implications for lecturer performance.

2. METHOD

Varenablers and Operational Definitions

According to Noor (2017:48) that research variables are basically something in any form that is determined by researchers to be studied so that information is obtained about it and then conclusions are drawn. In this study the author uses five variables, namely three independent variables, one intervening variable, one dependent variable.

As for the operational definition of each variable, the research is as follows:

1. Independent Variable

Independent variables or free variables in this study are those that explain other variables. In this study, the independent variables are transformational leadership, organizational communication, and lecturer competence.

a. Transformational Leadership (X1)

Bass & Avolio in Kharis (2019) explain that: Transformational leadership style is a type of leader who inspires his followers to put aside their personal interests and has extraordinary influencing abilities.

b. Organizational Communication (X2)

According to Pace & Faules (2019:183), organizational communication is organizational behavior that occurs and how those involved in the process transact and give meaning to what is happening.

c. Certified Lecturer Competence (X3)

Law of the Republic of Indonesia Number 14 of 2005 Competence is a set of knowledge, skills, and behavior that must be possessed, experienced, and mastered by teachers or lecturers in carrying out professional duties.

2. Lecturer Commitment (Y)

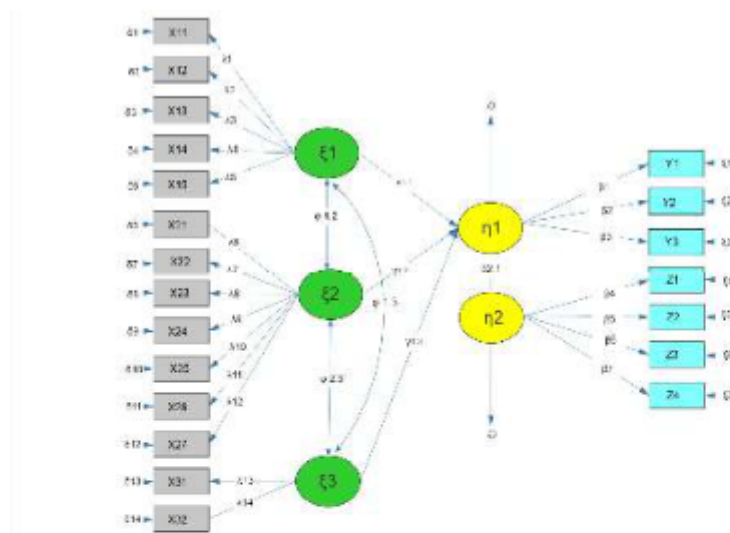
Meyer and Allen in Izzati (2016) define: Commitment is a psychological construct that is a characteristic of the relationship between organizational members and their organization and has an influence on an individual's decision to continue their membership.

3. Lecturer Performance (Z)

Regulation of the Minister of Administrative and Bureaucratic Reform Number 17 of 2013 defines: Lecturer performance consists of education and teaching, research, community service, and support.

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn Sugiyono (2020:61). Based on the data source, this study is classified as a study that uses primary data. Data was obtained directly from original sources at the University of Struggle (UNPER) Tasikmalaya, Cipasung University (UNCIP) Tasikmalaya, Garut University (UNIGA), Galuh University (UNIGAL) Ciamis, and Sebelas April University (UNSAP) Sumedang. So the population in this study were all Permanent Lecturers in the S1 Management Study Program at the University of Struggle (UNPER) Tasikmalaya, Garut University (UNIGA), Galuh University (UNIGAL) Ciamis, and Sebelas April University (UNSAP) Sumedang. The number of lecturers who were respondents in this study was 234 people.

The analysis tool used in this study is a verification analysis with a structural model that describes the causal relationship of each variable. The structural model in question is Structural Equation Modeling (SEM) with the SEM model as follows:



Gambar 3.2
Model Struktur 1

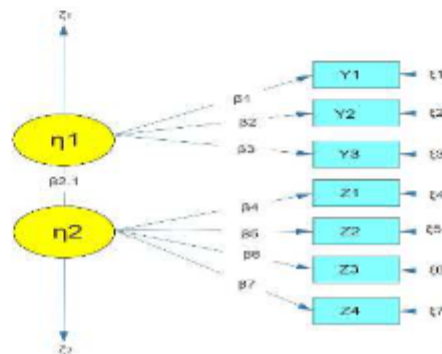


Figure 3. Structural model 2

4. RESULTS AND DISCUSSION

After analyzing the research instruments and scaling analysis and descriptive analysis, the collected data is then used to analyze and test the hypothesis testing formulation based on Structural Equation Modeling. The results of the LISREL estimation, each dimension of the study, need to be explained further. This explanation is necessary because each variable is measured indirectly, but is formed by a number of indicators whose roles need to be examined to form these variables. For more details, it will be discussed in each hypothesis.

