The Effect of Leadership and Trust on Organizational Commitment of Teachers

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Abstract: The research aims at obtaining the information related to the effect of Leadership and Trust on the organizational commitment of the teachers. The reason for doing this research is to help the school on the importance of Leadership and Trust in order to increase the organizational commitment of teachers.The method used is a survey by using a structured interviews with a sample of 75 teachers of Marsudirini Yunior High School. The data collected were processed by path analysis. The result showed that there are direct positive effects of Leadership and Trust on the organizational commitment. It implies that the research has found two factors, namely leadership and trust, which should be taken into account for the improvement of the organizational commitment of the teachers.

1 INTRODUCTION

Teacher's organizational commitment is crucial for the survival of private schools. In reality, there are still many teachers lacking sufficient organizational commitment, including the teachers of Marsudirini junior high schools in Jakarta, Bogor, and Bekasi. Some indicators show that they teach to perform their day-to-day duty simply. They do not thoroughly go through the instructional process. They are reluctant to develop their teaching skills and improve their mastery of instructional materials. It is why very important and urgent even interesting to conduct a scientific research on this phenomenon, particularly in the perspectives of Leadership and Trust. Hopefully, the result of this research can give untility to help the school relate with the importance of Leadership and Trust in order to increase the organizational commitment of the teachers.

Some research problems relevant to this issue include: (1) whether leadership has a direct positive effect on organizational commitment, (2) whether the Trust has a direct positive effect on the organizational commitment.

The objective of this research is to empirically find an answer to the direct positive effect of Leadership and Trust on the organizational commitment.

2 LITERATURE REVIEW

Colquitt, LePine, and Wesson (2011) define Leadership as the use of power and influence to direct the activities of followers toward goal achievement. While Kinicki and Kreitner (2010) define Leadership as a process whereby an individual influences others to achieve a common goal. Robbins and Judge (2012) define leadership as the ability to influence a group toward the achievement of a vision or set of goals. As to McShane and Glinow (2010), Leadership is about changing, motivating, and enabling others to contribute toward the effectiveness and success of the organizations of which they are members. Stoner, Freeman, and Gilbert (1995) said that Leadership is the art of coordinating and motivating individuals and groups to achieve the desired end. Mullins (2005) formulates Leadership is a relationship through which one person influences the behavior or actions of other people. Gibson, Ivancevich, Donnelly, and Konopaske (2009) explained that Leadership is an

attempt to use influence to motivate individuals to accomplish some goal. Nelson and Quick (2006) mention that Leadership in an organization is the process of guiding and directing the behavior of people in the work environment. Schermerhorn, Uhl-Bien, and Osborn (2011) said that Leadership is the process of influencing others and the process of facilitating individual and collective efforts to accomplish shared objectives.

Referring to the above experts' explanation, it can be synthesized that Leadership is any attempt made be a leader to influence and direct someone or a group of people by identifying, supporting, training or developing, motivating or inspiring, making good relationship, protecting, and providing feedback to subordinates so as to be cooperative to attain the organizational objectives.

Leadership is materialized through (1) influencing and directing; (2) delegating job clearly; (3) guiding, defining, and re-strengthening organizational policy; (4) guiding the members to perform corporate vision and mission; (5) providing input or advice for policy implementation; (6) working actively both individually or in group.

According to Colquitt, LePine, and Wesson (2011), Trust is the willingness to be vulnerable to a trustee based on positive expectations about the trustee's actions and intentions. Mullins (2005), describes Trust as how can members of staff show that they can be trusted if Trust is first placed in them. McShane and Glinow (2010) say that Trust refers to the positive expectations one person has towards another person in situations involving risk. According to Robbins and Judge (2012), Trust is a psychological state that exists when you agree to make yourself vulnerable to another because you have positive expectations about how things are going to turn out. Kinicki and Kreitner (2010), defined Trust as reciprocal faith in others' intentions and behaviors.

Referring to the above explanations, it can be synthesized that Trust is a positive expectation given to authorized individuals or groups hoping that they will produce positive results from the assurance given by the authority.

The implementation of positive expectation from the given authority includes (1) job assignment provision, (2) job completion, (3) team solidity, (4) effective communication, (5) idea development, (6) fairness, (7) responsibility, (8) support, (9) consistency, and (10) respect to each other.

