STRUCTURAL MODEL OF ORGANIZATIONAL CULTURE DIMENSION AND CONTINGENCY LEADERSHIP STYLE IN SHAPING ORGANIZATIONAL TRUST AND COMMITMENT OF PRIVATE UNIVERSITY LECTURERS IN MALANG CITY

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ABSTRACT:

This research was based on fenomenon of decreasing lecturer 's organizational commitment is a crucial matter for the management of human resources. Leadeaship style will affect the level of employee trust and commitment of the organization and induce certain outcome in work with theory and empiric reviewed from outcome prior studies. This research was aimed analyze the effect of leadership style and organizational culture on organizational trust and organizational commitment. This studies use survey approach with cross sectional design on 13 private university stratum one in Malang City. The respondents are 127 lecturer. To test of relationship in the resulting model is analyzed using Structural Equation Modelling (SEM) which is facilitated by Analysis of Moment Structures (AMOS) program. The results indicated that leadership style and organizational culture has a significant and positive effect on organizational trust, but has not significant effect on organizational commitment. Organizational trust has a significant and positive effect on organizational commitment. and leadership style has positive and significant effect on organizational commitment with organizational trust mediation.

Keywords: Organizational culture, contingency leadership style, organizational trust, organizational commitment.

1. INTRODUCTION

The future and sustainability of an organization depends on the knowledge, skill and competence, and the synergy of its human resources as the driver of the organization. Besides, it is also supported by the effective management of other resources within the organization. However, the culture which is shaped by the product of interaction among humans and the related organization network is called the organizational culture.

As stated by Schein (1990), organizational culture can influence the personnel management and the professional goals, types of task and resources, the way the organization reach the organization goals, so it determines the way of employees in the decision-making process, either entirely or partially, particularly the way which is going

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the organization take, and the feeling and behavior of the members of organization. Peter & Waterman (in Wilderom & Van den Berg, 2000) also believed that the organizational culture can effect on the human behavior in the organization, particularly in term of commitment and trust in the organization. On the other hand, the life of organization is characterized by the harmony of interaction among individuals inside and outside the organization so that the organization trust is important for the success of the interaction among both things. Both researchers saw that the trust is the important element supporting the efficacy of cooperation and communication in functioning the organization well.

The supporters of the argumentation that the organizational trust and commitment is the critical point for the success of the organization were Siegall and Worth (2001) who stated that the trust in the organization was needed so that the employees would feel self confident that their efforts will produce benefits for themselves. It shows that their commitment to the organization and their efforts for the organization will create the personal benefit. Therefore, it can be concluded that if the employees believe that their efforts go to the success and will lead benefits, they will increase their commitment to the organization.

This research is interesting to conduct since it tested the relationship model of the organizational behavioral characteristics, such as organizational culture and transformational leadership style, and its effects on the level of trust and commitment to organization, particularly to lecturers of Private Universities. From the abovementioned problems, the investigation is focused on the permanent lecturers in the private universities in Malang city by observing the effects of organizational culture and leadership style to trust and commitment to the organization.

This study is the effort to develop what has been done by the previous researches. For the testing characteristic model of the attitude lecturers, they are chosen as the respondents who are being asked to give their participations objectively.

2. REVIEW OF LITERATURE

Organizational culture

In this research the meaning of organizational culture referred to Schein (1992) in the second rank which is the value as the general belief which is tightly held by the member of organization and becomes the value system having the uniformity meaning.

Therefore, it gives the identity supporting the confirmatory of the vision and mission of organization which functions to determine the feeling of having identity for employees as the shared goal instead of giving higher priorities to the individual interest and keeping the social stability of the organization.

Organizational culture is the characteristic of the organization, not individual, but it is manifested and measured by the verbal and/or non verbal attitudes from individuals which are then accumulated into the level of organization Therefore, it can be said that organizational culture is the personality of the organization which differentiate one organization with another. A culture is called fit to the context if the culture is appropriate with the condition and goal of organization (Robbins & Coulter, 2005).

Wilderom & Van Den Berg (2000) stated that in understanding organizational culture, the organization can be observed from its cultural characteristic which can be transformed into several dimensions, such as working autonomy, external orientation, human resource orientation and development orientation.

