

# The Effects of Transformational Leadership, Learning Organizations and Decision Making on Lecturers' Professional Commitment

Pinondang Simanjuntak, Mukhneri Mukhtar, Mochamad Wahyudi

**Abstract:** *This research is motivated by the tendency of the decline number of students at Universitas Kristen Indonesia (UKI) Jakarta, Indonesia since 2001. It is suspected that one of the main causes of the problem is the lack of professional lecturer commitments. According to several theories, professional commitment is influenced by transformational leadership, learning organizations, and decision making. The purpose of this study is to find out the effects of these three exogenous variables on the endogenous variable of professional commitment of lecturers in UKI Jakarta. This study used a quantitative approach with survey methods. The samples of this study were randomly selected from 183 lecturers at UKI Jakarta. The findings of this study revealed that (1) transformational leadership has positive direct effects on professional commitment, (2) learning organization does not have positive direct effects on professional commitment, (3) decision making has positive direct effects on the professional commitment, (4) transformational leadership has positive direct effects on learning organizations, and (5) transformational leadership has positive direct effects on decision making. The novelty of this research revealed that lecturers' decision making has the most significant effects on improving the level of professional commitment of lecturers in UKI Jakarta.*

**Index terms:** *transformational leadership, learning organizations, decision making, professional commitment.*

## I. INTRODUCTION

At the beginning of the establishment, UKI Jakarta, Indonesia belonged to priority choices for prospective students in Jakarta after State Universities such as the University of Indonesia because at that time there were not many private universities that had been established. But along with more and more new universities that emerged, the progress of the number of students accepted in UKI Jakarta has tended to decline. Therefore, it is important for UKI Jakarta management to do introspection why the problem could occur and then to find a solution to overcome it.

Revised Manuscript Received on December 22, 2018.

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Lecturers as one of the components of educational human resources play a very big role in realizing the quality improvement of higher education, both in terms of the quality aspects of learning and the quality aspects of the results of their students after graduation. In terms of the teaching profession, "learning can be obtained from the experience teaching in higher education and from professional organizations as learning organizations. Because the learning process allows individuals to make better decisions, while learning has a moderate positive effect on organizational commitment"[2]. It can be identified that decision making also has a moderate positive effect on organizational commitment.

"Professional commitment (PC) is a kind of work commitment that emphasizes the importance of a profession in one's total life"[13]. While others researcher stated that, "professional commitment refers to the measure of strength of the employees' identification with the goals and values of their profession, having strong faith in it and showing considerable effort to continue in the membership of the profession"[17]. In relationship with work career, professional commitment is defined, "professional commitment can be generally defined as a career focus forum of work commitment and as one of the important factors determining people's work behavior"[14].

Researcher stated "Learning organizations (LO) are those organizations which continuously keep on learning to attain desired result and competitiveness. Learning organization facilitates learning of all its members and this aim is to continuously transform itself in line with the environment needs"[19]. While others researcher stated,

Learning organization is continuous, strategically used process integrated with, and running parallel to work. Learning in learning organizations changes perceptions, behaviours, beliefs, mental models, strategies, policies and metaphor for adaptive responses within the system as a whole to triggers in the environment[11].

Whereas experts argues, "learning organization is a company that learns effectively, collectively and continually transforms it self for better management and use knowledge, empowers people within and outside of the organization to learn as



they work, utilizes technology to maximize learning and production”[12].

“Decision making (DM) is the process of choosing a course of action for dealing with a problem or opportunity”[20].Furthermore can be said that, “decision making is choosing one alternative from among several”[9].While it was defined, “a decision is a conscious choice to behave or to think in a particular way in a given set of circumstances”[6].

“Transformational leadership (TL) is inspirational and arouses extraordinary effort and performance”[21].Furthermore it can be stated, “transformational leadership is characterized by the ability to bring about significant change. Transformational leadership have the ability to lead changes in the organization’s vision, strategy, and culture as well as promote innovation in products and technologies”[5].While others researcher stated that, “transformational leadership refers to the process whereby an individual engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower”[18].