As a result of using Structural Equation Modeling using LISREL 8.7, a model can be obtained as in Figure 4 below :

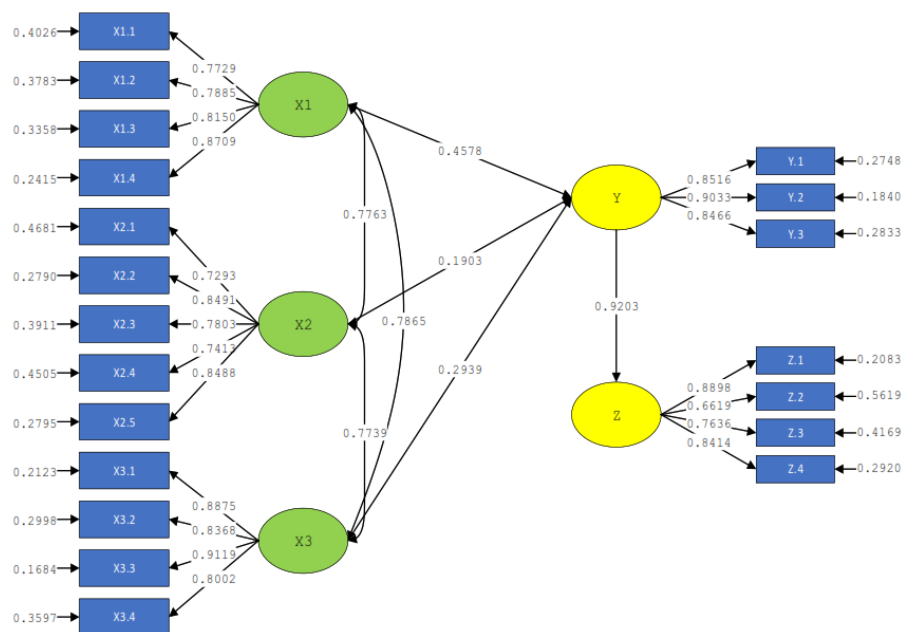


Figure 4. Relationship Structure of All Research Variables

The first stage is to carry out correlation analysis to determine the level of closeness of the relationship between the independent variables. This helps in understanding the extent to which one variable is influenced by another variable, by knowing the level of correlation between two variables, one can predict the value of one variable when the value of the other variable is known. Correlation analysis in this research uses the Lisrel 8.80 application program, which is a software developed to process SEM (Structural Equation Modeling) data. Of course, by using the Lisrel program application, it is hoped that you will get the best results. So the output of the correlation coefficient results is as follows :

Table 1
Correlation Coefficient Between Substructure Independent Variables 1

		Correlations		
		Kepemimpinan Tranformasional	Komunikasi Organisasi	Kompetensi Dosen Bersertifikasi
Kepemimpinan Tranformasional	Pearson Correlation	1	.776**	.787**
	Sig. (2-tailed)		<.001	<.001
	N	234	234	234
Komunikasi Organisasi	Pearson Correlation	.776**	1	.774**
	Sig. (2-tailed)	<.001		<.001
	N	234	234	234
Kompetensi Dosen Bersertifikasi	Pearson Correlation	.787**	.774**	1
	Sig. (2-tailed)	<.001	<.001	
	N	234	234	234

** . Correlation is significant at the 0.01 level (2-tailed).

In Table 1, the correlation coefficient value between the variables Transformational Leadership and Organizational Communication is 0.776 or 77.6%. The correlation coefficient value is included in the Strong category. The correlation coefficient value between the variables Transformational Leadership and Lecturer Competence is 0.787 or 78.7%. The correlation coefficient value is included in the Strong category. The correlation coefficient value between the Organizational Communication and Lecturer Competency variables is 0.774 or 77.4%. The correlation coefficient value is included in the Strong category.

