

The Effect of Transformational Leadership and Organizational Commitment on Intentions to Move Elementary School Administrative Staff in Bukittinggi City

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Abstract

Based on data from the Education and Culture Office of the City of Bukittinggi, the past few years have shown a negative phenomenon where there is a tendency for a shortage of elementary school teaching staff in the City of Bukittinggi. This is thought to have something to do with the principal's transformational leadership, which influences the intention to move the individual through his organizational commitment. Therefore, it is necessary to do research to test the truth. This study aims to reveal the contribution of school principals' transformational leadership and organizational commitment to turnover intentions among elementary school teaching staff in Bukittinggi City. The hypotheses put forward in this study are: (1) transformational leadership has an effect on turnover intentions; (2) transformational leadership has an effect on turnover intentions through organizational commitment; and (3) organizational commitment has an effect on turnover intentions. The population in this study was all 155 elementary school teaching staff in the city of Bukittinggi. The research sample consisted of 98 people who were taken using the Slovin technique, and the research instruments used were the rating scale and the Likert scale model questionnaire, which had been tested for validity and reliability. Furthermore, the research data were analyzed using correlation and regression techniques. The results of the data analysis show that: (1) transformational leadership can affect turnover intentions of elementary school Elementary School Administrative Staff in Bukittinggi City to a low level, especially through organizational commitment; (2) transformational leadership with limited significance is also able to directly influence turnover intentions of Elementary School Administrative Staff in elementary schools in Bukittinggi City to be low; and (3) organizational commitment can directly influence turnover intentions of elementary school Elementary School Administrative Staff to be low. The findings above imply that the principal's transformational leadership is one of the dominant factors that can reduce the intention to move the elementary school Elementary School Administrative Staff

Keywords: Transformational Leadership, Organizational Commitment, Intention

INTRODUCTION

The shortage of educators and educational staff will have a negative impact on the quality of service and quality of education directly or indirectly. This is understandable because the shortage of educators and educational staff will have an impact on the creation of crucial problems in the planning and policy making of the education system (Luthy 1989)(Kamau, Muathe, and Wainaina 2021). The teacher shortage is hurting students, the teachers themselves and the education system as a whole. Besides that, the shortage of education staff or administrative staff will have a detrimental impact on the running of the education system, one of which is having an impact on teacher performance so that teacher effectiveness in teaching is reduced. Besides that, there are many other impacts that actually threaten to reduce student learning abilities. Therefore, the government, especially related agencies, should immediately try to overcome the problems mentioned above(García and Weiss 2019).

The reason for the reduction in educators and education staff is partly due to the large number of educators and education staff leaving or moving from the educational organization where they are or better known as turnover or moving or leaving. Abelson divides moving or

leaving the place where they originally worked into two, the first is voluntary movement which can actually be avoided (avoidable voluntary turnover) where this move can occur due to a policy of carrying out mutations or rotations in the organization where they work, so that they inevitably have to move. Meanwhile, the second is voluntary but unavoidable work change (unavoidable voluntary turnover).(Abelson 1987).

Transferring or leaving individuals from the organization where they work is usually predicted using the variable intention to move or leave. This is due to the convenience in measuring the intention to move variable as a representative of actual individual or employee transfer data where the actual transfer data is difficult to implement in the form of measurements.(Verhees 2012). The variables of intention to move or leave are valid proxies for actual employee turnover(Lee 2019). The intention to move is indeed only limited to the intention of the employee who wants to leave the organization, but the impact will be the same as the real action in making the actual decision to leave. The desire or intention to leave can also have a negative effect on the organization so that gradually it affects the employee's commitment to achieving organizational goals and the organization has to spend more money to find new people. The intention to move the individual or employee can be divided into two. First, situational factors are factors that are caused by the pressure of the organization itself, such as due to a mutation from the organization itself or a transfer process in order to equalize the power, these are commonly referred to as external factors. Second,(Princess and Hasanati 2022).

