

Influence Of Organizational Culture And Leadership Toward Commitment Of Organizational Committee At Al Jauhar Islamic Boarding School Summersari Jember.

Imam Abrori, Purnamie Titi Sari

Abstract: The study entitled influence of organizational culture and leadership toward the commitment of organizational committee at Al Jauhar Islamic Boarding School Summersari Jember. Students of Al Jauhar are aim to be analyzed of the influence of organizational culture and leadership toward commitment of organizational committee in Al Jauhar Islamic Boarding School Summersari Jember simultaneously and partially. The samples used in this study are 37 people by using population sampling technique. Data collection methods used in this study by using questionnaires, interviews, and literature. The analysis includes validity, reliability, normality test, multiple linear regression analysis, multicollinearity test, Heteroskedasticity test, T-test, F test and Coefficient of Determination test and Quadrant test. From the results of multiple linear regression analysis by using t-test suggests that there is a positive and significant influence between the variables of organizational culture on commitment of organizational committee. Thus, the first hypothesis assumed that organizational culture had a positive and significant effect on organizational commitment of Al Jauhar was proven or accepted. The test result states that it has a positive and significant influence between the variables of leadership on commitment of organizational committee. Thus, the second hypothesis which assumes the leadership of positive and significant effect on organizational commitment of Al Jauhar's committee is not proven or rejected. The results of the multiple linear regression analysis of the organizational culture and leadership on commitment of organizational committee. Thus, the third hypothesis is thought that the organizational culture and leadership have a positive and significant impact on organizational commitment of Al Jauhar's committee is proven or accepted.

Index Terms: Organizational Culture, Leadership, Organizational Commitment

1 INTRODUCTION

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 it is managed properly will be able to contribute effectively to the organization progress. Koesmono (in Heriyanti 2007) suggests that's in specific culturally within the organization will be determined by the team working conditions, leadership and organizational characteristics and administrative processes. Each individuals in organizations has different characteristics, thoughts and goals. Therefore it takes a leader who is able to unite the perceptions or perspective of the committee in order to achieve organizational goals, through dedication and high loyalty to their work, provides motivation, guidance, direction and good coordination in work. thus, efficient and effective relationships of a leader can be established to his subordinates. The leaders' ability in influencing, mobilizing and empowering subordinates can 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 leader's role is very important in an organization to control the subordinates' performance.

According to Luthans (in Wayan Marsalia 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 highlight that employees is well committed if the work of these employees can be accounted in quality and quantity. Organizational commitment can be known from an employee's performance itself, in the sense that the commitment can be seen from his/her participation to succeed in an organization's activities, both in coordination meetings and during the event. Based on the above description, the organization is required an important role in HR management. Organizations need to manage human resources as best as possible in order to achieve their goals effectively by continuously accepting, selecting, and maintaining potential human resources in order to have no impact on the organization's development. Therefore, it is necessary to do a research on the influence of organizational culture and leadership of organizational commitment in Al Jauhar Islamic Boarding School Summersari Jember.

2 LITERATURE REVIEW

2.1 Human Resources

According to Efendi Hariandja (2002: 3) defines "Human Resource Management as a whole the determination and implementation of various activities, policies, and programs aimed for gaining labor, development and maintenance in an effort to increase its support ethically and socially accountable toward the raising organizational effectiveness". According to Wayne Mondy (2008: 4) Human resource management is the utilization of a number of individuals to achieve organizational goals. This is an important task for managers, because managers need the efforts of others in achieving

- *Imam Abrori is a master student at Faculty of Economics and Business Jember University, E-mail: Ari.abrorii@gmail.com*
- *Purnamie Titi Sari is a lecturer in Faculty of Economics and Business Jember University, E-mail: Purnamie.ts@gmail.com*

everything. So managers need an effective and loyal MSDM for the company.

2.2 Organizational Culture

Moh. Pabundu (2006: 4) he puts forward Phiti Sithi Amnuai's definition of organizational culture in his book that organizational culture is a set of basic assumptions and beliefs adopted by the organization members, then developed and continued to overcome external adaptation problems and internal integration issues. Meanwhile, according to Edi Sutrisno (2011: 02) Organizational culture can be defined as a tool system values, beliefs, assumptions, or norms that have long been applied, agreed and followed by members of an organization as behavioral guidance and organizational problems solving. According to (Luthan, 1998) Culture is a norm and values that direct the organization members' behavior.

