

RELATIONSHIP OF ORGANIZATIONAL CULTURE, MOTIVATION, AND TRANSFORMATIONAL LEADERSHIP TO COMMITMENTS OF PMII UNISMA

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ABSTRACT

Human Resources are essential assets owned by executive agencies as supporters and implementers in achieving the goals of an organization itself. In order to achieve the mission that was built, the performance of human resources is a critical factor to be considered. Research using quantitative research according to Sugiyono (2019), quantitative research is research in the form of numbers and analysis using statistics. Based on the results of this study, the variables of Organizational Culture, Motivation, and Transformational Leadership simultaneously have a significant positive effect on the Commitment of PMII Rayon Al-Farabi Members.

Keywords: *Organizational Culture, Motivation, Transformational Leadership, Commitment*

INTRODUCTION

Human Resources are essential assets owned by executive agencies as supporters and implementers in achieving the goals of an organization itself. In order to achieve the mission that was built, the performance of human resources is a critical factor to be considered. (Wright & Kehoe, 2013) argues that "Human assets as a potential source to increase competitive advantage are increasingly important. For this reason, the study of human resources will never be finished, along with developments that are so fast that it demands immediate fix and solutions to how human resources support the organization's mission and goals.

Wahyudi and Rendi Salam (2020) argue that commitment is the essential attitude inherent in the heart and mind, which controls behavior such as the initial agreement. This means that it becomes the basis of the attitude we take so that mistakes and mistakes in acting can be minimized, and even make the slightest mistake when is based on the commitments that have been built. That commitment is very much needed in the organization because it will lead to the performance to be carried out.

Building an excellent organizational culture is very much needed in an organization because culture will reveal an identity that then supports the success of achieving organizational goals. (Parashakti. et al., 2016), states that the culture in an organization dramatically influences the formation of a person's personality because organizational culture supports the growth of creativity, which supports the innovative behavior of organizational members. It is necessary to understand what culture is and how it works. In addition to organizational culture, work motivation is one factor that influences organizational commitment.

Transformational leaders provide scientific stimulation to members to increase their commitment, as the results of research (Dunn et al., 2012) show that transformational leadership has a positive and significant relationship with organizational commitment. Surbakti (2013) states that leaders who apply a transformational style are characterized by large or small influences given to their employees to change. This leadership style gives more attention to members in increasing their commitment to maintaining work effectiveness. This includes the Indonesian Islamic Student Movement

organization, Al-Farabi commissariat, later known as PMII, Al-Farabi area, which houses students from the Faculty of Economics and Business, Islamic University of Malang.

PMII rayon Al-Farabi, an extra-campus organization, always conducts regeneration. This organization is a place for forging attitudes and self-behavior and is taught to be committed and principled. As an extra-campus organization, it has the responsibility to accommodate and develop members who have joined this organization to the distribution of cadres in order to pass on values and increase the organization's dignity.

From the description of the background above, the formulation of the problem in this research is:

1. How is the influence of organizational culture, motivation, and transformational leadership on the commitment of members of the Indonesian Islamic Student Movement rayon Al-Farabi UNISMA Commissariat
2. How is the influence of organizational culture on the commitment of members of the Indonesian Islamic Student Movement in the Al-Farabi area of the UNISMA Commissariat.
3. How is the influence of transformational leadership style on the commitment of members of the Indonesian Islamic Student Movement rayon Al-Farabi UNISMA Commissariat.
4. What is the effect of motivation on the commitment of members of the Indonesian Islamic Student Movement in the Al-Farabi area of the UNISMA Commissariat.

THEORETICAL BASIS

Organizational Commitment

Organizational commitment is an attitude someone gives to maintain the decisions that have been taken even though undesirable dynamics occur in a superficial sense keeping the promise that has been agreed upon by the person. It is impossible

to deny that in social life, apart from the social agreement. For this reason, maintaining the decisions taken is a responsibility and even our social obligation. That is the case in the organization, attitudes, and responsibilities to improve organizational integrity and maintain it in any situation and condition. For this reason, a high commitment is needed to spur members to work as well as possible to achieve productivity and organizational goals.

