Research.

Relationship between transformational leadership and personality with the commitment to the organisation (Case study at food and drugs administration republic of Indonesia)

Ratno

Department of Management, Universitas Binaniaga Indonesia, Bogor, Indonesia
ratnosip@yahoo.com

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Abstract. *The purpose of this study is to study whether there is a relationship between Transformational Leadership and Personality with the commitment to Organization both partially and simultaneously. The population of this study are head office employees which is 1,413 employees. The formula determines the number of samples based on Slovin, after the calculation, it is obtained a sample of 312 samples. The research instrument is a questionnaire. The collected data are tested by using correlation analysis techniques. The results has showed that: 1. Transformational leadership partially relates to the commitment to the organization, 2. Partial personality has related to the commitment, to the organization 3. Transformational leadership and personality simultaneously correlate positively to the commitment organization having the ratio of 0.770, then the functional relationship is obtained by equation = $27,589 + 0,725X_1 + 0,17 X_2$ and the coefficient of determination or contribution of transformational leadership and personality simultaneously to the commitment to the organization is 59,3%.*

Keywords: Transformational Leadership, Personality and Commitment to Organizations.

INTRODUCTION

Background

Human capital, operational system and infrastructure at BPOM still need improvement dealing with the future dynamic development. Total of human capital is still beyond the international perspective facing the global issue. BPOM does not have yet Education and Training Institution to develop the employees' professionalism. Institutionally BPOM has just begun knowledge-based and learning organization. The issue of human capital and leadership has been central problem at BPOM that should have to be solved properly and systematically using clear policy, strategy and program. However, human capital and leadership are the most important pillar to develop BPOM in the future.

Scope of control geographically done by BPOM is very large, so that the system and infrastructure of BPOM should have to be equal with its very large area. Food and Drugs Administration has spread over 33 provinces having huge disparity condition especially BPOM in Java and outside Java.

Food and Drugs Administration Office is located in Jakarta having 33 representative administration offices at each province and having 3.801 government

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employees. The reason why the researcher has chosen the organization dealing with public service sectors, because it is related to the requirement of Human Resources to be improved which is competence, professionalism and capability of the human capital of BPOM as the main pillar of the organization that should have to be improved by performing a structure and continuous education and training. Getting along with it, condusive and attractive work environment has to be created in order the employees can work innovatively during they perform their job which is control or other public services.

Data of the primary survey has indicated some employees who do not commit to the organization. Institution of BPOM has been developed as a credible, innovative, and superior knowledge and learning organization, BPOM Institution has given an extensive opportunity for human capitals of BPOM to improve their capability thru continuous improvement. Inspite of that, there is a problem about the relationship between transformational leadership and commitment to the organization.

Aims of the Research

This research aims to:

1. Figure out the relationship between transformational leadership and the commitment to the organization.
2. Figure out the relationship between personality and commitment to the organization.
3. Figure out whether the relationship between transformational leadership and personality simultaneously have occurred upon the commitment to the organization.

DESCRIPTION OF THEORY, DESIGN , AND HYPOTHESES

Commitment to the Organizanion

Robbins (2011:171) described that commitment to an organization is a situation when the member of the organization is standing for the organization and its goals, and to keep his / her membership in the organization. Commitment to an organization is his / her perception upon the organization describing the extent to which he / she commits to the organization and his/her willingness to stay. Therefore, if an organization has had the members who are having commitment to the organization, it has been avoiding any absenteeism, because they are loyal to the job, afterthat, the organization is having good performance. In other words, for the employees who have committed to their job, they like their job. If the management has given the job they like, they will produce their good job performance obviously.

But Becker mentioned on Darmawan (2013:168) described that commitment as a tendency to be involved in a consistent activity because they consider that it is costly to do other activity.

According to Robbins described in Sandjono (2011:47), commitment to an organization is one of the three perceptions related to the job. However, commitment to the organization is an employee's loyalty, understanding, and involvement with the organisation, and the other two perceptions are job satisfaction and job involvement.