2.3 Leadership

According to Edy Sutrisno (2009: 213) leadership is a process of one's activities to move others to lead, guide, influence others, to do something to achieve the expected results. Leadership comes from the word leader which basically means someone who is able to influence others to do what he wants.

2.4 Organizational Commitment

According to Luthans (2006: 249) 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, to organizational success and ongoing progress. Meanwhile, according to Mathis and Jackson (in Rizki 2011) organizational commitment is defined as the degree to which employees believe and are willing to accept organizational goals and will remain or will not leave the organization.

2.5 Previous Research Results

Nur Jannah (2008) conducted a research entitled "The influence of leadership and organizational culture on organizational commitment in improving employee performance (study on bureau of agriculture department)". The result Leadership has a significant effect on organizational culture, employee commitment and performance, organizational culture has a positive and significant impact on leadership, organizational commitment and employee performance. Concerned Lumbanraja (2010) conducted a research entitled "The Influence of Individual Characteristics, Leadership And Organizational Culture On Job Satisfaction And Organizational Commitment (Study On Local Government In North Sumatra Province)". The result of analysis proves that the characteristic of individual has negative but not significant influence to job satisfaction and organizational commitment if it is through organizational culture. The result of analysis also proves that there is a significant influence between individual characteristic, leadership and organizational culture toward organizational commitment through job satisfaction.

3 RESEARCH METHOD

This study uses Comparative Causal research method which examines cause and effect of organizational culture and leadership to the commitment of the organization committee at

Al Jauhar. The respondents in this study are all the committee in the field of education, sanitation, apathy, sports, art, security and so on that are listed in the structural management of PPM. Al Jauhar Summersari Jember. The total respondents are 37 people. sampling technique in this research is with census or saturated sampling. The respondents in this study are 37 people.

3.1 Data Analysis Techniques

Validity test

Validity test is used to measure whether or not a questionnaire is valid (Ghozali, 2005: 45). One way to measure the level of validity by calculating the correlation of each score question to the total construct score. If the correlation of each score of the question to the total score shows significant results. So, the questionnaire is valid.

Reliability Test

Reliability test is used in this research is Cronbach Alpha technique, instrument can be reliable when Cronbach Alpha score is above 0.6.

Normality Test

A good regression model is having a normal or close-normal data distribution (Ghozali, 2005 : 146), is:

- If a point spreads around the diagonal line and in the same 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 in the same direction of 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 used in this study:

$$Y = \alpha + \beta_1 (BO) + \beta_2 (K) + \varepsilon \quad (1)$$

Information:

- Y = Dependent variable or dependent variable is Organizational Commitment
 α = The value of the constant of the regression equation
 β_1, β_2 = Regression coefficient value
 BO, K = Independent variable or independent variable that is Organization Culture and Leadership.
 ε = *Disturbance error*

3.2 Classic Assumption Test

Test Multicollinearity

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 the tolerance value is more than 0.1, so the regression model is free of multicollinearity. Ghozali (2005).

Heteroscedasticity Test

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

- If it has a certain pattern, which the dots form a certain

pattern regularly (wavy, widened then narrowed). Then, it is indicated that it has heteroskedastisity problem.

- b. If it has no clear pattern, the dots are spread then indicated that it has no heteroskedastisity problem.

3.3 Hypothesis Testing

Test F (F_{test})

The F-test criterion are as follows:

- a. By comparing the value of F arithmetic with F table If F table > F arithmetic, then H0 is accepted and H1 is rejected. If F table < F arithmetic, then H0 is rejected and H1 accepted.
- b. Using the probability number of significance. If the probability significance > 0.05, then H0 is accepted and H1 is rejected. If probability significance < 0.05, then H0 is rejected and H1 is accepted.

t test (t_{test})

The T-test criterion are as follows:

- a. If significance < 0.05 then H0 is rejected and H1 accepted means it has significant influence of independent variable individually to dependent variable.
- b. If significance > 0.05 then H0 is accepted and H1 is rejected means it has no significant influence of independent variable individually to the dependent variable.

3.4 Coefficient of Determination

The coefficient of determination value is between zero and one. The small value of R2 means that the ability of the independent variables is very limited to explain the variation of the dependent variable.