Mayer and Allen (1991) argue that organizational commitment is a psychological framework that contains the identity of organizational members' relationships with their organizations and influences individual decisions to maintain membership in the organization. Meanwhile, according to (Miller and Lee, 2001) that organizational commitment is a feeling that is characterized by the acceptance of members of the organization's goals and their willingness to increase work productivity.

Organizational culture

An understanding of continuous organizational culture with the basic concept of culture itself is a term commonly used in the field of anthropology. However, the identity of the organizational culture is the component of values and beliefs that are the same among members and are carried out with uniformity to represent the identity of the group symbolically. So that organizational culture can be considered both from member behavior, beliefs, norms, values, and rules used. Khalikussabir et al. (2017) state that organizational culture is a term used to describe the shared experiences experienced by people in specific organizations from their social environment.

Atmosoeprapto (2011) states that the rules of the game in the organization will be the handle of its human resources in carrying out their obligations and the values for behaving in this organization. Susanto (2007) defines *organizational culture* as a

set of values that guides human resources to deal with external problems and efforts to adjust integration within the organization so that every member of the organization understands how they implement it.

Motivation

Enthusiasm for work so that they can work optimally Motivation comes from the Latin word *movere*, which means propulsion and encouragement. Agencies have the same goals; several goals can be obtained, namely increasing employee morale and job satisfaction, increasing employee performance, creating a good atmosphere and work, increasing welfare levels, and increasing loyalty, creativity, and participation (Hasibuan, 2008). (Mangkunegara, 2005) suggests that motivation is a performance that plays a role in the intensity, direction, and timing of individual efforts to achieve goals.

Work motivation is an impulse that exists within a member of the organization who will do work in order to achieve the goals of the organization itself. (Antonio and Sutanto, 2014) suggested that work motivation is a worker's behavior shown by behavior that shows

Transformational leadership

Leadership is familiar to all walks of life because the internal method or style can be felt differently by a member of the organization. Leadership itself, according to (R. Terry, 1985) that leadership is a leader's efforts to influence others to be willing to work together on related tasks to achieve the desired goals. There are various leadership styles stated by some management experts, one of which is the transformational leadership style.

Hoy and Miskel (2008) argue that leaders with transformational leadership styles are proactive leaders, increasing subordinates' awareness of collective inspiration and helping subordinates achieve outstanding performance results. (Surbakti, 2013) also adds that transformational leadership is a leadership style characterized by the large or small influence given to employees to change.

Rorimpandey (2013) suggests that transformational leadership is a leader who gives attention, intellectual stimulation, and moral values to his subordinates to increase individual awareness. Furthermore (Permatasari and Supartha) argued that transformational leadership is a trait possessed by a leader, which can be seen from how he motivates members so that there is an increase in achievement in his work.

HYPHOTHESES

As for the hypothesis based on the background, the formulation of the problem based on the theory, the research hypothesis can be stated as follows:

- H1: Organizational Culture, Motivation, and Transformational Leadership significantly positively affect the Organizational Commitment of PMII Rayon Al-Farabi UNISMA Commissariat members.
- H2: Organizational Culture has a significant positive effect on the commitment of PMII Rayon Al-Farabi UNISMA Commissariat members.
- H3: Motivation significantly affects the Organizational Commitment of PMII Rayon Al-Farabi UNISMA Commissariat members.
- H4: Transformational Leadership significantly positively affects the Organizational Commitment of PMII Rayon Al-Farabi UNISMA Commissariat members.

METHODS

Research using quantitative research according to Sugiyono (2019), quantitative research is research in the form of numbers and analysis using statistics. The type of research used is descriptive and casual research used to analyze the relationship between variables and describe the study's results. This research went through several stages: collecting data, distributing questionnaires, analyzing data, and testing hypotheses. This research was conducted at

PMII Rayon Al-Farabi UNISMA Commissariat.