Leadership style

Rowden (2000) defines leadership as the behavior of the individual when order, manage the group activities for the goal achievement. It is also supported by the findings of Kouzes & Posner (2004) to the seventy five thousand people all over the world that the main characteristics of leader is honest, future oriented, competent and emerging spirit.

So, leadership is a way to persuade others, whereas leadership style is the attitude of the leader in persuading his or her subordinates.   The efficacy of leadership style implementation according to Hersey & Blanchard (1995) is follow: "The appropriate leadership style for certain situation is called effective whereas the inappropriate of leadership style for certain situation is called ineffective". The shaping of leadership style is different from the shaping of intellectual or skill in doing job, which all of them are shaped by training, education, experience, age and working environment, but leadership style is shaped by value, habit, goal or characteristics of organization and the relationship and situation in the organizational environment.

Trust to Organization

Trust to organization is based on the multidimensional approach involving the feeling of believing that employees will gain positive outcomes from what they have done

so it will shape the belief to organization as stated by Blomqvist and Stahle (2000). That definition is adopted because it includes the instruments measured by the personal trust and used in the organizational trust study in education institutions. Trust form the colleagues recently becomes important in which employees has more relationship with group or team work. Team work is established from groups, individual with the skill of complementing each other in balanced committing to the shared business and goal. Dirkcs & Ferrin (2001) argued that trust seems to effect on the team and employee dynamics; he believed that trust is a construct effecting on the team performance indirectly by relating the energy of the group to the goal achievement. Therefore, trust among members individually or in a team is important for the efficacy of the team work and the overall organization.

The result is three aspects of trust, which are trust to the leader, trust to the colleagues, and trust to the top management which becomes the element of shaping trust in the organization. Trust to the leader shows the confidence to see the saying and attitude of the leader in certain interesting things. Trust to the colleagues shows the confidence which can be dependable one each other in a difficult situation and to their integrity. Trust to the top management shows the confidence to depend on the top management in certain situation and will be the integrity to the top management. On the other hand, trust to organization will reflect the employees' trust in regulating the company trust and the leader of organization that the organization activities will benefit employees.

Commitment to Organization

Commitment to organization is the key factor to explain the attitude and management of organization which is related to the relationship among individual and organization. Employees have commitments to organization in the form of interests which are harmonious with the organizational goal achievement (Raju and Srivastava, 1994; Mowday, 1998). The research argued that the efforts to find out the commitment of employees to organization can be seen from the level of commitment to organization so it will improve the performance and efficacy of the organizational goal achievement.

The research of organizational commitment focuses on the identification of organizational factors managed to create the employee commitment to the organization. Meyer and Allen stated that attitudinal commitment as the way of individual to feel and think about his or her organization whereas behavioral commitment delineates the way of individual to enter organization. The former produces the commitment as the attitude

of employee which reflects their attitude and quality from the relationship between employees and organization.

Askhanasky *et all*., 2000; and Brooks, 2002 as:

"The affective component of organizational commitment … refers to the employee's emotional attachment to, identification with, and involvement in the organization. The continuance commitment refers to commitment based on the cost that the employee associated with leaving the organization. Finally, the normative component refers to the employee's feeling of obligation to remain with the organization."

3. RESEARCH METHOD

This research use descriptive quantitative approach. Population of private universities as the object of research is undergraduate private universities in Malang City within the management of Directorate General of Higher Education under the authority of Directorate General of National Education which produce bachelor degree and registered in the Kopertise Directory of Area VII of 2016. The subject of research is the permanent lecturers of private universities of 1267 people in 25 private universities.

4. FINDINGS AND DISCUSSION

Respondent Description

127 respondents widespread in thirteen private universities in Malang City who participate in this study, which are 6 universities, 1 institute, and 6 higher educations. Viewed from the respondent sample based on the form of private universities in Table 1, respondents from universities are 100 peoples (78.74%), institute 10 people (7.87%), higher educations 17 people (13.39%).

From all respondents, 78 peoples are male (61.4%) and 49 peoples are female (38.6%). Based on the marital status, 120 people (94.55) are married (5.5%) and only 7 peoples are not married (5.5%).