Types of commitment to an organization according to the concept of Allen and Meyer mentioned on Darmawan (2013:168), commitment has distinguished into three dimensions:

1. Affective Commitment: is an emotional attachment to an organization because they like being involved in the organization and they like to be the member of it. This commitment is appeared and developed due to they are comfortable, safety and receiving other benefit from the organization, since they do not get it from other organization.
2. Continuance Commitment is a tendency to execute the activities consistently based on their awareness of spending cost or other sacrifice. Member of an organization will

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calculate the benefit they get comparing to their spending. Continuance commitment is individual willingness to work in an organization because they need to be in the organization since they cannot do it in other organizations.

3. Normative Commitment is trustworthy and responsibility to the organization. Normative commitment is total internal effort to execute the activities along with the goals and purposes of an organization and he has the right and moral responsibility to do it, and this commitment is related to the benefits received and his intention to pay back the duty.

Based on the theories described above, commitment to the organization is not only loyal to the organization, but also, is an ongoing process of the employees to express their concern about the organization and produce their best job performance. Commitment to the organization is the employees' perception about the organization determined their behavior. Commitment to the organization is the condition where the employee is at the organization site as well as his / her willingness to keep his / her membership of the organization.

The definition of commitment to the organization is quite interesting because it is describing psychological employee condition to stay in the organization though it is pressing quite huge. So, if a person having high commitment to an organization he/she is really having identification of the organization, is really involved and loyal and positive perception to the organization. Nevertheless, he / she will perform her / his attitude getting along with the organization goals and she/he will try to engage with the company for quite a certain period.

Transformational Leadership

According to Burns (2000:224) primary concept of transformational leadership described that transformational leadership was a process where leaders and their subordinates had tried to reach higher morality and motivation. In order to clarify the transformational leadership (value transformation), he diversified it with transactional leadership (transactions value). In other words, transformational leaders have tried to develop their subordinates awareness about big dreams and high morality, glory, togetherness and humanity.

Transformational leader is measured by the extent to which his followers trust, obedience, admiration, loyalty and respect to him / her. The followers of transformational leader are motivated to work better to reach the organization goals.

Transformational leadership is connected with charismatic leadership. Charismatic is very important in the transformational leadership, but charismatic itself, is not sufficient to perform the process of transformation. The difference of transformational leaders with charismatic leaders, transformational leaders have tried to give authority to their subordinates and develop them, but charismatic leaders, they could be have tried to make their subordinates weak, so that their subordinates will always rely on and obey their leader.

Transformational theory has been discussed a lot for the last two decades. Primary idea about transformational leadership model was developed by James McGregor Burns who had applied it in the political context and furthermore, implemented into organizational context by Bernard Bass,

According to Bass, Bernard M and Riggio, Ronald E (2006:128). In order to learn more about transformational leadership concept, we have to refer to the existence of transactional leadership which is a leadership managing or continuing status quo. This type of leadership is defined as a leadership involving an exchange process and his/her followers will get the reward after doing his/her instructions.

But, transformational leadership is a leadership which is different with the leadership who is managing the status quo. This transformational leadership is defined a

true leadership as it is pursuing the company's goal. The leaders actually have to be able to direct the organization to a new era.

According to Bass, Bernard M and Reggio, Ronald (2006:127), transformational leadership is a leadership which involves all the elements of organisation / people in his management. A leadership which is not only consisting of the leaders, but also involving the members (followers) into the process of his management. It is assumed that the people are capable, and the individual capacity between the management and the employees is almost the same, (it means they are equal in their capability). The people are no longer requiring a leader who can do everything and instructors, but they need the leader who can receive people aspiration to execute a systematic institution.

However, transformational leadership is depending on meeting the future vision which is established by both the leaders and the followers. Nevertheless, the leaders are no longer the people who are performing the vision and transferring it to the members of the organisation, but they are the interpreter of organisation vision and at the end it is collective mutual efforts.