Colquitt, LePine, and Wesson (2011), define organizational commitment as the desire on the part of an employee to remain a member of the organization. According to Schermerhorn, Uhl-Bien,

& Osborn (2011), organizational commitment is the loyalty of an individual to the organization. According to Robbins and Judge (2012), organizational commitment is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. McShane and Glinow (2010) state that organizational commitment is the employee's emotional attachment to, identification with, and involvement in a particular organization. George and Jones (2005) said that organizational commitment is the collection of feelings and beliefs that people have about their organization as a whole). Luthans (2005) say that organizational commitment is (1) a strong desire to remain a member of particular organization, (2) a willingness to exert high levels of effort on behalf of the organizational, (3) a definite belief in, and acceptance of the values and goals of the organization. Kinicki and Kreitner (2010) state that organizational commitment reflects the extent to which an individual identifies with an organization and is committed to its goals. Gibson, Ivancevich, Donnely, and Konopaske (2009) said that commitment to the organization is a sense of identification, loyalty, and involvement expressed by an employee towards the organization or unit of the organization.

Referring to the experts' citations above, it can be synthesized that the organizational commitment is the loyalty of a member to keep their existence as the organization member to meet the organization objective and intention.

The commitment is demonstrated by (1) having emotional bond to the organization; (2) having self-identification to the organization; (3) having rational ties to the organization; (4) having dependence for needs to the organization; (5) having moral relate with the organization; and (6) having loyalty to the organization.

3 RESEARCH METHOD

This research used survey method. The population consisted of 92 teachers of Marsudirini Junior High Schools in Jakarta, Bogor, and Bekasi. After each participant has agreed with the researcher to honestly complete the questionnaire in a face-to-face forum, then 75 teachers set as samples taken through simple random sampling. Data was collected using a questionnaire.

The validity test used Pearson's Product Moment Correlation technique. Criteria of one item is valid

only when $r_{test} > r_{table}$ with $\alpha = 0.05$, and df= n-1. The reliability test used Alpha Cronbach's formulation.

Analysis technique used in the research is (1) descriptive statistic with average score, median, modus, standard deviation, and cumulative frequency distribution; (2) referential statistic using path analysis; (3) analysis requirement test.

4 FINDING AND DISCUSSION

Having collected descriptive statistic data and been through analysis requirement test dealing with normality, significance, and linearity, the finding results are described as follow:
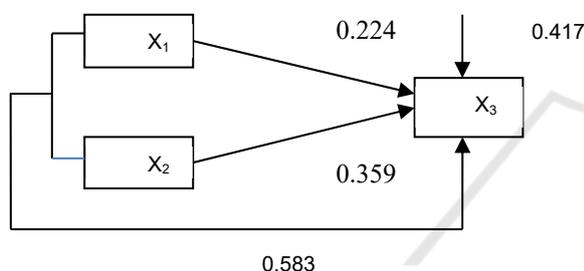

Figure 1: Structural Model of variables X_1 and X_2 to X_3

Explanation:
X_1 = Leadership
X_2 = Trust
X_1 = Organizational Commitment

Leadership effects directly on the organizational commitment with path coefficient = 0.224 and t_{test} (3.373) > t_{table} (1.67) with signifance 0.001 < α (0.05), so H_0 rejected dan H_1 accepted. So, Leadership has a positive direct effect on organizational commitment.

Trust has a positive direct effect on organizational commitment with path coefficient = 0.359 and t_{test} (4.320) > t_{table} (1.67) with significance 0.000 < α (0.05), so H_0 rejected dan H_1 accepted. So, Trust has a positive direct effect on organizational commitment.

The path analysis result shows that the try-out result supports the model. It implies that the model built in this research can be proven empirically, and thus, it is an acceptable model. The model declares that there is an exogenous variable of a positive direct effect on the endogenous variables. The research result, in fact, can prove all hypotheses in this research.

Leadership has a positive direct effect on Organizational Commitment. *This* shows that improvement of Leadership quality will, therefore, improve the organizational commitment of teachers in Marsudirini Junior High Schools in Jakarta, Bogor, and Bekasi. The research result has verified that Leadership has a positive direct effect on organizational commitment. This finding indicates that the level of organizational commitment of teacher is defined, among other things, by leadership factor. If Leadership is well implemented, it will improve the organizational commitment. On the contrary, when Leadership fails to be well-implemented, organizational commitment will be degrading.

