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THE IMPACTS OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE WITH THE AMONG LECTURERS OF FACULTY IN THE ISLAMIC MAULANA MALIK IBRAHIM MALANG UNIVERSITY: THE MEDIATING EFFECTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Little empirical research has looked at causal relationships between transformational leadership, organizational commitment and OCB of lecturers. Eventhough some theories explain the antecedents of employee's performance, there are still limited number of empirical studies related to that variable which tests the corelation of transformational leadership and the commitment to OCB of lecturers'. The purpose of this article is to examine leadership sytle (transformational), organizational commitment and organizational citizenship behavior (OCB) as antecedents of lecturer's performance. The population of the research were 333 lecturers of UIN Maulana Malik Ibrahim, Malang, East Java of Indonesia. Data were collected through four questionnaires. This research used the statistical methods of multivariate regression and path analysis for data analysis. The findings denoted that the variables of transformational leadership and organizational commitment had a positive effect on the lecturers' job performance. Organizational commitment had direct and positive effect on the organizational citizenship behavior. While organizational citizenship behavior automatically predicted the lecturers' job performance. Hence, Transformational leadership had a direct and positive effect on the lecturer's job performance.

Key words: Transformational leadership, commitment, OCB, performance, lecturer

1. INTRODUCTION

Commitment is a power which treats someone to the relevant action with one or some target [1]. Employees' commitment tends to involve the employees in the ideal behavior like, high performance, high motivation and giving value for their organization [2]. Commitment is an important aspect because leadership is the most influential antecedents of commitment [3]. Of some leadership behaviors, transformational leadership has positive correlation with commitment [4] ; [5].

Leadership has played a key role and made great changes in overall organization to promote organization in reaching their goal [6]. Transformational leaders inspire followers to achieve extraordinary outcomes by providing both meaning and understanding. They align the objectives and goals of individual followers and the larger organization [7]. Transformational leadership theory stated by related to the result of the organization [8]. Many studies concern on the positive correlation between transformational leadership and organizational effectivities. Moreover, leadership is a main issue especially to explain its influence toward the subordinates [9] ; [10].

Many literatures explain the correlation between transformational leadership and organizational performance (example : [11]; [12]). But empirical research has looked at causal relationships between transformational leadership and organizational performance, the study on mediating process between transformational leadership and organizational success is still limited ([13] ; [14]).

Many researches whose studies on the correlation between transformational leadership and performance show the inconsistent result. Some researchers found positive and significant correlation between transformational leadership and performance [15] ; [16]. However, [17], [18], found that there is no correlation transformational leadership and performance. This diferrence is caused by job satisfaction factor, organizational commitment, culture organization, OCB dan the subordinates perception which tend to be the interference of job performance.

Various studies analyze the influence of transformational leadership on organizational performance through intermediate constructs such as culture [19]. However, understanding of the processes through which the leader exerts this influence is still limited and largely speculative ([20]; [21]). This investigation seeks to analyze empirically whether transformational leadership exerts this influence on organizational performance through Organizational citizenship behavior (OCB).

One of the strategy behavior in the human resources dimension is to develop Organizational Citizenship Behavior (OCB) for the employees in the organization. Satz in Organ [22] states the important role of Organizational Citizenship Behavior (OCB) for the organization. He states that without employees' involvement in the

Organizational Citizenship Behavior, the organization becomes a weak social system and left behind in the competition. The university and college have depended on the productivities, flexibilities, fast respond to the changes and the ability to be inovative.

Organizational Citizenship Behavior (OCB) in the organization context according to Organ [22] is a behavior with dictionair character which is indirectly or explicitly not admidted by formal reward and agregately increases the efficiency and efectivity of the organizational function or organizational activities.

Leadership behavior has consistent effect with Organizational Citizenship Behavior (OCB) because the core of the transformational leadership is the ability to take the employees to reach higher performance and expectation [22]. Transformational leadership is closely related to OCB or influences OCB. It is proofed by Asgari et al. [23] in his research found that transformational leadership influences OCB. Meanwhile, Oguz [24] found that there is positive correlation between transformational leadership with OCB.