A population is a group of objects determined through specific criteria that will be categorized into objects to be studied. According to Sugiyono (2019), the population is the number of generalization areas containing objects or subjects with the qualities and characteristics determined by the researcher and then drawing conclusions.

The population in this study were members of PMII Rayon Al-Farabi UNISMA Commissariat in 2021, with a total of 125 people. The population in this study amounted to 125 people, and the specified precision or significant level of 0.1. Then the number of samples in this study was:

$$n = \frac{N}{1+(N \times e^2)}$$
$$n = \frac{125}{1+125 \times 0,1^2}$$
$$= 55$$

The source of data used in this study is primary data. *Primary data* is a data source that directly provides data to data collectors (Sugiyono, 2019).

METHOD

According to Sugiyono (2019), Multiple linear analysis is an analysis used by researchers if they intend to predict how the state (up and down) of the independent variable will be if two or more independent variables as predictor factors are manipulated (increase or decrease in value). The analysis used in this study is a multiple linear regression analysis using SPSS. This analysis is used to determine the magnitude of the effect of variable X on variable Y.

RESULTS AND DISCUSSION

Agency Overview

The Indonesian Islamic Student Movement, commonly known as PMII, is an extra-campus student organization engaged in developing member resources. The organization's purpose is stated in AD/ART Chapter IV article 4, which reads,

"Formation of Indonesian Muslim Persons who are devoted to Allah SWT, virtuous, knowledgeable, competent, and responsible in practicing their knowledge and committed to fighting for the ideals of Indonesian independence. PMII uses Ahlussunah Wal Jamaah as the breath of its struggle to achieve organizational goals.

The organizational structure at PMII itself starts from the Executive Board (PB) as the national coordinator, the Branch Coordinator Management (PKC), who is responsible for the provincial area, the Branch Manager (PC) in the city or district area, the Commissariat Management (PK) which operates within the scope of College or University and also Rayon Management (PR) which oversees the faculty area within the College.

PMII Al-Farabi District is one of the nine districts in the UNISMA Commissariat, which oversees students of the Faculty of Economics and Business, Islamic University of Malang. The organizational cadre of PMII in general and PMII of the Al-Farabi area, in particular, has a systematic level. The cadre is divided into three parts, including formal, non-formal, and informal regeneration. The formal cadre consists of several levels, starting with the New Member Admission Period (MAPABA), which aims to instill confidence in the organization—then continued with Basic Cadre Training (PKD) which aims to make militant cadres and have substantial power in the struggle at PMII. The next formal cadre is the Advanced Cadre Training (PKL) which aims to produce pioneer cadres in the struggle to achieve PMII's goals.

Organizational Culture, after being tested, has no significant effect on organizational commitment. This variable is not significant because the statement item "I was given space to develop myself in the organization (X1.5)" there 10% of respondents chose not to agree. This means that six members feel they do not exist from the total number of samples taken—space for expression, self-development, or

process within the organization. In addition, 23.64% are still undecided between being given space or not. Apart from that, equal rights in careers/processes in organizations get an average of 38.8%, with data on five people who disagree and 16 people who are still in doubt. This shows that organizational culture still influences 89% of organizational commitment. According to Stum (2008), five factors influence commitment, including those related to this variable: a culture of openness and individual opportunities to develop. It is not definite for the organization's management to be ignored so that members' availability is robust in maintaining their membership. This study differs from Ellys and Le (2020), Utarayan (2020), that organizational culture significantly positively affects organizational commitment.

Motivation after being tested has a significant effect on organizational commitment. From the results of the data obtained, the item on the organization's condition gets the lowest average with a value of 4.15. This shows that the motivation for members of the PMII rayon Alfarabi organization is good. This would be even better if it were increased because motivation is a performance that plays a role in the intensity, direction, and time of individual efforts to achieve goals. Hence, it is also necessary to pay attention to organizational management to increase organizational commitment. In line with the opinion of Hasibuan (2008) that motivation is a driving force and impetus that has implications for the productivity of human resources. This research is the same as Andika Pramukti (2019) and Utarayana (2020), that motivation significantly positively affects organizational commitment.