A Study concluded that there was a significant relationship between organizational learning and organizational commitment[1].Therefore organizational learning and organizational commitment are deeply interrelated and open to further research. While research revealed a positive correlation between professional commitment factors and career decision-making self-efficacy[23].”Transformational leadership has a strong positive effect on organizational commitment “[3].The others study concluded that “transformational leadership has a significant positive effect on professional commitment and teacher performance”[7].Therefore,the transformational leadership style of the leaders at UKI is important to be improved so that the lecturer always acts professionally which is useful for improving the quality of higher education problem and could become a solution to overcome the declining of the students in UKI, Jakarta, Indonesia.

**II. MATERIALS AND METHODS**

In this section a conceptual description of materials and methods are discribed. The materials research are three exogenous variables which consists of, learning organizations decision making and transformational leadership. One endogenous variable of professional commitment. The research method used is a survey method that depends on (1) the number of people sampled; (2) the level to which the sample is representative, meaning it represents the group under investigation; (3) the level of trust in information obtained from the sample [16].The research method is described in the hypothetic model with a causal design. The survey was conducted through the

Variables	Path Coefficients	t <sub>count</sub>	t <sub>table</sub>	Testing Results
X <sub>1</sub> on Y	0.212	3.896	1.6534	H <sub>0</sub> was rejected, H <sub>1</sub> was accepted  There was positive direct effects of X <sub>1</sub> on Y
X <sub>2</sub> on Y	0.019	0.246	1.6534	H <sub>0</sub> was accepted, H <sub>1</sub> was rejected  There was no positive direct effects of X <sub>2</sub> on Y
X <sub>3</sub> on Y	0.768	9.974	1.6534	H <sub>0</sub> was rejected, H <sub>1</sub> was accepted  There was positive direct effects of X <sub>3</sub> on Y
X <sub>1</sub> on X <sub>2</sub>	0.998	195.8	1.6534	H <sub>0</sub> was rejected, H <sub>1</sub> was accepted  There was positive direct effects of X <sub>1</sub> on X <sub>3</sub>
X <sub>1</sub> on X <sub>3</sub>	0.998	193.7	1.6534	H <sub>0</sub> was rejected, H <sub>1</sub> was accepted  There was positive direct effects of X <sub>1</sub> on X <sub>2</sub>

questionnaire instruments with a 5 (five)-item Likert-type scale and each variabel had been tested for validity and reliability tests. Samples were taken using simple random sampling technique from 337 lecturers of 29 Study Programs in UKI Jakarta, base on Slovin technical formula samples 183 lecturers are selected.

**III. RESEARCH OBJECTIVE**

The purpose of this study was to find out and obtain a clear picture of whether or not there were: (1) positive direct effects of transformational leadership on professional commitment, (2) positive direct effects of learning organizations on professional commitment, (3) positive direct effects of decision making on professional commitment, (4) positive direct effects of transformational leadership on learning organizations,



and (5) positive direct effects of transformational leadership on decision making.

#### IV. RESULTS AND DISCUSSION

The descriptions of the statistical data from each variables in

Furthermore, the summary test of estimated error normality of the research variables is presented in the table 2 below.

**Table 2. Summary of Normality Test Results**

Variables	N	L-count	L-table	Remarks
Y on X <sub>1</sub>	183	0.057021	0.065643	Normal
Y on X <sub>2</sub>	183	0.049139	0.065643	Normal
Y on X <sub>3</sub>	183	0.050910	0.065643	Normal

Based on the remarks in table 2, the normality test of exogenous variables towards endogenous variables as  $L_{count} < L_{table}$ , it can be concluded that all of exogenous variables towards endogenous variables were derived from a normal distribution population.

While the summary results of regression linearity test variables in the research model can be seen in the following table.

#### Table

Based on the linearity test in table 3, it can be concluded that the regression equations of all the exogenous variables towards endogenous variables are linear.

	Transformational Leadership	Learning Organizations	Decision Making	Professional Commitment
N	183	183	183	183
Mean	143.4	119.48	122.49	120.88
Median	145	119	123	122
Mode	150	102	123	133
Std. Deviation	21.08	29.248	30.264	31.243
Variance	444.3	855.46	915.889	976.106
Range	72	102	104	104
Minimum	108	68	71	71
Maximum	180	170	175	175
Sum	26243	21864	22415	22121

The summary of the results of the testing of the five hypotheses is presented in table 4 below.