However, there are differences in the results of research conducted to examine the relationship with OCB transformational leadership as practiced by [25] and [26] who found that transformational leadership was no effect on OCB. Studies on the effect of transformational leadership on OCB revealed inconsistent results with the different research findings. Therefore still urgently needed further research to examine the relationship between transformational leadership to OCB.

As such, in order to study criteria such as positive workplace outcomes, we considered leadership, which has been indicated by literature to be an important explanatory construct for such criteria. This is because competent leaders ensure that organizations are healthy by maintaining a satisfied and motivated workforce [27]. Also, within the framework of the path-goal theory as well as the argumentation hypothesis, transformational leadership has been recommended as a precursor to several workplace outcomes [28].

Another factor on which recent reaserchers concern is how to measure Organizational Citizenship Behavior (OCB) toward job performance. An employee with good job performance (OCB) will have high expectation to reach high achievement, under the asumtion that organization management could give attention to the important factors to form job performance either for job satisfaction, working environment, organizational commitment or employees' OCB. As stated by Luthans [29] that organization citizenship behavior positively correlated with high expectation, individual performance, group performance and organizational performance. Similarly, the results of Boerner, Eisenbeiss, Griesser [30] ; [31], states that OCB affects the performance of employees. Performance is defined as the result of someone who has achieved the ability he already has on certain conditions. Thus the performance is the result of the relationship between effort, ability, and perceptual tasks that have been imposed [32].

Based on the above, in this study is more focused on how an important role in improving the performance of OCB, as well as testing of antecedent variables directly influence the performance of faculty.

2. RESEARCH METHOD

This research studied the relationship between transformational leadership, organizational commitment, organizational citizenship, and job performance from the point of view of UIN Maulana Malik Ibrahim Malang lecturers. In referencing existing literature, the study established a basic research model. Fig.1 shows that transformational leadership and organizational commitment are exsogen variables; OCB and job performance are endogen variables. The study collected data through questionnaires. The survey used the five-point Likert scale, ranging from one (strongly disagree) to five (strongly agree) for each scale.

Transformational leadership was measured with 20 items of the multifactor leadership questionnaire (MLQ) developed by Bass and Avolio [33]. Organizational commitment questionnaire developed by Meyer, Allen, Smith [34]. OCB questionnaire was measured with 10 items developed by Organ, Dennis [35]. Finnaly, Job performance of lecturers was measured with 8 items, developed by the Directorate General of higher education of Ministry of Religious Affairs Directorate General Higher Education about faculty workload (BKD) for faculty or teaching staff in the Ministry of Religious Affairs [36].

Using proportional random sampling, the samples of the research were 77 lecturers as research subjects. PASW Statistics 16 was utilized to perform following statistical analyses. Cronchbach's alpha was calculated to confirm the reliability of each survey instrument. To examine this hypothesis, path analysis were applied.

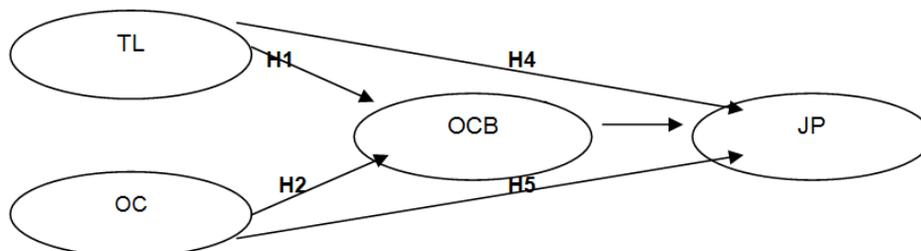


Fig. 1. Research Model

Note. 1. TL presents transformational leadership
 OC presents organizational commitment
 OCB presents organizational citizenship behavior
 JP presents job performance

3. RESULTS AND DISCUSSION

Table 1. Direct/indirect influence of transformational leadership, organizational commitment, and organizational citizenship behavior on the job performance