School as the smallest educational organization in the provision of education requires an organization that is stable and has strong bonds between members of the organization and collaborates with each other in achieving its organizational goals. So that the hope in realizing higher education development goals such as improving the quality of education and educational equity can be realized properly. The Bukittinggi City Education Office always tries to realize these educational development goals, but always faces real obstacles in the field. Among these obstacles is the problem of weak and unstable educational organizations such as schools in the city of Bukittinggi. Schools in the City of Bukittinggi, especially primary level schools, have always experienced a shortage of educators and educational staff. This was revealed from the results of interviews with the Head of the Education and Quality of Education Personnel Improvement (PKPMP) Department of Education and Culture of the City of Bukittinggi, Elementary Schools in Bukittinggi City have problems that are not much the same as other cities such as a shortage of education staff and also a shortage of teachers. However, in Kota Bukittinggi there tends to be a marked shortage of administrative staff.

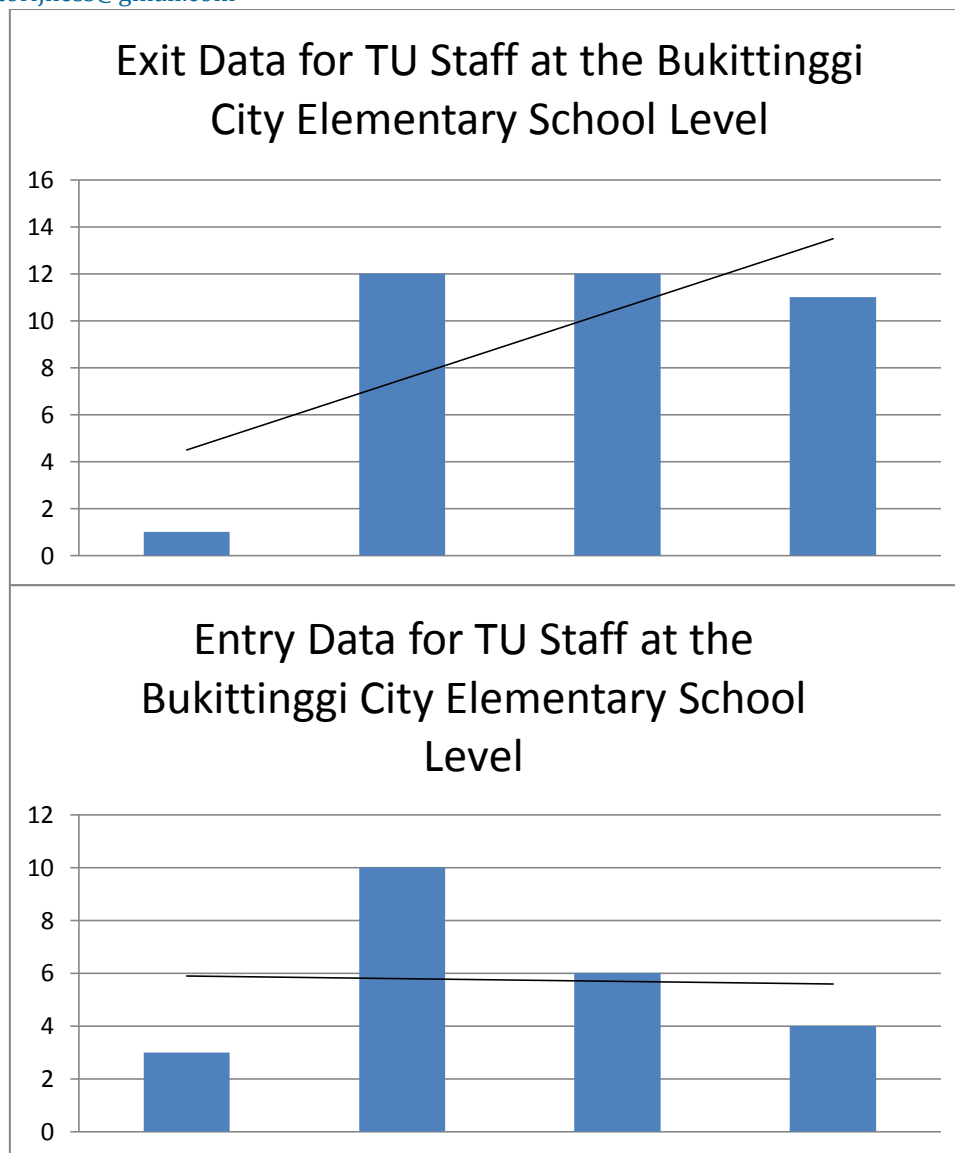


Image 1.Data on the Number of Elementary School Administrative Employees in the City of Bukittinggi who Exit and Enter in 2018 – 2021.