Based on the education level, the number of respondents having bachelor degree are 15 people (11.8%), graduate are 107 (84.3%), and postgraduate are 5 (3.9%). It can be concluded that most of respondents have master degree so they are qualified in their expertise and considered be able to serve the organization.

If it is based on the age of respondents, it can be grouped into 20 to 30 years old which are 2 people (1.6%), 31 to 40 are 52 (40.9%), 41 to 50 are 67 (52.8%), 51 to 60 are 6 (4.7%). Based on the recapitulation data, it is known that most of them teach actively with the age of 31 to 40 years (40.9%), which is the very energetic and productive, 41 to 50 years (52.8%), which can be said as the experienced lecturers during the teaching learning process.

Findings show that the tenure of 1-10 years are 37 people (29.1%), 11-20 years are 77 (60.6%), meaning that some of the lecturers are very experienced in teaching learning process so they understand well the meaning of being lecturers who are in charge of conducting creative, proactive and innovative learning activities. Meanwhile, the number of lecturer having tenure for 21 to 30 years is 113 people (10.2%).

Based on the structural position, those who have this position are 41 people (32.3%) or just become lecturer are 86 people (67.7%). Based on the recapitulation data, it is known that most of respondents are lecturers whose main function is conducting teaching learning process so they have a lot of time to focus themselves in education and teaching.

Based on the characteristic classification of the respondent functional positions, those who have not the position degree are 3 people (2.4%), IIIa group are 14 (14%), IIIb group are 14 (11%), IIIc group are 45 (35.4%), IIId group are 32 (25.2%), IVa group are 10 (7.9%), IVb group are 6 (4.7%), and IVc group are 3 (2.4%).

Based on the research data, it is known that respondents who have functional position of expert assistants are 28 people (22%), most of them having lecturers position of 77 (60.6%) who are teaching staff who have high potential to express all ability and skill if they have the optimal room to reach the higher functional position of lecturer of 19 people (15%).

5. DISCUSSION

Impact of Organizational Culture to Leadership Style

Result of descriptive analysis shows that the mean of organizational culture variable is 3.6142 means that organizational culture in private universities in Malang city is strong. Therefore, it can be said that organizational culture implemented in organization has accommodate all needs and aspirations of permanent lecturers in

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private universities involving dimensions: working autonomy, orientation to external environment, orientation to human resource and development orientation.

Orientation to human resource has the highest contribution in shaping organizational culture with the loading factor of 0.996. It indicates that the lecturers have master degree (84.3%), between 21 to 50 years old (94%), with the tenure of 10 to 20 years (60.6%) and as teaching staffs (67.7%), who percept that organizations have the transparent assessment of performance, the availability of opportunity to continue study, and the careful attitude of organizations in recruiting new lecturers shape the strength of organizational culture. Therefore, it is indicated that the type of organizational culture in private universities in Malang City is constructive culture supporting the normative belief which is related to the goal achievement, self actualization of lecturers, human appreciation and unity in organization.

The hypothesis which stated that organizational culture impacts directly, positively, and significantly on leadership style is supported. The impact of organizational culture to leadership style is 0.84 in the significance rate of 0.05. Based on the evidence, it can be concluded that there is direct, positive, and significant impact from organizational culture to leadership style.

It explains that the strength of constructive organizational culture in private universities in Malang city, especially universities (79%) orienting on the development which brings the impacts to the transactional leadership style implemented by the leader.

Theoretically, this finding is supported by Schein (1992) suggesting that "culture defined leadership" meaning that culture defines leadership in the organizational culture context created by founders which impacts on the leadership attitude and the sources explained in the decision making process. It is supported by Luthans (1995) who stated that leadership style is influenced by organizational culture.

Empirically, this finding is supported by the findings of Wilderom & Van den Berg (2000), Chen & Francesco (2001), Block (2003) and Sudarto (2004). Those findings confirm the high degree relationship of organizational culture implementation and various dimensions, and factors influence them with the leadership style implementation within the organization.

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Impact of Organizational Culture to Trust to Organization

Hypothesis which states that organizational culture has direct, positive and significant impacts on trust to organization which is proved in this study. Finding shows that the impact of organizational culture to trust to organization is 0.39 in the significance rate of 0.05. It can be concluded that there is direct, positive, and significant impact from organizational culture to trust to organization.