3.5 Quadrant Analysis

Weni Novandari et al in the business and economic journal (2011) mentioned that quadrant analysis is used to know consumer's response to attribute or indicator of product mapped based on level of importance and performance of product attribute. Having the quality performance and the importance of attributes or indicators and the average value of performance and importance of attribute have been obtained, then the values are plotted into the Cartesian chart.

4 RESULT AND DISCUSSION

4.1 Validity Test

Table 1: Test Results Validity

Variables	Item	Pearson Prout moment (r _{count})	Sig.	Information
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	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

4.2 Reliability Test

Table 2: Test Result Reliability

Variabel	Cronbach Alpha	Reabilitas	Note.
BO (X ₁)	0,692	> 0,60	Reliable
K (X ₂)	0,826	> 0,60	Reliable
KO (Y)	0,850	> 0,60	Reliable

The reliability test results shows that the obtained data are reliable, because cronbach alpha is higher than 0.60 (0.692, 0.826, 0.850 > 0.60) so that the obtained data is reliable.

4.3 Test of Normality

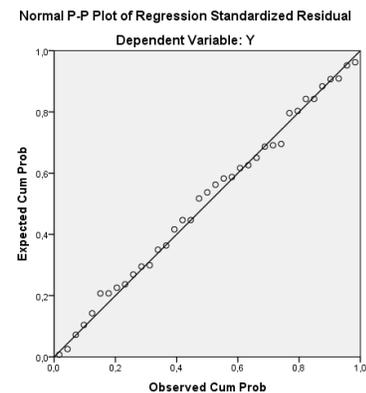


Figure 1. Normal P-P Plot of Regression Standardized Residual

Source: SPSS 20

Based on the draft above shows P-plot indicates the data spread around the diagonal line and follow the direction of the diagonal line, so that it can be concluded that the normality assumption is met.

4.4 Multiple Linear Regression Analysis

Table 3: Multiple Linier Regression Analysis

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	,807	2,536
BO (X ₁)	,971	,211
K (X ₂)	,205	,148

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

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

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

Theoretical interpretation of multiple linear regression equation is described as follows: Constant value 0.807 can be interpreted, if the organizational culture and leadership is not done or equal to zero, then organization's commitment is still valued for 0.807. The relation of organizational culture to the commitment of organization committee of Al Jauhar in the statistical test, that has been done, is valued by 0.971 for the organizational culture, which means that every percentage change is 1%. so, the organizational culture will increase by 0.971. The relation of leadership to the commitment of the Al Jauhar's committee, in the statistic test, that has been done, is valued by 0, 205 for the leadership, which means that every percentage change is 1%, so the leadership will increase by 0.205.

4.5 Classic assumption test

Test of Multicollinearity

Table 4: Test Result Multicollinearity

Variable	Tolerance	VIF	note
BO (X ₁)	,559	1,790	VIF < 10
K (X ₂)	,559	1,790	free Multicollenearity

Heterokedastissity Test

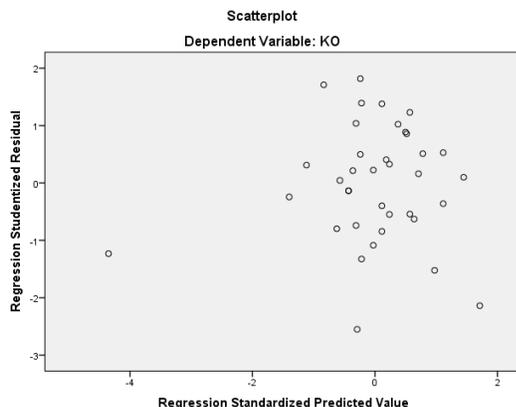


Figure 2. Scatterplot Heteroskedastissity Test

Source: SPSS 20

4.6 Hypothesis testing

Simultaneous Test (F Test)

Table 5: Result of Simultaneous Test (F Test)

Dependen t Variable	Independent Variable	R Square	F _{arithmathi} _c	Sig.
Y	X ₁ , X ₂	0,624	28,270	0,000

Based on the table analysis results. F- test can be gained F distribution table which is known at α = 5%, by degree of freedom (df) df1 or 3-1 = 2, and df2 nk-1 or 37-2-1 = 34. Based on the multiple linear regression analysis results (in this case to test the effect simultaneously) is obtained results by F arithmetic > F table (28.270 > 3.28) and significance (0,000 < 0,05), then Ho rejected and Ha accepted, meaning that

independent variables (organizational culture and leadership) simultaneously have a positive and significant influence on commitment of organizational committee at Al Jauhar islamic boarding school Summersari Jember.