Transformational leadership characteristics are as follow:

1. Idealized influence of charismatic influence.

Idealized influence means that a transformational leader has to be charismatic who can make their subordinates following their leaders instructions. Actually, this charismatic spirit has been indicated by the understanding about the organizations' vision or mission, it has a strong spirit, commitment, and is consistent to respect to the decision made and respects to the subordinates. In other words, transformational leader is an admire role model and followed by the followers.

2. Inspirational motivation

Inspirational motivation means that character of a leader who is not only enable to implement high standard of work, but also is able to push his / her subordinates achieving the standard of work requirement. Such the character is able to increase the subordinates optimistic and anthusiastic spirit. In other words, transformational leader is always giving the inspiration and motivation to his/her subordinates.

3. Intellectual stimulation

Intellectual stimulation is the characteristic of transformational leader who is able to push his subordinates to solve the problems carefully and rationally. Inspite of it, the leader has pushed his subodrinates to find out a new way to solve the problem effectively. In other words, transformational leader is able to stimulate his subordinates working creative and innovative.

4. Individualized consideration

Personality

Personality is attitude, expression, feeling, temperament, specific identity of a person. Expression and temperament will appear if someone is facing a certain situation. People has tended to behave consistently facing such the situation will be their personal characteristics.

According to Suryabrata mentionned on Wahyudi, Nurfitriyah and Amin (2017:73), Personality identity is people characterstic of aggresiveness. This definition is about personality of aggressive character, it is someone who wants to have strong physic, likes to attack, ambisius, wants to have full power, and is always willing to win, etc. People who are not talking alot, permissive, passive, easy to accept, etc , they are considered do not have any personality.

Alport mentioned on Syaekhu (2018:2) described that personality is a dynamic organization attached to a person as psycho-physic determining unique way to be

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getting along with his/her environment. Theory of the Five Big Personality Model and its components developed by McCrae, Costa Jr & Busch mentioned on Syekhu (2018:62) are described as follow:

1. Openness to Experience

Describing that someone who is curiosity, attractive, creative, original, imaginative instead of traditional. Openness is differentiated between varied people and the people who are not convenient with their association. Open people are consistently looking for varied experiences, e.g. new menu at the restaurant or they are interested in looking for new and attractive restaurant. But a person who is not having openness will stay with familiar things.

2. Conscientiousness

Describing people behavior which is dealing with the achievement of a goal and social impulsive control. Conscientiousness is describing the people who are organized people, controlled, ambitious, focus to the achievement and are having self-discipline. In general, people who are having high conscientiousness are hardworking people, careful, punctuate and persistent. But on the contrary, low conscientious people are disorganized people, do not have their goals and easy to give-up when they face the problem.

3. Extraversion

is describing people who like having socialization, active and like to talk. They are usually lovable, happy, like gathering, easy to make friends and attractive. But, on the contrary, people who have low extraversion are the people who like being alone, passive, introvert, and do not have the effort to express strong emotion.

4. Agreeableness

is describing people who are good hearted, friendly, trusted, generous, forgiveness, persuaded and strict to the point, Agreeableness is differentiated between good hearted people and bad people. People who are having high agreeableness tend to be good hearted, easy to believe, generous, friendly and tolerant. On the contrary, people who have low agreeableness, they are suspicious, stingy, easy to be upset, easy to criticize other people.

5. Neuroticism

Is describing emotional stability, negative perception, worry, sadness, easily offended. People who are having high neuroticism are worrying a lot, temperamental, sentimental, emotional. But people who are low neurotic, they are calm, not temperamental, unemotional.