Organizational culture consists of four dimensions, which are working autonomy dimension (X1.1) with the loading factor is 0.72; external orientation (X1.2) with the loading factor is 0.81; orientation to human resource (X1.3) with the loading factor is 0.82; and development orientation (X1.4) with the loading factor is 0.84. Development orientation has the most important role in shaping the organizational culture variable.

Therefore, the stronger constructive organizational culture implemented in private universities in Malang city, particularly in universities (79%), the higher the trust of permanent private universities lecturers to top management. In other words, the strength of constructive organizational culture which orients to the development implemented in private universities in Malang city impacts on the trust of lecturers to top management in organization.

Theoretically, this finding is in line with the thought of Ritchie (2000) who explained that organizational culture applied in the form of organizational values spread is the most critical part in developing trust of employees to organization.

Empirically, this finding is supported by the findings of Mukherje and Nath (2003) who found that the innovative culture (internet) implemented in influencing the trust of banking clients in India.

Impact of Organizational Culture to Commitment to Organization

Hypothesis which states that organizational culture has direct, positive and significant impacts on commitment to organization which is proved in this study. Finding shows that the impact of organizational culture to commitment to organization is 0.38 in the significance rate of 0.05. So, the strong implementation of constructive organizational culture oriented to the development to heighten the commitment of lecturers to organization.

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loading factor is 0.81; orientation to human resource (X1.3) with the loading factor is 0.82; and development orientation (X1.4) with the loading factor is 0.84. Development orientation has the most important role in shaping the organizational culture variable.

Therefore, the stronger constructive organizational culture implemented in private universities in Malang city, particularly in universities (79%), the higher the normative commitment of permanent private universities lecturers to top management. It can be defined through their self attachment to organization which is caused by the number of deal with private universities. Private universities has a specific meaning so the attachment to serve themselves to private universities is based on their highly dedication and loyalty, not based on profit and loss.

Empirically, this finding is supported by the findings of Wei-Kong Wu (2002), Wong *et all.* (2004) and Sikorska-Simon (2005).

Impact of Leadership Style to Trust to Organization

Leadership style which is implemented by the leader to lecturers of private universities based on the descriptive analysis shows that in general it is relatively strong to be implemented with the mean of 3.4213.

In this research, leadership style consists of transformational and transactional leadership style dimensions. Transformational leadership style (loading factor of 0.83) and transactional leadership style (loading factor of 0.85). It can be explained that transactional leadership style has a bigger role in defining the overall leadership style variable. It is interesting to further be investigated since based on the theoretical literature, it is suitable or appropriate to be implemented in universities is transformational leadership style (Cheng & Petrovic-Lazarevic, 2004), but in this research, it is found that transactional leadership style which has the biggest rle in shaping the transactional leadership style is leadership style of leader in private universities in Malang city.

Hypothesis which states that leadership style has direct and significant impacts on trust of lecturers in organization is supported. Meanwhile, the impact of leadership style to commitment to trust to organization is 0.52 in the significance rate of 0.05. So, based on the result of analysis, it can be concluded that there is stronger and more significant leadership style to trust to organization. Therefore, it can be concluded that the stronger of leadership style of leader which is implemented, the stronger the trust of lecturers to organizations.

Result of testing hypothesis is interesting to be investigated further since it is not supported by any theories or finding of the previous researches. Theoretically, the transformational leadership style is very suitable to be used as the basis of measuring the efficacy of leadership in universities (Cheng & Petrovic-Lazarevic, 2004). Then, the transformational leadership style more tend to sharing leadership, which is the practice of authority relies on the exercise of consensus rather than top down power, so it is suitable to be implemented in private universities whose academic culture is collegial which plays important role for the success achievement of universities (Rowley & Sherman, 2003).

The real prove of this analysis shows that the more appropriate leadership style (tend to the transactional leadership style) which is implemented by leader, the higher trust of lecturers to organization in top management. Empirically, this research is supported by findings of Kwon (2002), Laka-Mathebula (2004) and Utaminingsih (2014) that there is significant between leadership style which is implemented in organization on the trust to organization.