Partial Test (t test)

Based on the multiple linear regression analysis results (in this case to examine partial effect) the following results as follows; Variable of Organizational culture (X₁) has t value 4,600 > t table 2.032 and significance 0,000 < 0,05, hence Ho is rejected and Ha accepted, meaning partially organizational culture have a positive and significant impact on organizational commitment at Al Jauhar islamic boarding school. Variable of leadership (X₂) has a value of t arithmetic 1,390 < 2.032 and significance 0.173 > 0.05, hence Ho accepted and Ha rejected, which partially means the leadership does not have a positive and significant effect on the commitment of organizational committee at Al Jauhar islamic boarding school. Because every cottage organization system, both in decision making and other important policies, still involves their chairmen. In addition, based on the observation results, the board pays more attention their responsibilities to the duties in the management on the basis of serving the islamic boarding school.

4.7 Coefficient of Determination Test (R²)

Table 6: Result of Determination Test (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	,790	,624	.602	2,324

It is known from the score of R Square (R²) shows as much as 0.624 or 62,4% and the remaining 37.6% influenced or explained by other factors that is not included in this research model such as willing to work, work motivation, organizational climate, job rotation, job satisfaction and individual characteristics.

4.8 Quadrant Analysis

Organizational culture

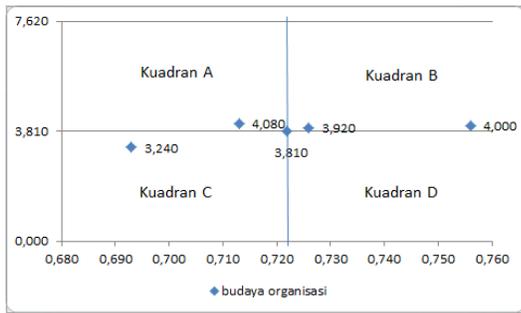


Figure 3. Result of Quadrant Analysis Test

Source: Excel

Indicator Description :

- 1) Professionalism = 4,000
- 2) P believers are Coworkers = 4,080
- 3) Integrity = 3,240
- 4) Cares = 3,920

Leadership

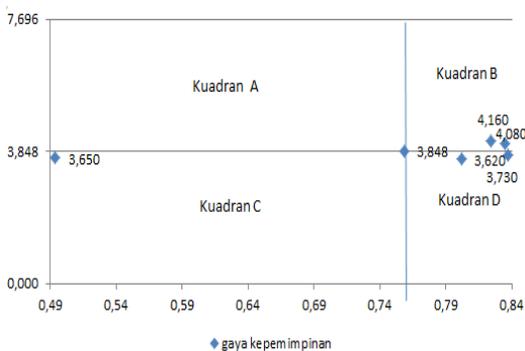


Figure 4. Result of Quadrant Analysis Test

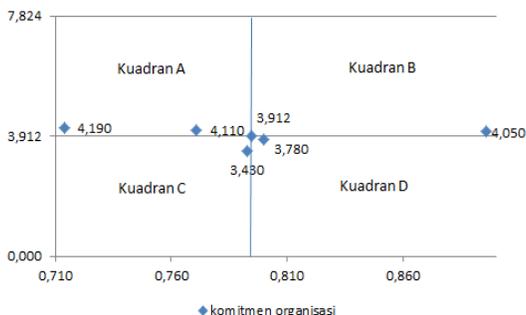
Source: Excel

Indicator Description :

- 1) The ability to analyze = 3,730
- 2) Communication skills = 3,650
- 3) Courage = 4,080
- 4) Listening ability = 4,160
- 5) Assertiveness = 3,620

Organizational Commitment

FIGURE 5. RESULT OF QUADRANT ANALYSIS TEST



Source: Excel

Indicator Description :

- 1) Justice and job satisfaction = 4,330
- 2) Job security = 4,110
- 3) Organizational understanding = 4,050
- 4) Royal involvement = 3,780
- 5) Employee confidence = 4,190

4.9 DISCUSSION

The results of multiple linear regression analysis showed that organizational culture and leadership has positive effect toward the commitment of organizational committee at Al Jauhar islamic boarding school Summersari Jember. Based on the results of the test, it can be concluded that the hypothesis state "organizational culture and leadership influences to the commitment of organizational committee at Al Jauhar islamic boarding school" is accepted.