Variable Construct Analysis

After analyzing the research instruments and scaling analysis, the data that has been collected is then used to analyze and test the hypothesis testing formulation based on Structural Equation Modeling. To find out how to test the questionnaire data, it is necessary to test the construct of each variable. Confirmatory factor analysis (CFA) testing was carried out to determine the construct model that forms the overall measurement model with the Lisrel statistical application program. There are six variables in this research, namely Transformational Leadership, Organizational Communication and Lecturer Competence as exogenous variables, Lecturer Commitment as an intervening variable and Lecturer Performance as an endogenous variable. Based on the results of processing with the LISREL 8.80 program, the measurement model (CFA) for each variable relationship and its indicators is shown by the loading factor of each indicator as follows :

1. Transformational Leadership (X1)

The Transformational Leadership variable is formed by 4 (four) dimensions, namely Charisma, Inspirational Motivation, Intellectual Stimulation and Individual Attention. The following results were obtained: :

Table 2. Results of Variable Measurement Model Analysis X 1

Item	<i>Loading factor Variable transformastional Leadership</i>	<i>T-value</i>	<i>R²</i>	<i>Errorr</i>
X11, ²¹	0.7729	13,6522	0.5974	0.4026
X12, ²¹	0.7885	14,0584	0.6217	0.3783
X13, ²¹	0.8150	14,7701	0.6642	0.3358
X14, ²¹	0.8709	16,3806	0.7585	0.2415

Source: LISREL Program Data Processing Results

Based on the results of data processing using a questionnaire, the results obtained were that the Individual Attention dimension had the largest loading factor value compared to other dimensions, namely 0.8709. This shows that the Individual Attention dimension is the largest factor forming the Transformational Leadership Variable. This indicates that the good Individual Attention dimension is an advantage of the East Priangan Private University. However, there are still factors that are not optimal and can be called weaknesses in the Transformational Leadership Variable with the smallest loading factor value, namely the Charisma dimension, with a loading factor value of 0.7729. This indicates that the charisma dimension of private universities in the East Priangan region is not yet optimal.

2. Organizational Communication (X2)

The Organizational Communication variable is formed by 5 (five) dimensions, namely Downward Communication, Upward Communication, Horizontal Communication, Cross-Channel Communication and Informal Communication. The following results were obtained:

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Table 3
Results of Variable Measurement Model Analysis X2

Item	<i>Loading factor Variable Communication Organization</i>	<i>T-value</i>	<i>R²</i>	<i>Errorr</i>
X21, ²²	0.7293	12,6410	0.5319	0.4681
X22, ²²	0.8491	15,8259	0.7210	0.2790
X23, ²²	0.7803	13,9166	0.6089	0.3911
X24, ²²	0.7413	12,9307	0.5495	0.4505
X24, ²²	0.8488	15,8173	0.7205	0.2795

Source: LISREL Program Data Processing Results

Based on the results of data processing using a questionnaire, the results obtained were that the Informal Communication dimension had the largest loading factor value compared to other dimensions, namely 0.8488. This shows that the dimension of Informal Communication is the biggest factor forming the Organizational Communication Variable. This indicates that the dimension of good Informal Communication is an advantage of Private Universities in the East Priangan Region. However, there are still factors that are not optimal and can be called weaknesses in the Organizational Communication Variable with the smallest loading factor value, namely the Downward Communication dimension, with a loading factor value of 0.7293. This indicates that the downward communication dimension of private universities in the East Priangan region is not optimal.

3. Lecturer Competency (X3)

The Lecturer Competency variable is formed by 4 (four) dimensions, namely Pedagogical Competency, Personality Competency, Social Competency and Professional Competency, with the following results obtained:

Table 4. Results of Variable Measurement Model Analysis X3

Item	<i>Loading factor Variable Competence Lecturer</i>	<i>T-value</i>	<i>R²</i>	<i>Errorr</i>
X31, ²³	0.8875	17,1152	0.7877	0.2123
X32, ²³	0.8368	15,5627	0.7002	0.2998
X33, ²³	0.9119	17,9184	0.8316	0.1684
X34, ²³	0.8002	14,5299	0.6403	0.3597

Source: LISREL Program Data Processing Results

Based on the results of data processing using a questionnaire, the results obtained were that the Social Competence dimension had the largest loading factor value compared to other dimensions, namely 0.9119. This shows that the dimension of Social Competence is the largest factor forming the Lecturer Competency Variable. This indicates that the dimension of good Social Competence is an advantage of Private Universities in the East Priangan Region. However, there are still factors that are not optimal and can be called weaknesses in the Lecturer Competency Variable with the smallest loading factor value, namely the Professional Competency dimension, with a loading factor value of 0.8002. This indicates that the dimensions of Professional Competency of Private Universities in the East Priangan Region are not yet optimal.

