

The Influence of Organizational Culture and Leadership Behaviors on Affective Commitments in the Pandemic Covid-19 (Case Study PT. Bandung Independent School)

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ABSTRACT

The purpose of this study was to determine the influence of Organizational Culture and Leadership Behavior on Affective Commitment at PT. Bandung Independent School Bandung. This study uses a quantitative approach using multiple regression analysis using SPSS 20 software. The sample in this study were all employees of PT. Bandung Independent School Bandung, namely 65 employees. The results showed that there was an influence of 75.3% between the variables of organizational culture and leadership behavior on affective commitment at PT. Bandung Independent School Bandung City. This study emphasizes the importance of building a culture within the company and leadership behavior in order to create commitment in the organization.

Keywords

Organizational culture, leadership behaviors, affective commitments, pandemic Covid-19

Introduction

Organizational culture as described by Yafang (2011) as shared values, beliefs, or perceptions shared by employees in an organization or organizational unit. Organizational culture reflects the values, beliefs and behavioral norms used by employees in an organization to give meaning to the situation at hand, so that it can influence employee attitudes and behavior (Uzkurt & Kumar, 2013). Understanding the core values of the organization can prevent possible internal conflicts, which can reduce the performance of the organization itself (Baird, 2018). In the context of human resource management, research on organizational culture has involved a functionalist perspective by providing evidence that can explain the role of organizational culture in improving performance (Sarhan and Ayman, 2020). Organizational culture can determine and show general perceptions of company employees that can influence employee behavior (Ahmed & Memon, 2012). Although organizational culture is not the only aspect of achieving organizational success, developing a culture can contribute to organizational success (Arditi et al., 2016). Previous researchers stated that organizational culture has a significant effect on company performance which includes job satisfaction, commitment, and productivity (Chin, 2015).

Organizational commitment is the power that connects an employee to an action that is relevant to a specific goal (Suharto & Suyanto, 2019). According to Eliyana and Ma'arif (2019), committed employees can work harder and be more active; therefore, organizations with committed employees can improve organizational performance (Yahaya & Ebrahim, 2016). Organizational commitment is obtained when companies and employees have the same interest in maintaining a working relationship (Mercurio, 2015). Today, companies are faced with an environment full of complexity and high dynamism. In this case the role of leadership must be able to minimize threats that can harm the organization (Rita & Randa, 2018). However, to support and achieve the goals of the organization, human resources with reliable leadership style skills and strong commitment are needed. This is very important considering that human resources are a key factor and the main driver of the company's operational activities (Eliyana, 2019). So that, paying attention to the role of human resources is very vital, then of course it must get continuous attention both in the aspects of material and non-material development. This study attempts to examine the extent of the influence of organizational culture on affective commitment with leadership behavior as a moderating variable. The problems formulated in this research are:

1. Does organizational culture influence affective commitment?
2. Does leadership behavior affect affective commitment?
3. Does organizational culture and leadership behavior affect affective commitment?

Theoretical Framework

Organizational Culture

Organizational culture is a very important variable and has an impact on the overall performance of the company and has an impact on corporate strategy. Sarhan and Ayman (2020) validate four measurements of organizational culture that are useful for employee commitment and organizational performance, namely: adaptability, consistency, involvement and mission. Adaptability shows the extent to which an organization can adapt the behavior, structure and framework obtained after environmental changes (Dauber & Fink, 2012). Consistency alludes to the degree to which beliefs, values, and desires are reliably held by the individual. Involvement alludes to the level of interest of the individual organization in the decision-making process. Mission alludes to the common meaning of organizational goals. Many researchers have examined the relationship between organizational culture and employee commitment (Aranki & Suifan, 2019; Sarhan, 2020). The aim is to develop an understanding of the value of organizational culture with the relationship between employee performance and ability to adapt. According to Arditi and Nayak (2016), among the functions of culture in an organization is to have a role in determining boundaries, providing identity, generating commitment, strengthening stability, as a meaning-making mechanism. Aranki and Suifan (2019) state that there are five indicators in organizational culture, namely, attention to detail, orientation to results, orientation to people, orientation to team, and aggressiveness. According to Imran (2019), organizational culture has a significant effect on employee affective commitment.

Leadership Behavior

In organizations, leadership is one of the factors that can determine whether or not organizational goals are achieved. Good leadership, then the management process will run well. According to Behrendt (2017), leadership is defined as a function that can influence people so that they are willing to work together to achieve the desired goals. Leadership behavior is the behavior or way of leaders to influence their subordinates so that they are willing to work together and work productively to achieve organizational goals. According to Yang (2016), leadership behavior is divided into three types, namely, authoritarian leadership, participatory leadership, delegative, autocratic, democratic, and *lessaiz faire*. The changes that occur in leadership behavior usually follow situations and conditions in accordance with the goals of the company (Tsai, 2011). We recommend that when situations and conditions require quick emergency steps, leadership behavior will lead to autocratic behavior (Behrendt, 2017). Therefore, there is no better leadership behavior, it all depends on the situation, conditions and environment (Yang, 2016). According to Tang (2017) in his research states that leadership behavior can have an influence on employee commitment to the organization.