Impact of Leadership Style to Commitment to Organization

Hypothesis which states that leadership style has direct, positive and significant impacts on commitment of lecturers to organization is not supported in the significance rate of 0.05 since the finding shows that there is a positive impact of leadership style to commitment to organization, which is 0.21, but not significant in the significance rate of 0.05. Therefore, it can be concluded that there is no significant impact of leadership style to commitment of lecturers to organization.

It can be said that the implementation of leadership style which is implemented by the leader in organization does not bring the impact to the commitment of lecturers to organization. This result indicates that commitment to organization does con influenced by leadership style. In this case, it refers to the implemented transactional leadership style; on the other hand, lecturers prefer to choose or hope the transformational leadership style which is oriented to the human relationship. As stated by Kouzes & Posner (2004), it can be done by "encourage the art" through the persuasion strategy, which is the strategy to influence the human attitude so that they consciously and unconsciously adopt certain attitudes, by inserting communicative ideas, thoughts, opinions, and facts.

This finding rejects the finding of Laka-Mathebula (2004) which suggested that there is a significant relationship between leadership style and commitment to organization with r = 0.63. However, if it is read in detail, the finding showed that the transformational leadership style has a strong impact to affective commitment and has a low impact on the normative and continued commitment. On the other hand, Chen & Francesco (2001) explained that the committed leadership style to the share-made-decision by employees, employer, and senior management in China and Korean company can increase the trust and commitment of employees to organization. Lok & Crawford (2001), Wei-Kong Wu (2002) and Lok & Crawford (2004).

Impact of the Trust to Organization on Commitment to Organization

Organizational trust or the trust of lecturers to the organization from the analysis is strong with the mean of 3.6142 (Table 5.10). It shows that the lecturers' trust to the top management, leader and colleagues for the organizational is considered and believed may gain the positive result or acceptance.

Trust can be created by building credibility (honesty, competency and inspiration) and trust to integrity, trait and ability of the leader (Tan, 2002; Robbins & Coulter, 2005). On the other hand, trust to organization can be done by synergizing the individual trust to organization or through the positive experience of the trustee (Jones & George, 1998; Blomqvist & Stahle, 2000).

Finding of this research shows that there is a positive direct trust to organization on commitment, which is 0.36 with the significant rate of 0.05, is acceptable, and in general, the lecturers' commitment to private universities in Malang city.

Based on the result of SEM, there are affective commitment (Y3.1) with the loading factor of 073, continued commitment (Y3.2) with the loading factor of 0.67 and normative commitment (Y3.3) with the loading factor of 0.82. The normative commitment gives the biggest contribution in shaping the variable of commitment of private universities lecturers to organization. This finding is supported by the findings of Wong *et all.* (2002), Mukherje & Nath (2003) and Laka-Mathebula (2004) who showed that there is a significant effect of trust to organization and commitment to organization of 0.37 and Yang (2005).

6. CONCLUSION AND SUGGESTION

Conclusion

In general, the permanent lecturers of the private universities in Malang city percept the condition of organizational culture in the development of the work place is strong with the average score of 3.6359; the transactional leadership style of the leader which is implemented is relatively suitable to the average score of 3.4213, trust to the top management is high with the average score of 3.6142, whereas the normative commitment of private universities lecturers to organization is high with the average score of 3.8583.

All hypotheses are tested based on SEM analysis which has a significant effect in shaping the trust and commitment of private universities lecturers in Malang City.

Suggestion

In order to strengthen the organizational culture, to more orient on the constructive culture which is oriented to human resource with the center of personality and potential of the permanent lecturers of oz, by emerging self of belonging to oz so that they will participate in developing organization.

It is suggested that the leader of private universities implement the transformational leadership style which is interpreted in the vision and mission of the institution to be self of belonging for the subordinates (permanent lecturers of private universities) so they trust and believe that what they have done for the universities is also for their interests.

The leader of private universities should create the working environment which has the trust to the leader. The leader of private universities should also create the affective commitment, particularly to the vision and mission of organization, and the higher sustained commitment to the permanent lecturers to organization. The affective commitment can be achieved by building cooperation, following regulation for showing their commitment to subordinates, improving the universities commitment so that lecturers will be more committed to organization, the regular and overall coordination in planning and implementing programs which have been decided before.

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