4. Lecturer Commitment (η_1)

The Lecturer Commitment variable is formed by 4 (four) dimensions, namely, Affective Commitment, Continuous Commitment and Normative Commitment. The following results were obtained:

Table 5. Results of Variable Measurement Model Analysis Y

Item	Loading factor variable Commitment Lecturer	T-value	R ²	Errorr
Y1, η_1	0.8516		0.7252	0.2748
Y2, η_1	0.9033	18,7071	0.8160	0.1840
Y3, η_1	0.8466	16,6441	0.7167	0.4578

Source: LISREL Program Data Processing Results

Based on the results of data processing using a questionnaire, the results obtained were that the Sustainable Commitment dimension had the largest loading factor value compared to other dimensions, namely 0.9033. This shows that the dimension of Continuous Commitment is the largest factor forming the Lecturer Commitment Variable. This indicates that the dimension of good Continuous Commitment is an advantage of Private Universities in the East Priangan Region. However, there are still factors that are not optimal and can be called weaknesses in the Lecturer Commitment Variable with the smallest loading factor value, namely the Normative Commitment dimension, with a loading factor value of 0.8466. This indicates that the dimensions of Normative Commitment from Private Universities in the East Priangan Region are not yet optimal.

5. Lecturer Performance (Z)

The Lecturer Performance Variable is formed by 4 (four) dimensions, namely Education and Teaching, Research, Community Service, and Support. The following results were obtained :

Table 6. Results of Variable Measurement Model Analysis XZ

Item	Loading factor variable Performance Lecturer	T-value	R ²	Error
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Z1, ₃	0.8898		0.7917	0.2083
Z2, ₃	0.6619	11,6895	0.4381	0.5619
Z3, ₃	0.7636	14,5813	0.5831	0.4169
Z4, ₃	0.8414	17,3387	0.7080	0.2920

Source: LISREL Program Data Processing Results

Based on the results of data processing using a questionnaire, the results obtained were that the Education and Teaching dimension had the largest loading factor value compared to other dimensions, namely 0.8898. This shows that the education and teaching dimension is the largest factor forming the lecturer performance variable. This indicates that the good education and teaching dimension is an advantage of private universities in the East Priangan region. However, there are still factors that are not optimal and can be called weaknesses in the Lecturer Performance Variable with the smallest loading factor value, namely the Research dimension, with a loading factor value of 0.6619. This indicates that the research dimensions of private universities in the East Priangan region are not yet optimal

4. CONCLUSION

Based on the results of data analysis and discussion conducted in the previous chapter, the researcher drew the following conclusions:

1. Transformational Leadership at Private Universities in East Priangan Region is in the category of quite effective towards effective, with the dimensions that are still low are: Charisma, while the highest dimension is: Intellectual Stimulation.
2. Organizational Communication at Private Universities in East Priangan Region is in the category of quite effective towards effective with the low dimension being: Upward Communication, while the highest dimension is: Informal Communication.
3. The competency of lecturers at private universities in the East Priangan region is in the category of fairly competent towards competent with the dimensions that are still low are: Professional Competence, while the highest dimension is: Personality Competence.
4. The commitment of lecturers at private universities in the East Priangan region is in the category of quite strong towards strong, with the dimensions that are still low being: Affective Commitment, while the highest dimension is: Sustainable Commitment.
5. The performance of lecturers at private universities in the East Priangan region is in the fairly high to high category with the low dimension being: Research, while the highest dimension is: Support.
6. Transformational Leadership has a low influence on Lecturer Commitment. The influence of Transformational Leadership on Commitment is the greatest influence, this can be caused because first, the leader has been able to inspire and carry out the organization's vision well. Second, strong interpersonal relationships have been formed. Third, the leader has been able to understand individual needs. Fourth, the leader has been able to be a good role model.

7. Organizational Communication has a low influence on Lecturer Commitment. The influence of Organizational Communication on Commitment is the smallest influence, this can be caused because first, there is still ambiguity and transparency in communication has not been formed. Second, the lack of involvement of lecturers in the organizational communication process. Third, communication channels are still limited. Fourth, communication has not become a personal and professional priority for lecturers. Lecturer Competence has a low influence on Lecturer Commitment. The influence of Lecturer Competence on Commitment is the second largest influence, this can be caused by 306 first, certification can increase professional credibility. Second, certification can improve skills and knowledge. Third, certification adds a deeper understanding of the subject matter. Fourth, certification can improve the quality of research and publications.
8. Transformational Leadership, Organizational Communication and Lecturer Competence Influence Lecturer Commitment at Private Universities in East Priangan Region.

Lecturer Commitment has a high influence on Lecturer Performance. This is understandable, because First, lecturers already have motivation and dedication in carrying out teaching. Second, lecturers already have a connection with the organization. Third, lecturers already feel involved in the development of education and research. Fourth, lecturers already have resilience and resistance to challenges

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