According to Westen mentioned on Husaini, Musnadi and Amri (2017:28) described that personality is a personality dimension which is emotion, cognitive and behavior that attached to a person as the response to the environment situation

According to Liche Seniati, (2013:28), taxonomy of the five big personalities is a comprehensive assessment of the personality of the people which is people have had their own perception about themselves and their relationship with others. The evaluation about the big five personalities do not produce a single dominant trait, but it indicates the extent to which the strong trait of the people are. The five personality traits are neuroticism (emotional disturbance), extraversion (work hard), openness to experience, agreeableness and conscientiousness.. In this research, neuroticism trait is not applied because it is assumed that the respondents do have any strong emotional disturbances.

Hogan and Robert mentioned on (Ramdani, 2004:81) in their socioanalytic theory, personality has two meanings. First, based on external perspective,

personality is the difference between one person and other person. Personality is described by other person's point of view, and the function is equivalent with individual reputation. Second, based on internal perspective, personality is inner structure of a person describing why the person is having a particular image about other people. It is a personality described by the person individually, and it is equivalent with the identity of that person.

Research Design

The research design is described as follows:

Hypotheses of the Research

1. There is positive relationship between transformational leadership and the commitment to the organization.
2. There is positive relationship between personality and the commitment to the organization.
3. There is positive relationship between transformational leadership and personality simultaneously with the commitment to the organization.

Research Method

Method of the research has applied survey method using description and correlaton analysis approaches.

RESULT OF THE RESEARCH

Overall, this research has indicated that positive relationship has occurred between each independent variable upon dependent variable, and simultaneously independent variables have related to dependent variable.

1. Relationship between Transformational Leadership (X_1) and the commitment to the organization (Y)

In compliance with the statistic hypotheses, relationship between transformational leadership (X_1) and the commitment to the organization (Y) using technique of correlation of product moment has indicated correlation coefficient $r_{y1} = 0.770$. Both relationship is significant because of Sig = 0.000 and this value is identical to p-value which is less than α (0.05). Therefore, H_0 is rejected but H_1 is accepted, it means that there is positive and significant relationship between transformational leadership (X_1) and the commitment to the organization (Y).

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Contribution of transformational leadership (X_1) and the commitment to the organisation (Y) is calculated based on determinant coefficient of $r^2 = (r_{y.1})^2 = 0,592$. It has described that variable of transformational leadership has contributed 59.2% to the commitment to the organization (Y). It means that transformational leadership is an effort done by a leader to change his / her subordinates to work better and his effort has affected the increasing of commitment to the organizational.

This research is complying with the research of Dwi Sartika, 2012 identified that the stronger the transformational leadership, the bigger the commitment to the organization will be. Transformational leadership has significantly and positively affected the commitment to the organization. Transformational leadership is how the leader has influenced the employees to work better by motivating, working spirit and information distribution and knowledge given. The employees who have been working better are expected to have a commitment to the organization to work continuously to reach the organization goals. The relationship of both variables which is positive and significant will reflect to the better perception of the employees and the transformational leadership will improve their commitment to the organization.

2. Relationship between Personality (X_2) and Commitment to the organization (Y)

In compliance with statistic hypotheses, the relationship between personality (X_2) and the commitment to the organisation (Y) using technique of the correlation of product moment has indicated correlation coefficient $r_{y.2} = 0.493$. Both relationship is significant due to Sig = 0.000 and this value is identical to p-value since p-value is less than α (0.05). it explains that H_0 is rejected but H_1 is accepted and it is indicating that positive and significant relationship between personality (X_2) and the commitment to the organization (Y) has happened.

Contribution of personality (X_2) and the commitment to the organisation (Y) are calculated based on the determinant coefficient of $r^2 = (r_{y.2})^2 = 0.243$. It means that variable of personality has contributed 24.3% to the commitment to the organization (Y) it is describing that personality in overall is the way how an individu has been reacting and interacting with other individu which is his/her attitude, behaviour, and dynamic effort. If it is positive personality, it will affect positively to the commitment to the organization accordingly.