**Table 4. Summary of Hypothesis Testing Results**

Variables	Equations	Linearity Test
		Sig Value. Deviation from Linearity
Y on X <sub>1</sub>	$Y = -91.137 + 1.478 X_1$	0
Y on X <sub>2</sub>	$Y = -6.476 + 1.066 X_2$	0

Y on X <sub>3</sub>	$Y = -5.415 + 1.031 X_3$	0
X <sub>2</sub> on X <sub>1</sub>	$X_2 = -79.051 + 1.384 X_1$	0
X <sub>3</sub> on X <sub>1</sub>	$X_3 = -82.922 + 1.432 X_1$	0

#### V. TRANSFORMATIONAL LEADERSHIP TOWARDS PROFESSIONAL COMMITMENT

Based on table 4 indicate that the path coefficient of transformational leadership (X<sub>1</sub>) towards professional commitment (Y) is 0.212, and  $t_{count}=3.8960$  is more than  $t_{table}=1.65341$  ( $\alpha = 0.05$ ). Thus, Ho was rejected and H<sub>1</sub> was accepted. Path coefficient significantly indicates that transformational leadership has positive direct effects on the professional commitment.

Effective leaders are able to include followers in organizational strategies. To be effective, leaders need close relationships with their followers because the closeness of the relationship can improve welfare and performance. This good relationship can tie his followers with the group more strongly through loyalty, feeling valued and included in the organization. Transformational leadership style, because of the closeness of their relationship with their followers, is more effective than other leadership styles. Furthermore, transformational leadership had a positive direct effect on the professional commitment. Transformational leadership is an activity influencing other people to have to make changes both individually and in groups. Transformational leadership from these experts indicates that transformational leadership is leadership that can be a model of integrity and justice, which can encourage followers to build self-confidence collectively to be able to achieve goals that are seem impossible to be achieved more than expected.

Referred to the research conducted by Endro, the results of this study can be confirmed by the conclusion that transformational leadership directly influences professional commitment[8].

Based on the empirical data, theory and analysis, it can be stated that transformational leadership has positive direct effects on the professional commitment of lecturers at UKI Jakarta, Indonesia.

#### VI. LEARNING ORGANIZATIONS TOWARDS PROFESSIONAL COMMITMENT

Based on table 4 indicate that the path coefficient of learning organizations (X<sub>2</sub>) towards professional commitment (Y) is 0.019, and  $t_{count}=0.2458$  is less than  $t_{table} = 1.65341$  ( $\alpha=0.05$ ). Thus, Ho was accepted and H<sub>1</sub> was rejected. Path coefficient significantly indicates that learning organizations has no positive direct effects on the professional commitment.

Learning organizations did not have a positive direct effect on the professional commitment of lecturers of UKI Jakarta. Learning organizations are a group of people who



continue to expand their capacity to create, manage and use knowledge for the results they want and for the success of the organization, with indicators; (1) developing science, (2) developing communication, (3) collaborating with other parties, (4) utilizing organizational knowledge in work, and (5) utilizing technology. An important element in learning organizations is that management science can utilize organizational knowledge that may not be written or compiled in formal documents. Employees carry out work performance; then get knowledge about the tasks they do.

Employees learn the best ways to get certain things to solve problems. Through knowledge management, this information can be shared and used by others. The study result indicate that it is not in accordance with that learning organizations has positive direct effects on professional commitment. That means for the UKI Jakarta, further research is needed[4].

Based on the empirical data, theory and analysis, it can be stated that learning organizations has no positive direct effects on the professional commitment of lecturers at UKI Jakarta, Indonesia.

## **VII. DECISION MAKING TOWARDS PROFESSIONAL COMMITMENT**

Based on table 4 indicate that the path coefficient of decision making ( $X_3$ ) towards professional commitment ( $Y$ ) is 0.768, and  $t_{count}=9.9736$  is more than  $t_{table} = 1.65341$  ( $\alpha=0.05$ ). Thus,  $H_0$  was rejected and  $H_1$  was accepted. Path coefficient significantly indicates that decision making has positive direct effects on the professional commitment.