Source: Data on Personnel Development and Education Quality Improvement (PKPMP).

Figure 1 above shows that there is a significant difference in the number of administrative staff leaving at the elementary school level in Bukittinggi City compared to the number of administrative staff entering. This indication clearly reinforces the shortage of administrative staff in the City of Bukittinggi. The shortage of administrative staff tends to be caused by individual factors. This factor occurs because of their own desire to be able to move to a better place. Head of PKPMP Office of Education and Culture of Bukittinggi City Masri, SPd, M.Si in his explanation further revealed that many administrative staff at each elementary school asked to leave due to various reasons. One of the reasons for moving to another SKPD, is due to a request from another SKPD which started with the individual request of the administrative employee, who openly stated that they wanted to leave school and were then approved by the leadership which was followed by a transfer. Relevant leaders who realize that

until now there is still a crisis of ASN staff in the City Government of Bukittinggi in various SKPDs feel they don't need to think long and hard about making decisions which they also think are part of the solution to the problems they are facing at that time, so they can easily transfer employees administration of the school. In other places, such as contract or honorary administrative staff leaving because they want to find a better place or better job than before. The results of interviews with several administrative employees who have moved or left also state almost the same thing,

Administrative staff who are part of this administrative staff are an important component in educational organizations, they are the dominant factor in improving the quality of education (Rusdinal 1989) (Rusdinal, Harma, and Afriasyah 2019). Their role is quite significant for schools because they can help improve the quality of education services and are also able to help improve the quality of education in these schools (Wahyuni, Sri, 2016) (Hutomo et al. 2022). School administrative staff is an important element for schools, because by optimizing the role of administrative staff, especially in elementary schools, it is very effective in helping schools develop their education management and also provide educational services. (Wandani, Asriani, and Agustina 2022). Administrative staff are able to support school principals in developing the quality of educational services in a school aimed at students and parents as recipients of these services. This is largely determined by the role of administrative staff or administrative staff who enter, including through the support of accurate and complete information to the school principal (Komariah, Achmad Kurniady, and Rusdinal 2019).

The high transfer or departure of administrative employees within the Bukittinggi City Education Office can have an unfavorable impact on the provision of educational services to the community and processes related to improving the quality of education. The high rate of intention to move employees will more or less have a direct negative impact on an educational organization, including the impact of inequality on the organization (Sudita 2015) where moving the employee will cause a decrease in the employee's performance and have an effect on the performance of the organization itself, thereby hampering educational productivity.

Based on observations made by the author in the field with existing literature studies, the phenomena observed above can occur due to several factors. Among other things, it can be caused by an indication of the low organizational commitment of the individual or the employee. Employees who are not committed to the organization have low loyalty, especially for contract employees (Susilo and Satrya 2019). Low employee commitment to the school and a low sense of belonging to the school and its environment also lead to an intention to move (Setiyanto and Selvi 2017). Therefore it is necessary to increase their loyalty through the creation of comfortable situations and conditions within the organization. One of them is through the role of the leader in an effort to create this, where with various skills and leadership styles it is hoped that all of this will be made easier.

