

# TRANSFORMATIONAL LEADERSHIP MODEL IN IMPROVING UNIVERSITY PERFORMANCE

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**TRANSFORMATIONAL LEADERSHIP MODEL IN IMPROVING UNIVERSITY  
PERFORMANCE  
(STUDY IN UNIVERSITY OF LAMPUNG)**

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Abstract

Leaders played an important role in determining the survival and development of a university. Leaders can define policies to be taken and decisions that determine the success of a university. Therefore, research on the model of leadership, especially transformational leadership is very important to be conducted by the University of Lampung. The purpose of this study was to test the effect of transformational leadership on performance, test the effect of transformational leadership on organizational support, as well as test the mediation support for innovation in organizations on performance. The research was conducted by survey method. The research samples were 300 persons, taken using nonprobability sampling techniques with convenience sampling analysis done using Structural Equation Model. Validity test results indicated that there are two items which are invalid on variable support for the organization, as well as one item statement on performance variables. The test results by using SEM analysis is known that transformational leadership does not directly influence the performance of lecturers and staff, but indirectly affect by mediated with the support for innovation in organization variable. Transformational leadership effect on support for innovation in organization, as well as support for innovation in organization variable fully mediated the effect of transformational leadership on the performance of lecturers and staff at the University of Lampung.

Keyword: transformational leadership, support for innovation in organization, performance

## Introduction

University is an institution that create the human resources that are reliable and able to answer the challenges of the world of work and to anticipate the changes that occur in society. In an effort to create skilled human resources (have academic capability, have good character, faith, and discipline) then the university should have a leader who is able to direct the achievement of these objectives.

Leaders play an important role that determines the survival and development of the university. Leaders can define policies to be taken and decisions that will determine the success of university. Leaders must be able to motivate lecturers and staff to contribute more for their strong commitment to university education without being forced.

The role of a leader who is able to transform ideas, desires, goals, Lampung University in order to be well understood and implemented by lecturers and staff at the University of Lampung is very important that teachers and lecturers willing to contribute maximum with initiatives arise from them without any coercion from the leader, high motivation of lecturers as well as their strong commitment to the organization, which is University of Lampung. Therefore, research on the model of leadership, especially transformational leadership is very important to be conducted by the University of Lampung.

Studies conducted in several countries, namely Israel, Nigeria, Singapore and Tanzania, showed that transformational leadership committed by leaders of schools and university will affect job satisfaction, behavior of organizational members and commitment to the organization (Koh, et al, 1995; Bogler 2001; Nguni et al, 2006; Othman et al, 2013).

4  
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The problem often faced by university relating to leadership, among others, different styles of leadership among the leaders will lead to difficulties in achieving the set goals, the lack of coordination between the leader of lecturers and staff can cause communication gaps that can lead to conflict, lack of motivation given by the leaders would make lecturers and staff feel that they did not get the attention and support of the leader, the lack of commitment from lecturers and staff to contribute the maximum to the organization, and the behavior of lecturers and staff were seen from the still productivity, resource utilization and lacking coordination among the leaders and lecturers as well as lecturers.

### **Literature Review**

#### **Transformational Leadership**

Leaders plays an important role in executing a company operational activities and in understanding an organization. (Posner and Kouzes, 1993). Bass (1985) and Yukl (1999) on Pieterse et al (2010) defined transformational leadership as—a style of leadership that transforms followers to rise above their self-interest by altering their morale, ideals, interests, and values, motivating them to perform better than initially expected.||

The transformational leader has been described as a person who articulates a vision of the future that can be shared with colleagues and subordinates, stimulates subordinates intellectuality, attention to individual differences between people, prefer to use private resources including time, knowledge and experience, and serves as a coach, teacher and mentor (Yammarino and Bass, 1990; Yukl, 1989 in Shivers-Blackwell (2004).

Transformational leadership contains four components: (Bass, 1985, 1998; Bass & Avolio, 1993 in Bass and Steidlmeier, 1999): (1) charisma or ideal influence (associated with behaviors). (2) Inspirational Motivation. (3) Intellectual stimulation . (4) Consideration of individual.

Posner and Kouzes (1988) in Posner and Kouzes (1993) designed a way to assess the capabilities needed by a leader, who is referred to as The Leadership Practices Inventory (LPI). LPI was developed based on the analysis of case studies on more than 1,100 managers based on their best experience as a leader. The behavior and activities of the managers are

grouped into five categories: challenging the process, inspiring the shared vision, enabling others to act, modeling the way, and encouraging the heart.