Impacts	Direct impacts	Indirect impacts	Total impacts	R ²
On the job performance	---	---	---	0,467
From transformational leadership	0,238	---	0,238	
From organizational commitment	----	0,057	0,057	
On the job performance	----	----	----	0,456
From OCB	0,228	----	0,228	
On the OCB	----	----	----	0,368
From transformational leadership	----	----		
From Organizational commitment	0,253	---	0,253	

Based on the Table 1, transformational leadership has a direct and positive influence (0,238) on the job performance. Organizational commitment has an indirect and positive influence (0,057) on the job performance through OCB. Transformational leadership has insignificant influence (0,075) on the OCB. Organizational commitment has a direct and positive influence (0,253) on the OCB. OCB has a direct and positive influence (0,228) on the job performance.

The amount of the determined of job performance by transformational leadership and organizational commitment is 0,467. The amount of the determined of job performance by organizational citizenship behavior is 0,456. The amount of the determined of organizational citizenship behavior by organizational commitment is 0,368.

Based on the Table 1, the suitable statistical model for explanation the relationship between variables could be illustrated in the following figure:

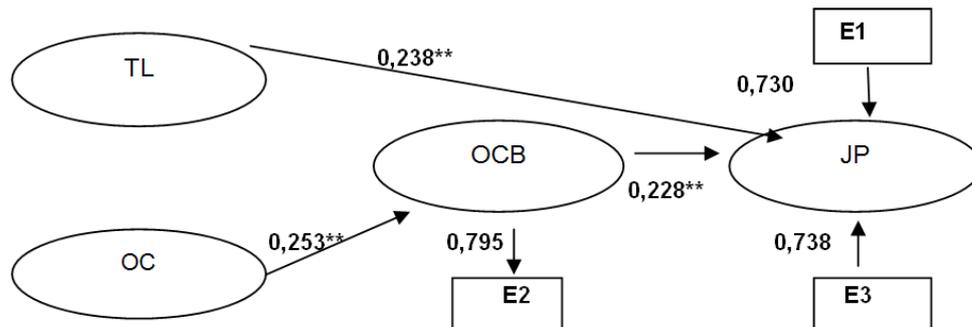


Fig. 2. Modified Model

The result of this study initially confirms results of overwhelming previous studies which they have studied transformational leadership, organizational commitment, and organizational citizenship behavior as an antecedent to job performance ([31]; [11]; [12]; [15]; [16]).

The results of field research show that transformational leadership had no effect on OCB. These findings support the research of Logomarsino and Cardona [25] and Cho and Dansereau [26] who found that transformational leadership was no effect on OCB.

Along with organizational commitment, transformational leadership style is also important to trigger job performance of lecturer. Our results were quite promising in a sense that transformational leadership, organizational commitment and organizational citizenship behavior predict lecturers' job performance. It is important to note that transformational leadership was a stronger predictor of lecturer's job performance than organizational commitment and organizational citizenship behavior. In contrast to our hypothesis, organizational commitment was found not directly related to job performance, and transformational leadership was found not related to citizenship behavior of university lecturers. These results compel us to investigate this in more detail and provide a direction for future research.

4. CONCLUSION

With regards to the limitations of the present study, we realize that the predictor variables could have included organizational culture (commitment, OCB, job satisfaction and transformational leadership). Future researchers in this area may examine relationships among the variables of the present study and look into the similarities and differences with respect to different universities. This result can not generalize from this sample (Islamic university) to other samples (non-Islamic university). Also, this study is limited to male principals and does not investigate differences between models for male and female lecturers. Analysing gender specificity of structural relations is important to know more about model invariance across two genders. Moreover, this study was conducted in a cross-sectional fashion. Longitudinal studies for future research would be conducive to our further understanding of the leadership dynamics in organizations. For our interest, we will continue our further research when we have enough condition to enlarge our scope of studies on the impact of different cultures on the leadership and the behaviors of the employees.

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