# The Effect Of Transformational Leadership Style And Organizational Culture On Organizational Commitment In Employees Of Faculty Of Tourism And Hospitality

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**Abstract** – This study aims to determine the effect of transformational leadership style and organizational culture on organizational commitment in employees of Faculty of Tourism and Hospitality State University of Padang. This study used quantitative methods on 108 employees. The data of this research were collected using organizational commitment scale, organizational culture scale and transformational leadership style scale. The multiple regression analysis found: 1) simultaneously, there are a significant influence between transformational leadership style and organizational culture to organizational commitment ($R^2$ = .663; p < .000 and correlation value R = .440). 2) there is a significant influence between transformational leadership style to organizational commitment (r- partial = .295, p = .002). 3) there is a significant influence between organizational culture to organizational commitment (r- partial = .488. p = .0.000). In general, employees have organizational commitment, transformational leadership style, and organizational culture in high category.

**Keywords** – Organizational Commitment, Transformational Leadership Style, Organizational Culture

## I. INTRODUCTION

All resources in the Faculty of Tourism and Hospitality State University of Padang play a role in achieving organizational goals. Existing resources consist of humans, materials, and machines. Human resources are the main component that must be attached to an organization [2]. They are a strategic asset [9] and the most important asset in an organization [5]. Organizational goals can be achieved if employees are committed to their organization, because organizational and individual goals are becoming increasingly integrated [18]. It supported by the literature on organizational commitment which has been proven empirically and conceptually that if employees want significant work results, then this is related to their commitment to the organization [1]. Employees will feel bound and responsible for achieving organizational goals with this organizational commitment [10]. Then organizational commitment will most likely boost productivity while reducing employee absenteeism [17]. In this study using three dimensions of organizational commitment by Mowday, Porter, and Steers [13] namely identification, involvement, loyalty.

The important factor influencing organizational commitment is the behavior shown through a transformational leadership style [8]. Transformational leaders are more effective because they are more creative and always encourage their followers to be creative [16]. A transformational leadership style will encourage employees to prioritize group interests [4]. Furthermore, the transformational leadership style will affect changes in employee attitudes and assumptions and build commitment to achieving the mission or goals of the organization [7]. In this study, Bass [3] used the four dimensions of transformational leadership style, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

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Furthermore, organizational culture and organizational commitment have received significant attention in workplace studies. That organizational culture is known to have an important impact on how employees view the organization and their commitment [20]. Therefore, organizational culture and its influence on organizational commitment have been considered as one of the important factors in determining the effectiveness, competitiveness, and success of the organization [20]. The organizational culture triggers the formation of organizational commitment [15]. Organizational culture is the norms and values that guide the behavior of members of the organization [11]. Then the organizational culture has become the basic framework for understanding how employees behave in their organizations. In this study [12], Robbins [15] used seven characteristics of organizational culture, namely innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, stability.

## II. Purpose And Methods

This study aims to determine the effect of transformational leadership style and organizational culture on organizational commitment in employees of Faculty of Tourism and Hospitality State University of Padang. This research uses quantitative methods. The participants in this study were 108 employees selected based on total sampling technique in Faculty of Tourism and Hospitality. Organizational commitment is measured using organizational commitment scale by Mowday, Porter, and Steers [13], transformational leadership style is measured using scale by Bass [3], and organizational culture is measured using scale by Robbins [15].

The scale of this research instrument uses a Likert scale with favourable and unfavourable items consisting of five answer choices, namely "Strongly Disagree", "Disagree", "Neutral", "Agree" and "Strongly Agree" with a score of 1 to 5. The scale was modified and using validity test and reliability test. The validity used is content validity with expert judgement and the reliability test used is Cronbach alpha.

## III. Results And Discussion

Reliability and Validity Test

The reliability test used is the Cronbach's Alpha technique and the validity is by the corrected item value. After testing, the results show that the organizational commitment variable has a Cronbach alpha value of .792 with Corrected Item moving from .317-.648. The transformational leadership style has a Cronbach alpha value of .907 with Corrected Item moving from .305-.724. Then, organizational culture variable has a Cronbach alpha value of .910 with Corrected Item moving from .309-.626.