Decision making has positive direct effects on the professional commitment of the lecturers of UKI Jakarta. Decision making is a process of making a choice from various alternatives in the hope that it will produce the best decisions related to achieving organizational tasks, with indicators; (1) identifying problems, (2) developing alternatives, (3) evaluating alternatives, (4) choosing problem solving. Employee involvement is one of the important components of decision making. To make the best decisions, we need to involve employees or people who have the most valuable information and that will increase their commitment to implementing decisions. This means that employee involvement in decision making provides a potential to improve quality in decision making. Employee involvement can also provide more alternative problem solving because the number of employees with different perspectives will certainly produce a variety of different alternatives and does not rule out the possibility of creating a better alternative. Referred to the research conducted by Jiang (2016), the results of this study can be confirmed by the conclusion that there is a positive direct influence between decision making on professional commitment[10].

Based on the empirical data, theory and analysis, it can be stated that decision making has positive direct effects on the professional commitment of lecturers at UKI Jakarta, Indonesia.

## **VIII. TRANSFORMATIONAL LEADERSHIP TOWARDS LEARNING ORGANIZATIONS**

Based on table 4 indicate that the path coefficient of transformational leadership towards learning organizations is 0.998, and  $t_{count}=195.81$  is more than  $t_{table} = 1.65341$  ( $\alpha=0.05$ ). Thus,  $H_0$  was rejected and  $H_1$  was accepted. Path coefficient significantly indicates that transformational leadership has positive direct effects on the learning organizations.

This means that transformational leadership style from the leaders of UKI Jakarta can enhance the role of higher education as a learning organization. It means the role of UKI Jakarta as a learning organization can be improve if the transformational leadership of the lecturers is high. Transformational leadership is an activity that influences others to make changes both individually and in groups, with indicators; (1) leader's character, (2) leader's behavior, (3) motivating employees' work, (4) giving inspiration to employees, (5) intellectuality, and (6) morality. Refer to Mutahar, Amran and Bashieer (2015), learning organizations need a leader who can help overcome environmental changes while motivating followers to work collaboratively to achieve collective goals and individual goals[15]. Such leadership is transformational leadership. So that the development and implementation of learning organizations requires transformational leadership.

Based on the empirical data, theory and analysis, it can be stated that transformational leadership had a positive direct effects on the learning organizations of lecturers at UKI Jakarta, Indonesia.

## **IX. TRANSFORMATIONAL LEADERSHIP TOWARDS DECISION MAKING**

Based on table 4 indicate that the path coefficient of transformational leadership towards decision making is 0.998, and  $t_{count}=193.73$  is more than  $t_{table} = 1.65341$  ( $\alpha=0.05$ ). Thus,  $H_0$  was rejected and  $H_1$  was accepted. Path coefficient significantly indicates that transformational leadership has positive direct effects on the decision making.

Transformational leadership had a positive direct effect on decision making of lecturers of UKI Jakarta. Transformational leadership is an activity influencing other people to have to make changes both individually and in groups. When a group is faced with problems or important issues of the organization, the first solutions appear usually come from influential individuals in the group. Transformational leadership will interpret, assume or provide judgment to the problems faced by the company and will provide a way out both in knowledge, attitudes and actions that must be carried out. These solutions will run continuously and will be part of the corporate culture. Referred to the research conducted by Tambe and Krishnan (2000) the results of this study can be confirmed by the conclusion that empirically transformational leadership has a positive direct effect on decision making[22].

Based on the empirical data, theory and analysis, it can be stated that transformational leadership has positive direct effects on the decision



making of lecturers at UKI Jakarta, Indonesia.

## X. CONCLUSION

Based on the results and discussion research analysis, the conclusions of the research as follows: (1) transformational leadership has positive direct effects on professional commitment, (2) learning organization does not have positive direct effects on professional commitment, (3) decision making has positive direct effects on the professional commitment, (4) transformational leadership has positive direct effects on learning organizations, and (5) transformational leadership has

positive direct effects on decision making.

The conclusion of this study is the result discussion of a professional commitment research model that is influenced simultaneously by two predictor variables, namely transformational leadership variable and decision-making variable, while the most influential variable is decision making.

### ETHICAL CLEARANCE

Ethical clearance for this study was gained from Educational Management Postgraduate Program of Universitas Negeri Jakarta, Indonesia.

### SOURCES OF FUNDINGS

Self-funded.

### CONFLICT OF INTEREST

Nil.

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