a. The Influence of Organizational Culture on Organizational Commitment

The result of multiple linear regression test shows the variable of organizational culture showed a positive direction toward the committee of Al Jauhar islamic boarding school and the hypothesis testing result partially proves the influence of organizational culture on organizational commitment has t value 4,600 > t table 2.032 and significance 0,000 < 0,05, then Ho is rejected and Ha accepted, which means that the organizational culture partially has a positive and significant impact on organizational commitment at Al Jauhar islamic boarding school. T_{arithmetic} positive value, it means that the greater the organizational culture value owned by islamic boarding school then it will increase the commitment of organizational committee at Al Jauhar islamic boarding school Summersari Jember. From the results of the frequency distribution of respondents answer to organizational culture is obtained from the correlation value and average indicators. It can be known from the value of the highest correlation is the professionalism attitude in work (X_{1.1}) is 0.756 and an indicator which has the lowest average is Integrity administrators in organization (X_{1.3}) is 3.24. Therefore, looking at the results of the highest correlation and the lowest average value of the organizational culture indicators, then X_{1.1} and X_{1.3} indicators are the professionalism and integrity of the board should be prioritized. While the indicator by the highest average of 4.08 must be maintained. The results of this study support the findings made by Concerned Lumbanraja (2008) "Influence of Individual Characteristics, Leadership and Culture Organization to Job Satisfaction and Organizational Commitment (Study on Local Government in Sumatera Utara Province)", Miftahudin (2012) "Analysis of the Influence of Organizational Culture And Job Satisfaction Against Work Motivation and Employee Performance (Study At Pondok Pesantren Roudlotul Mubtadiin Jepara)".

b. The Influence of Leadership to Organizational Coordination

The result of multiple linear regression test showed that the leadership showed the positive direction toward the committee's commitment and the hypothesis test result partially proves the influence of the leadership to the organizational commitment has value of t_{arithmetic} 1,390 < 2.032 and signification 0.173 > 0.05, then Ho accepted and Ha rejected, which means leadership partially does not have a positive and significant effect on the commitment of

organizational committee at Al Jauhar islamic boarding school. It is caused every cottage organization system, both in decision-making and other important policies, still involves the chairmen of cottage. In addition, based on the results of observation, the board pays more attention on their responsibilities to the duties in the stewardship on the basis of serving the islamic boarding school. $T_{arithmetic}$ positive value, meaning the greater the value of leadership owned by islamic boarding school then it will increase the commitment of organizational committee at Al Jauhar islamic boarding school Summersari Jember. From the results of the frequency distribution, respondents' answer toward leadership is the result of the correlation value and average indicators can be know by the highest correlation value. Problems analyze ability of a cottage chairmen ($X_{2.1}$) of 0.837 and indicators by the lowest average is chairman's cottage assertiveness in decision-making ($X_{2.5}$) of 3.62. Therefore, based on the results of the highest correlation and the lowest average score of leadership indicators. $X_{2.1}$ and $X_{2.5}$ is the analyze ability and assertiveness need to be prioritized. While the indicator with the highest average is the ability to listen ($X_{2.4}$) of 4.16 should be maintained. The results of this study do not support the findings made by Nur Jannah (2008) which examines the "Influence of leadership and organizational culture on organizational commitment in improving employee performance (study on bureau of agriculture department)", Ahmad Hanif (2013) who examines "The Influence of Spiritual Intelligence Level (Sq) And Organizational Commitment toward Mediation Leadership to the teachers' Performance at islamic boarding school In Kudus District".

5. CONCLUSION

Organizational culture has a positive and significant impact on commitment of the organization committee at the Al Jauhar islamic boarding school Summersari Jember. The leadership does not have positive and significant impact on the commitment of the organization committee at the Al Jauhar islamic boarding school Summersari Jember. Because every system in the cottage organization, both in decision making and other important policies, still involves the chairman of the islamic boarding school. Besides, based on the observation result, the committee pays more attention on his responsibilities to the duties in the stewardship on the basis of serving the islamic boarding school. Organizational culture and leadership simultaneously have a positive and significant impact on commitment of organizational committee at Al Jauhar islamic boarding school Summersari Jember.

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