### **Support for innovation in organization**

Support for innovation in organization refers to employee perceptions of respect and concern for the organization (Eisenberger et al, 1986). Support felt in organizations can increase employee expectations that the organization will provide greater reward to the achievement of organizational goals (Eisenberger, et al, 1986). Research by Zhou and George (2001) in Joiner (2007) were carried out on organizational support for creativity, which refers to the degree to which an employee feel that the organization encourage, respect, appreciate and recognize the employees who demonstrate creativity.

Innovative organization defined as one the matter which fosters creative functions of its members (Siegel and Kaemmerer, 1978). Some dimensions of the creative organization: (1) leadership, leadership type that characterizes

An innovative organization that they support the initiation and development of new ideas in the whole system and ensure the diffusion of power throughout the system. (2) ownership, related to group members who develop ideas, processes and procedures at their work place. (3) Norms for Diversity, members of the system has positive attitude towards diversity and the system itself positively responds to creativity, and several different behaviors. (4) Continuous Development, and (5) Consistency.

Eisenberger et al (1986) measured the employee commitment to provide support to organizations with Perceived Organizational Support consists of 36 statements that measured by 7-point Likert scale to express their consent to the item in question. The study was conducted at a private high school teacher. The results showed that the effect of perceived organizational support will be greater on the teachers who have a strong ideology to change than the teachers who have a low ideology for change.

### **Performance**

Performance is a multidimensional concept. Performance at the basic level can be regarded as aspects of the process, and aspects of performance results. Performance includes certain behavior. Based on these conceptualization only action that can be improved which can be

regarded as the performance (Campbell et al., 1993 in Sonentag et al, 2008). In fact, this performance concept explicitly describe only goal-oriented behavior, which is behavior to encourage employees to improve organizational performance (Campbell et al., 1993 in Sonentag et al, 2008).

Research conducted by Li and Hung (2009) focuses on two types of performance which are task performance and organizational citizenship behaviors (OCB). Task performance defined as behavior that is recognized by the formal reward system and is part of the requirements described in the job descriptions, while citizenship behavior is the discretionary individual behavior, which indirectly or explicitly recognized by the formal reward system, and which, in the aggregate, promote the efficient and effective function from organization (Organ, Podsakoff, & MacKenzie, 2005 in Li and Hung, 2009). William and Anderson (1991) stated that there are two categories of Organizational Citizenship Behavior or OCB: (1) OCBO which is profitable behavior that the organization in general such as informing a person does not come to work, adhere to the informal rules designed to keep order. (2) OCBI which is a behavior that directly benefit certain individuals and indirectly contributes to the organization. William and Anderson measured OCB performance using 21 item statements related to OCBO and OCBI.

#### **RESEARCH METHOD**

The method utilized is exploratory research with survey to lecturers and staff in the University of Lampung with the aim to gather information related to the leadership that has been implemented at the University of Lampung. Roscoe (1975) in Sekaran (2006) states that a decent sample size in the study were between 30 to 500. Based on the matter, the number of samples in this study was 300 people. Samples were taken by using non probability convenience sampling technique. Data analysis was done using Structural Equation Modeling (SEM).

The variables in this study consisted of transformational leadership (X), performance (Y) that is mediated by the support for innovation in organizations variable (Y), measured using five Likert scale which are: strongly agree (SS), agree (S), quite agree (CS), disagree (TS) and strongly disagree (STS).

Transformational leadership using the Leadership Practices Inventory (LPI) developed by Fields and Herold (1997), which consists of 24 item statements, but in this study leadership was measured using 20 items statements, which are follows the developments that have an impact on the organization, explains the future to be achieved. Performance using questionnaire developed by William and Anderson (1991), which consists of 21 item statements, but in this study only used 18 item statements, and support for innovation in organization variable using indicators developed by Siegel & Kaemmerer (1978).

## **RESULT AND DISCUSSION**

The study was conducted using a survey by distributing questionnaires for lecturers and staff in the Faculty as well as in the Technical Services Unit and the bureau at the University of Lampung. The questionnaire contains 65 items about transformational leadership, the support for innovation in organization and performance. Questionnaires were distributed as many as 280 copies of questionnaires, the returning and possible to processed was 259 copies. Thus the response rate in this study was 92.5%.