Result of the research done by the writer is in compliance with the previous research done by Ahmad Syaekhu (2018) described that there is positive and significant effect of personality variable upon the commitment to the organization at the office of Environmental Administration in South Sulawesi province.

3. Relationship between transformational leadership (X_1) and personality (X_2) simultaneously with the commitment to the organization (Y)

Relationship between transformational leadership and personality simultaneously with the commitment to the organisation using technique of correlation of product moment has indicated coefficient correlation of $r_{y.1.2} = 0.770$. It is indicating a strong relationship between variable transformational leadership and personality simultaneously with the commitment to the organization. Both relationships are significant since Sig = 0.000 which is identical to p-value which is less than α (0.05). Therefore, H_0 is rejected but H_1 is accepted, it means that there is positive and significant relationship between transformational leadership (X_1) and personality (X_2) simultaneously with the commitment to the organization (Y).

Contribution of transformational leadership (X_1) and personality (X_2) simultaneously with the commitment to organisation has been calculated based on determinant coefficient of $r^2 = (r_{y.1.2})^2 = 0.593$. It has described that variable of

transformational leadership (X_1) and personality (X_2) simultaneously have contributed 59.3% to the commitment to the organisation.

CONCLUSION AND SUGGESTION

Conclusion

Inspite of the weakness of this research, either in the methodology or the objects, the conclusion are as follow:

1. There is a positive and strong relationship between transformational leadership with the commitment to the organization which is the value of correlation coefficient of 0.770. However determinant coefficient value of 59.2% and its functional relationship of $\hat{Y} = 27.487 + 0,711X_1$. It has indicated that commitment to the organization at Head Office of BPOM is determined by transformational leadership. Good transformational leadership will produce high commitment of the employees at Head Office of BPOM Indonesia, but bad transformational leadership will affect the commitment of the employees of BPOM (Food and Drugs Administration). Transformational leadership is expected to be improved to develop more the commitment of the employees to the organization at the Head Office of BPOM of the Republic of Indonesia.
2. Positive and strong relationship between personality with the commitment to the organization indicated by correlation coefficient of 0.493. and determinant coefficient of 24.3% and functional relationship of $\hat{Y} = 81,814 + 0,359X_2$. It is indicating that commitment to the organization at head office of BPOM is affected by personality. The higher the personality, the higher commitment to the organization will be, but on the contrary, the lower the personality, the lower the commitment to the organization at BPOM will be.
3. Positive and strong correlation has happened between transformational leadership and personality simultaneously with the commitment to the organisation which is indicating correlation coefficient of 0.770. And determinant coefficient of 59.3% and functional relationship of $\hat{Y} = 27,589 + 0,725X_1 + 0,17 X_2$ at the head office of BPOM Indonesia. Therefore, transformational leadership and personality have to be improved as optimum as possible, automatically the commitment to the organization will increase, however the lower the transformational leadership and personality, the lower the commitment to the organisation will be.

Suggestion

Based on the conclusion described above, some suggestions are offered as follow:

1. Suggestions to improve the commitment to the organization refers to transformational leadership variable.
 - a. The organization leaders should have implemented the pattern of politeness behavior to their employees in connection with the relationship of work partners, relationship between employees and managers, relationship with the customers to produce harmonized relationship.
 - b. Organization leaders should have implemented good norms in the area of Head Office BPOM Indonesia, and this kind of norms have made the employees reaching the organisation's goal optimal.
 - c. The leaders should have had high commitment to reach the organization goals.
 - d. The leaders should have been able to be the role model of their subordinates following the policy and regulation decided.
 - e. The leaders should have been aware of the situation of work area.
 - f. The leaders should have implemented positive approach by showing happy to work attitude.

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2. To improve the commitment to the organization refers to personality variable.
 - a. Organisation should have given opened atmosphere to the employees who have good idea related to the success of the organization.
 - b. Organisation should have provided the employees having good personality who is able to complete the job and to reach the target.
 - c. Organisation should have produced safety at work to make the employees interact with their peers.

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