Leadership has a significant influence on the organizational commitment. The similar finding presented by Daft and Dorothy (2003), Drafke (2009), and Greenberg and Baron (2003), and Robbins and Judge (2012). They showed that good leadership allows subordinates to show their best performance and gain respect and prosperity from their performance to encourage subordinate organizational commitment as members of the organization. According to Slocum and Hellriegel (2007) organizational commitment is the strength of employees in identifying their involvement in a part of the organization that can be marked, including their acceptance of the values and objectives of the organization, their readiness to strive earnestly on behalf of and for the sake of the organization, and his desire to maintain his membership in the organization.

This notion goes along with the study conducted by Walumbwa et al. (Walumbwa, Orwa, Wang, & Lawler, 2005). The research indicates that a leader with transformative Leadership has a strong effect on the employee's organizational commitment.

Another research also proves that employees perceiving their superior that has participatory Leadership will be more committed to their organization (Yousef, 2000). Similarly, another research shows that there is a significant effect of Leadership on the organizational commitment. *This* underlines that Leadership has indeed a positive direct effect on the organizational commitment (Avolio, Zhu, Koh, & Bhatia, 2004).

Such research result emphasizes that Leadership in an organization has significant meaning in building the members' organizational commitment. The importance of Leadership that affects this commitment is caused by the fact that a leader has several roles leading to organizational commitment development. The role of a leader here, among other

things, is the motivator for the members of the organization. Thus, if this function is well performed, a leader can motivate his or her assistant to work at their best for the organization. Besides, if the behavior of a leader well accommodates the subordinate's needs, expectation, and interest, the subordinate will have positive perception of the leader, which in return will encourage the subordinates to provide support to the leader in the attempt to attain the organization objective by performing their job at their best. The voluntary support given by the assistants here indicates the subordinates' organizational commitment. This condition is also likely to happen at school. A good school principal can help develop organizational commitment in the teachers to achieve the organization or school's objective. For this reason, the research result enriches empirical findings on the leadership effect towards organizational commitment through different research settings conducted in Marsudirini Junior High Schools in Jakarta, Bogor, and Bekasi.

Trust has a positive direct effect on organizational commitment. *This* shows that the growing Trust will lead to the ever increasing organizational commitment among the teachers of Marsudirini Junior High School in Jakarta, Bogor, and Bekasi. The research result has proven that Trust has a positive direct effect on the organizational commitment. This finding accentuates that the level of teachers' organizational commitment is influenced, among other things, by trust factor. When the corporate Trust is high, the organizational commitment will go up. On the other hand, when the corporate Trust is low, the organizational commitment will decrease.

The finding that Trust influenced the organizational commitment showed by Slocum and Hellriegel (2007). They said that Trust in the organization is part of organizational commitment, namely the strength of employees in identifying their involvement in the organization, which can be characterized by, among others, acceptance of corporate values and objectives, preparedness to strive earnestly on behalf of the organization, and the desire to maintain membership in the organization or become part of the organization. Thus, Trust can bring or become an antecedent for organizational commitment.

The power of Trust in organizational commitment is significant. *This* goes along with the research results conducted by Yilmaz (2008), which shows that in general Trust has a positive and significant influence on the organizational commitment. This

indicates that trust affects the organizational commitment.

Such research result indicates that trust can elevate organizational commitment. This can take place when the existence of organizational commitment factor as the internal factor is influenced by other internal factors such as trust. An organization with integrity, consistence, and openness tends to strengthen emotional bond and develop positive attitude among the organization members. For this reason, it is understandable that organizational trust has an important role to grow organizational commitment. This research result enriches the empirical finding given the fact that trust influences directly the organizational commitment on the basis of different research setting, namely Marsudirini Junior High Schools in Jakarta, Bogor, and Bekasi.

5 CONCLUSION

Leadership gives positive direct effect on organizational commitment; and trust has positive direct effect on organizational commitment.

Therefore, school principals need to conduct self-evaluation to identify their setbacks in their Leadership. They should be motivated to build their Leadership competence to perform their Leadership effectively.

And the school management needs to show honesty and integrity in a bid to manage the school and treat the teachers well. Integrity and honesty are the crucial keys to develop organizational trust that influences the organizational commitment of the teachers. For this reason, the school management should apply ethical school governance principles to establish corporate Trust among the teachers in SMP Marsudirini in Jakarta, Bogor, and Bekasi to build their organizational commitment.

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