Respondents in this study came from seven faculties and two UPT and one bureau at the University of Lampung. Most of the respondents are male (as many as 131 person or 50.58%) aged 36-40 years (51 person or 19.69), with the number of lecturers 109 person (42.08%) and staff 150 person (57.92%) and the working period of 2- 15 years (36.67%).

### **1. Validity and Reliability Testing Results**

Validity test results on transformational leadership variable showed that all item statements were valid with factor loading greater than 0.5. In the variable support to the organization, there are two invalid statement items, and one item of performance variables is not valid because it has factor loading less than 0.5.

The results of reliability testing on transformational leadership variable were consistent with the results of tests performed by Fields (1997) and Kouzes and Posner (1993), in which the reliability value ( $\alpha$ ) is between 0.82 to 0.92. In the variable support for innovation in

organization, there are four unreliable item statements, and on performance variables, there are three unreliable item statements.

## **2. Qualitative Analysis Result**

Based on the responses of respondents about transformational leadership it is known that the leaders of the University of Lampung rated by lecturers and staff were excited about the future that will be achieved by the University of Lampung. Lampung University leaders are optimistic and enthusiastic in achieving the vision of the University of Lampung is Becoming Ten Best Universities in Indonesia. In order to achieve this, the leader of the University of Lampung seeks to motivate lecturers and staff to provide support to the University of Lampung in achieving that vision.

Lampung University leaders also rated by lecturers as eager to achieve better future, it is seen from the efforts to do re-accreditation of the institution as a first step to achieve the vision that has been set by the University of Lampung. However, respondents stated that the leadership of the University of Lampung were taking less time to celebrate the achievements that have been reached with lecturers and staff. It is important for them as it celebrates the achievements on the achieved accomplishment as a form of appreciation and rewards for the efforts and the attempts that have been made by lecturers and staff in living and improve the reputation of the University of Lampung. Respondents also expect the leaders of the University of Lampung to ensure that they are recognized for their contribution for the success of a project. Based on this, it can be stated the importance of the recognition given by the leader of the University of Lampung on contributions of lecturers and staff for success or performance that still need to be increased to motivates employees to contributes more and achieve more in achieving vision set by University of Lampung

Respondent responds about the support to the organization showed that most respondents (81.41%) stated that they are committed to achieving the objectives of the University of Lampung. This commitment is very important, because without the commitment of lecturers and academic staff at the University of Lampung, the desired objectives will not be achieved. The role of the Executive Board of Lampung which provide support to lecturers and staff also rated quite well by the respondents. The support given by the Executive Board in Lampung



can increase motivation to work for lecturers in the University of Lampung environment.

However, respondents also stated that the methods used by the organization is still unsuitable with the goals to be achieved by the University of Lampung. The method applied by the University of Lampung perceived by some lecturers and staff are still not undergo much changes from years earlier, so that it can slow the target achievements set by the University of Lampung. The majority of respondents (43.41%) stated that at the University of Lampung, how to do the job is still not perceived as important as the work performed. This suggests that the process of carrying out the work have less attention, but leaders are more likely to focus more on the judging of the final results achieved. This can lead to delays in achieving the goals set, given the process undertaken will determine the final result set. If the process is done well, for example in providing good service to the stakeholders will have an impact in the form of an impression (image) is good for the University of Lampung because the services provided have been able to satisfy stakeholders and to improve the effectiveness of goal attainment.

In the performance variables, most of the respondents (86.87%) stated that they would tell their superior or co-workers if they can not go to work. Attendance is one of indicators in assessing the performance of lecturers and staff, and it is also related to compensation to be accepted which are remuneration and incentives of meal allowance calculated on the basis of their presence. Respondents also reported that they comply with the informal rules applied by the University of Lampung in order to maintain orderliness (81.08%). Furthermore, the commitment of lecturers and staff (77.22%) to maintain the property or goods of the organization is high. It is important remembering the sense of ownership for the property or the property of the organization will make lecturers and staff maintain and preserve the property. Respondents also stated that they did not take time off more than conditions set (55.04%). Increasing awareness of lecturers and staff for activities in accordance with the specified schedule can happen because of several faculties at the University of Lampung have implemented ISO 9001: 2008, such as the Faculty of Economics and Business, Faculty of Law, Faculty of Social and Political Sciences and other faculties processing towards the ISO

so they have strict rules relating to hours of service to stakeholders.