Other factors such as leadership factors where these factors are able to directly or indirectly influence the intention to move employees (Kerdngern and Thanitbenjasith 2017), especially the factor of transformational leadership which proved to be very strong in influencing the intention to leave employees (Park and Pierce 2020). Transformational leaders can encourage their employees to become skilled, innovate so that the employee is satisfied and has high organizational commitment so that the intention to move the employee is lower. (Abouraiia and Othman 2017) (Tri Utami and Havidz Aima 2021). A leadership style that inspires and empowers individuals, groups and organizations by transforming organizational paradigms and values towards independence, both directly and indirectly, can reduce the desire to move employees. It is proven that transformational leadership can affect the low intention to

move employees through their organizational commitment (Oupen and Yudana 2020). Oupen proved that at an elementary school in Buleleng, Bali, it turns out that the leadership style of the principal there can influence the organizational commitment of the teachers. The principal is able to create a conducive relationship through the communication process and the style or skills as a leader they have in dealing with their teachers so as to minimize the intention to move these teachers. An increasingly good leadership style can reduce the saturation level of administrative employees and minimize the intention to move the administrative staff (Nur Dwiyanto 2017).

Based on the description above, the authors are interested in conducting research on "The Influence of Transformational Leadership and Organizational Commitment on Intentions to Move Elementary School Administrative Staff in Bukittinggi City".

RESEARCH METHODS

This research is a research using a quantitative approach with the type of correlational research to see how much influence the independent variable (X) has on the dependent variable (Y). Quantitative approach is research whose analysis focuses more on data in the form of numbers processed using statistical methods. The analysis used is descriptive and inferential analysis.

Descriptive analysis is intended to describe each independent variable, namely transformational leadership and organizational commitment, and the dependent variable, namely intention to leave, while inferential analysis is used to be able to reveal the effect of transformational leadership and organizational commitment as independent variables on intention to leave as the dependent variable. through correlation and regression techniques.

The population is the entire research subject, and this study has subjects who are ASN (PNS and contracts) administrative staff of elementary schools within the Education and Culture Office of the City of Bukittinggi. The population in this study is the number of elementary schools in a sub-district or classified per sub-district cluster in the City of Bukittinggi. This study limits respondents to administrative staff at public and private elementary schools in the City of Bukittinggi. And the results obtained a population of 155 people.

Sampling was carried out using the slovin sampling technique (with a 5 percent margin of error). The sample was obtained from a total population of 137 respondents using a margin of error of 5 percent. The instrument for collecting data in this study was a questionnaire prepared using a Likert scale, each question has five alternative answers chosen based on a Likert scale.

Data collection techniques in this study used Observation and Interview techniques with data analysis techniques carried out through several stages, namely Descriptive Analysis and Partial Structural Equational Model (SEM) Analysis with the SmartPLS application.

RESULT AND DISCUSSION

Transformational Leadership influences Intention to Move

Park and Pierce (2020) revealed that transformational leadership strongly influences workers' intention to leave. Transformational leaders are able to improve the ability of employees to be better and competent in their fields so that the intention to move is reduced.

Based on the test results which can be seen in table 4.13, the p values for the direct relationship between the transformational leadership variable and the intention to move are obtained at a 5 percent alpha confidence level and have a negative direction. This shows that there is a negative effect with limited significance from the transformational leadership variable on the intention to move administrative employees in the elementary school environment in the City of Bukittinggi. The results of this study with limited significance can be interpreted that the higher the level of transformational leadership of the leader, the lower the intention to move the educational staff. And these results are in line with research conducted by Lystia Tri Utami and M. Havidz Aima (2021), in practice, not all elementary school principals in the city of Bukittinggi use transformational leadership. There are still leaders who are less assertive in making decisions so that it has an impact on the emergence of doubts from subordinates to their leaders. Of course, this condition is an X factor for employees to think about looking for another job elsewhere or moving agencies to another place.

Transformational Leadership influences Intention to Transfer through Organizational Commitment

A leadership style that inspires and empowers individuals, groups and organizations by transforming organizational paradigms and values towards independence, both directly and indirectly. Abouria and Othman (2017) prove that transformational leadership can make employees more satisfied, dedicated and creative, up-to-date and can provide strong ideas to achieve organizational goals which ultimately lead to lower turnover rates.