Hypothesis test

TABLE I. Anova

| ANOVAª | | | | | | |
|---|---|---|---|---|---|---|
| **Model** | | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 1728.905 | 2 | 864.452 | 41.270 | .000ᵇ |
| | Residual | 2199.345 | 105 | 20.946 | | |
| | Total | 3928.250 | 107 | | | |
| a. Dependent Variable: Organizational Commitment | | | | | | |
| b. Predictors: (Constant), Transformational Leadership Style, Organizational Culture | | | | | | |

Based on the results of multiple regression analysis, the ANOVA test showed that the influence between transformational leadership style and organizational culture on organizational commitment is significant. This can be seen from the significance value obtained of .000 (p <.05) or the calculated F value = 41.270 which is greater than F table 3.08. In other words, transformational leadership style and organizational culture are simultaneously positive and significant to organizational commitment.

TABLE II. Determination R

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .663[a] | .440 | .429 | 4.57670 |
| a. Predictors: (Constant), Transformational Leadership Style, Organizational Culture | | | | |

The value of R between transformational leadership style and organizational culture on organizational is .663 and the coefficient of determination (R square) obtained is .429. That means, the influence of transformational leadership style and organizational culture simultaneously influence on organizational commitment is 42.9%.

TABLE III. Partial Correlation

| Coefficients[a] | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations | | |
| Model | B | Std. Error | Beta | | | Zero-Order | Partial | Part |
| 1 (Constant) | 5.407 | 5.353 | | 1.010 | .315 | | | |
| Transformational Leadership Style | .168 | .053 | .268 | 3.160 | .002 | .515 | .295 | .231 |
| Organizational Culture | .202 | .035 | .486 | 5.723 | .000 | .622 | .488 | .418 |

The partial correlation test found that the partial correlation value of transformational leadership style on organizational commitment is .295 with a significance of .002 (p<.05). That means, transformational leadership style variables influence organizational commitment positively and significantly. The groups led by transformational leaders can be a stimulus in extracting higher levels of commitment [14].

Then, the partial correlation value between organizational culture to organizational commitment is .488 with a significance value of .000 (p<.05). That means, the organizational culture variable influences organizational commitment positively and significantly. There is a significant influence between organizational culture and commitment, and increased commitment has been significantly influenced by organizational culture [19]. It is also recognized that the strength of organizational culture increases employee organizational commitment [6].

TABLE IV. Organizational Commitment Categorization

| Categorization | Value Range | Amount | Percentage (%) |
|---|---|---|---|
| low | X<30.33 | 0 | 0 |
| Moderate | 30,33 ≤ X < 47.67 | 22 | 20.4 |
| High | X ≥ 47.67 | 86 | 79.6 |
| Total | | 108 | 100 |

In the organizational commitment variable, employees have high organizational commitment of 79.6% or as many as 86 people. Followed by moderate as much as 20.4% or as many as 22 people.

TABLE V. Transformational Leadership Style Categorization

| Categorization | Value Range | Amount | Percentage (%) |
|---|---|---|---|
| low | X<44.33 | 1 | .9 |
| Moderate | 44,33 ≤ X < 69.67 | 27 | 25 |
| High | X ≥ 69.67 | 80 | 74.1 |
| Total | | 108 | 100 |

In the transformational leadership style variable, employee's perceptions of leadership style have a high transformational leadership style of 74.1% or as many as 80 people. Followed by the moderate category with a percentage of 25% or as many as 25 people and the low category with a percentage 0f .9% or as many as 1 people.

TABLE VI. Organizational Culture Categorization

| Categorization | Value Range | Amount | Percentage (%) |
|---|---|---|---|
| low | X < 98 | 0 | 0 |
| Moderate | 98 ≤ X < 154 | 4 | 3.7 |
| High | X ≥ 154 | 104 | 96.3 |
| Total | | 108 | 100 |

In the organizational culture variable, employees have a high organizational culture of 96.3% or as many as 104 people. Followed by moderate with a percentage of 3.7% or as many as 4 people.

## IV. CONCLUSION

Transformational leadership style and organizational culture have a positive and significant impact on organizational commitment in employees of Faculty of Tourism and Hospitality State University of Padang. That is, the higher employee's perceptions of transformational leadership style and the stronger the internalized organizational culture within employees, the more organizational commitment will be displayed. The magnitude of the contribution of transformational leadership and organizational culture to organizational commitment in employees of Faculty of Tourism and Hospitality is 42.9%. While the remaining 57.1% is influenced by other variables not examined in this study. Employees of Faculty of Tourism and Hospitality in general have organizational commitment, transformational leadership style, and organizational culture which are in the high category.

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