### **3. SEM Analysis Results**

#### **A. Normality Testing**

Data distribution will be said to be normal if the value of the critical ratio (C.R) resulting from skewness and kurtosis were greater than  $\pm 1.96$ .

Based on the results of normality testing, point declaration in univariate normal distribution is Y11, Y10, Y9, Y8, X1.11, X1.13, X1.14, X1.17, X2.19, X2.13, X2.7, X2.6, X2.4, while overall multivariate were greater than  $\pm 1.96$  which is 30.766. So that overall existing data are not normally distributed. However, this data will still be used as data is the real answer of the respondents.

#### **1. Outliers Testing**

Outliers detection using D2 Mahalanobis measurement, D2 were divided by number of variables used on the research (D2/df). For small sample if D2/df value were greater than 2,5 meanwhile for big sample category, if it is greater than 4 thus it is assumed that outliers is exist (Hair, et al., 2010). Based on outliers measurement, there are no statements which indicates the existence of outliers, where each of D2/df were no greater than 4.

#### **2. Goodness-of-Fit Model testing**

Goodness of-Fit model shows how well a particular model reproduces the observed covariance matrix between the items which are in common covariance matrix indicators observed and expected (Hair et al, 2010). Value Goodness of Fit (GFI) after the modification are as follows:

**Table 1. Structural Model GOF Criteria Evaluation**

Measurement Index Criteria	Reference Values	Result	Description
CMIN/DF	$\leq 3$	2,675	Good
GFI	$\geq 0,90$	0,653	Marginal
AGFI	$\geq 0,90$	0,616	Marginal
RMSEA	0,03 – 0,08	0,08	Good
TLI	$\geq 0,90$	0,710	Marginal
CFI	$\geq 0,90$	0,727	Marginal

The model used in this research is adequate, it can be seen from some of the values that have met the criteria of fit of the model.

### 3. Mediation Test Result

Mediation test was conducted to see the intervention of a third variable. The mediation test results are as follows:

**Table 2 Mediation Test Result**

Variable	Beta estimates	S.E.	C.R.	P-value	Result
<b>Before Mediation</b>					
Performance<--- <i>Transformational Leadership</i>	<b>-0,349</b>	0,241	-1,446	0,148	<b>Not Significant</b>
<b>After Mediation</b>					
Performance<--- <i>Transformational Leadership</i>	<b>-1,047</b>	0,369	-2,838	,005	<b>Significant</b>
Organization Support <--- <i>Transformational Leadership</i>	0,972	0,198	4,912	***	Significant
Performance<--- Support for innovation in organization	0,742	0,243	3,051	,002	Significant

Source: Appendix 9

Based on the mediation test results above, the direct effect of transformational leadership on performance was not significant ( $\beta = -0.349$ ,  $p$  value = 0.148), and when the transformational leadership is mediated by the support for innovation in organization, the influence of transformational leadership on the performance become significant ( $\beta = -1.047$ ,  $p$  value = 0.005). Therefore, full mediation is supported.

Based on the research that has been done it can be stated that the performance of lecturers and staff will increase with the existence of transformational leadership and support for innovation in organization. The leader of the University of Lampung should be taking the time to celebrate the success that has been achieved together with lecturers and staff at the University of Lampung, appreciation or reward for the success of the work done by lecturers and staff at the University of Lampung. Lampung University leaders should not only oriented to the achievement of the results of jobs but also pay attention to the process in doing the job. In doing their jobs, lecturers and staff should be given the freedom to work on a job in a manner that is different from the usual, thus encouraging them to be more innovative in doing the task assigned to them.

#### Conclusion

The results showed that transformational leadership is not directly improve the performance of lecturers and staff. This means that the performance of employees will not directly increase due to good leadership adopted by the leader of the University of Lampung, but there are other factors which is support to the organization. Support for innovation in organization mediates the influence of transformational leadership in improving the performance of lecturers and staff at the University of Lampung. Support for innovation in organization plays a role in improving performance where employees will feel appreciated for the efforts that has been made and given the freedom to to try a new method to solve a given task, so this will have an impact on their performance.

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PAGE 1

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PAGE 2

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PAGE 3

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PAGE 4

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PAGE 5

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PAGE 6

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PAGE 7

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PAGE 8

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PAGE 9

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PAGE 10

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PAGE 11

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PAGE 12

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PAGE 13

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