From the results of the hypothesis testing, it was obtained that the p values for the direct relationship between the transformational leadership variable and the intention to move through the organizational commitment variable at the 95% confidence level, namely 1.960, had a value of 0.001. This shows that there is a negative influence of transformational leadership variables on intention to move through organizational commitment. Therefore it can be stated that the second hypothesis is accepted. While the path coefficient is 3,380, it proves that there is a correlation between transformational leadership and the intention to move through organizational commitment. These results support previous research conducted by Oupen and Yurdana (2020) which stated that the principal's leadership style can minimize the intention to move teachers. This leadership style will support its members to become smarter, more up-to-date and able to provide strong ideas so that organizational goals are met. Transformational leaders are promoted to foster more mature preparation and systems that can increase employee job satisfaction and organizational commitment which ultimately leads to lower turnover rates. Transformational leaders are tasked with fostering more mature preparation and systems that can increase the job satisfaction of their workers, increase trust in the organization so that loyalty increases and ultimately leads to lower turnover rates. Transformational leaders are promoted to foster more mature preparation and systems that can increase employee job satisfaction and organizational commitment which ultimately leads to lower turnover rates. Transformational leaders are tasked with fostering more mature preparation and systems that can increase the job satisfaction of their workers, increase trust in the organization so that loyalty increases and ultimately leads to lower turnover rates. Transformational leaders are promoted to foster more mature preparation and systems that can increase employee job satisfaction and organizational commitment which ultimately leads to lower turnover rates. Transformational leaders are tasked with fostering more mature preparation and systems that can increase the job satisfaction of their workers, increase trust in the organization so that loyalty increases and ultimately leads to lower turnover rates. (Abouria and Othman 2017)(Khan 2015).

Organizational Commitment Influences Intention to Exit

Susilo and Satrya (2019) state that besides job satisfaction, a person's organizational commitment also influences the level of intention to leave the employee. Employees who are not committed to the organization and have low loyalty are dominantly contract employees (Susilo and Satrya 2019).

From the results of testing the hypothesis, it was found that organizational commitment has a negative effect on the intention to leave or move. This can be seen from the p-values of 0.000 with a significance level (α) which is determined at 0.05 with a negative path coefficient of 6.260. Therefore it can be stated that the third hypothesis is accepted.

From the results of the research conducted, it has been shown that there is an influence of organizational commitment on the intention to leave administrative staff in elementary schools in Bukittinggi. Some of the things that cause this to happen are the commitment to survive even though the workload is heavy, especially for employees who already feel they belong to the organization or work environment. This is similar to research by Setiyanto and Selvi (2017) which explains that high employee commitment to school and a high sense of belonging to the school and its environment also makes the emergence of the intention to move low. And also in line with research conducted by Lystia Tri Utami and M. Havidz Aima (2021) where these employees still have a commitment to remain at the school because they still think their lives will be disrupted in the future if they try to leave the school. Apart from these reasons, the employees or staff of these education personnel who tend to be dominated by women still realize that if they leave or move from the school they have to adapt again in order to find the conditions they expect. Azem, S and Akhtar, N (2014) found that intention to move is more likely to be influenced by ongoing commitments such as perceived economic value for survival these employees or staff of education personnel who tend to be dominated by women still realize that if they leave or move from the school they have to adapt again in order to find the conditions they expect. Azem, S and Akhtar, N (2014) found that intention to move is more likely to be influenced by ongoing commitments such as perceived economic value for survival these employees or staff of education personnel who tend to be dominated by women still realize that if they leave or move from the school they have to adapt again in order to find the conditions they expect. Azem, S and Akhtar, N (2014) found that intention to move is more likely to be influenced by ongoing commitments such as perceived economic value for survival in the company compared to affective and normative commitment. And with rewards that have economic value can encourage these employees to continue to survive.

CONCLUSION

Based on the results of statistical data analysis and discussion of the empirical test of the model which shows the relationship between the transformational leadership variable and the intention variable to move elementary school environmental administration employees in Bukittinggi City through the organizational commitment variable, the following conclusions can be drawn: (1) Transformational leadership can influence the intention to move elementary school administrative staff in the City of Bukittinggi to be low, especially through organizational commitment; (2) Organizational commitment can directly affect the intention to move the administrative staff of the elementary school to be low; (3) Transformational leadership with limited significance is also able to directly influence the intention to move elementary school administrative staff in Bukittinggi City to a low level.

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