Transformational Leadership, after being tested, has a significant effect on organizational commitment. This shows that the transformational leadership style has a vital role in increasing organizational commitment because the attitude of a leader

who has an ideal influence or can convey his vision, inspires, intellectually stimulates, and can pay attention to his members will create creative and massive organizational activities, for that requires a solid commitment to achieving it as Hoy and Miskel (2008) argue that transformational leadership is a style that is applied with proactive evidence and increases the collective awareness of subordinates to achieve maximum results. This study is the same as the results of previous studies conducted by Rustem et al. (2020) and Utarayan (2020) that transformational leadership significantly influences organizational commitment.

Increasing organizational commitment requires many things to pay attention to, especially in organizations oriented to developing human resources and non-profit organizations. It is necessary to pay attention to the policymakers in the organization that the delivery of a clear vision, high caring attitude, and encouragement is proven by being an inspiration as well as motivation for members to be of higher quality and create a very supportive process feel. This has implications for the commitment of members to develop themselves in the organization so that the strength of solidarity built based on the research results becomes an identity that will be known as a good organization outside the institution. As Wright and Kehoe (2013) argue, "human resources, in this case, members, are the basis of strength in increasing competitive advantage" so that the goals and integrity of the organization itself can be achieved optimally.

CONCLUSIONS

This study aims to determine the effect of organizational culture, motivation, and transformational leadership on the commitment of PMII Rayon Al-Farabi, UNISMA commissariat members. Based on the results of the analysis and discussion in the previous chapter, it can be concluded as follows:

Based on the results of this study, the variables of Organizational Culture, Motivation, and Transformational Leadership simultaneously have a significant positive effect on the Commitment of PMII Rayon Al-Farabi Members. As evidenced by the results of the simultaneous test (F) with a significance value of 0.000, it means that it is smaller than 0.05. This means that between the three X variables, there is an attachment where the higher the quality of organizational culture, motivation, and transformational leadership, the stronger the feeling of wanting to survive or the members' commitment to the organization.

Based on the results of this study, the organizational culture variable partially (t) has a positive and insignificant effect on the commitment of PMII Rayon Al-Farabi members. This is evidenced by the significance value of 0.115, which means it is more significant than 0.05. This is due to the distribution of respondents with the lowest average result of 3.59 on the item statement of equal rights in development and equal rights in career or process. For this reason, organizational management must expand the space of expression so that the power of uniformity is packaged into a unified perception of organizational identity. Then it becomes the reason for members to maintain their membership.

Based on the results of this study, the motivation variable has a significant effect on the commitment of members of PMII Rayon Al-Farabi. As evidenced by the results of the simultaneous test (t) with a significance value of 0.000, it means that it is smaller than 0.05. In this case, policymakers should increase encouragement to members so that it has implications for member commitment to the organization

Based on the results of this study, the Transformational Leadership variable has a significant effect on the Commitment of PMII Rayon Al-Farabi Members. Is evidenced by the results of the simultaneous test (F) with a significance

value of 0.003, which means it is smaller than 0.05. From that, it is essential for a leader to be more proactive and become an inspirational figure for members so that they have a high commitment and are encouraged to create maximum results.

Based on the results of the study, several suggestions can be made, including:

Looking at the average results of respondents' answers from the Commitment variable, who are more likely to accept the variable indicator, therefore it is deemed necessary to maintain and increase emotional closeness, become a culture as a complete identity with encouragement to develop themselves and a transformational leadership style so that the overall members have a strong commitment.

Looking at the average results of respondents' answers from the Organizational Culture variable on the statement item 'I am given space to develop myself in the organization,' there is the highest number who disagree; therefore, expanding the development spaces must be in line with the quantity and needs of the member.

Looking at the average results of respondents' answers from the motivation variable, there is an indicator of the statement 'I am enthusiastic about the process because there is a place to be more developed'; therefore, this is very supportive of the suggestions I mentioned earlier. The need to increase awareness of the needs of members so that the sense of belonging to the organization is powerful

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