Affective Commitment

Commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes ways of developing goals or meeting organizational needs which in essence put the mission of the organization ahead of personal interests (Rita et al., 2018). According to Ribeiro and Duarte (2020), commitment can also be interpreted as an individual's strong acceptance of the goals and values of the organization and striving and having a strong desire to remain in the organization. Among the factors that can influence organizational commitment are employee personal characteristics, work, and work experience. Eliyana (2019) views that commitment to organization is a work attitude. If the employee likes the workplace, then he will try to stay there. According to Aranki (2019), commitment is an

individu orientation towards the organization which includes identification and involvement. Commitment to organization defines the element of relationship orientation between individuals and the organization. An affective commitment shows a person's power in identifying his involvement in the organization. Albrecht and Marty (2020) mention three dimensions regarding affective commitment, namely emotional bonding, awareness, and sustainability. According to Eliyana et al. (2019), affective commitment can be influenced by organizational culture and leadership behavior in the organization.

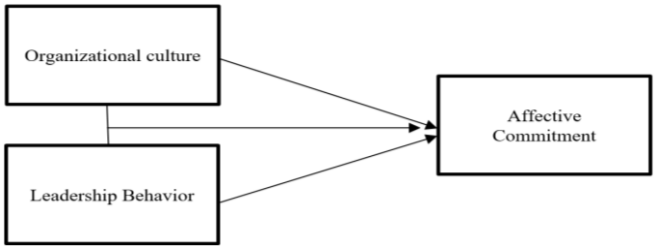


Figure 1. Framework

Research Hypothesis

Based on the problem formulation and conceptual framework, in this study the following hypothesis can be drawn:

- 1. Organizational culture influences affective commitment
- 2. Leadership behavior affects affective commitment
- 3. Organizational culture and leadership behavior affect affective commitment

Methodology

The method in this study uses an explanatory method because it aims to obtain an overview of how the relationship between organizational culture and leadership behavior affects affective commitment at PT. Bandung Independent School. As for the sample in this study were all employees of BIP (Bandung Independent School), as many as 65 employees. Primary data in this study were obtained from questionnaires and interviews with several behaviors. Meanwhile, secondary data were obtained from literature and text books. The data analysis used is descriptive statistical analysis by adopting multiple regression analysis techniques.

Results and Discussion

Data from the responses of 65 respondents showed that the results obtained were 32% male, and the female gender was 68%. The average age of respondents is at the age of 31-40 years of 61%, and the respondent's status shows 70%.

Table 1. Profile of respondents

Respondent Profile		Percentage
Gender	Male	32%
	Female	68%
Age	20- 30 year	34%
	31 - 40 year	61%
	> 40 year	5%
Status	Married	70%
	Single	30%

Source: Data processed in 2020

Validity and Reliability Test

The validity and reliability tests are as follows:

Table 2. Validity test

Variable	Item	r count	r critical	Information
Organizational culture	X1.1	0,675	0,30	Valid
	X1.2	0,639		
	X1.3	0,573		
	X1.4	0,646		
	X1.5	0,582		
Leadership Behavior	X2.6	0,746	0,30	Valid
	X2.7	0,617		
	X2.8	0,648		
	X2.9	0,531		
	X2.10	0,543		
	Y.11	0,572		

Commitment	Y.12	0,676	0,30	Valid
	Y.13	0,547		

Source: Data processed in 2020

Based on the test results, the value of each item has a Sig with an alpha level ≤ 0.30 , meaning that

the research variable is valid. The reliability test is as follows:

Table 3. Reliability test

Variable	Item	Cronbach's Alpha	Information
Organizational culture	X1	0,744	reliable
Leadership behavior	X2	0,838	reliable
Affective commitment	Y	0,857	reliable

Source: Data processed in 2020

Based on the test results, in Table 3, it can be seen that the Cronbach Alpha value of all variables has a value above 0.60, this indicates that all variables

in this study are declared reliable. The multicollinearity test between the variables in this study can be seen in Table 4:

Table 4. Multicollinearity test
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational culture (X1)	.673	1.732
	Leadership behavior (X2)	.781	1.751

a. dependent variable: Affective commitment (Y)

Source: Data processed in 2020

In the results of the calculations above, it can be seen that there is no problem in terms of multicollinearity in the variables studied. Table 5

gives the results in the determination coefficient test as follows:

Table 5. Test the coefficient of determination
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.613	.531	.341

a. Predictors: (Constant), Organizational culture, leadership behavior

b. Dependent Variable: Affective commitment

Source: Data processed in 2020

Table 5 shows an adjusted R square value of 0.531, which indicates that there is an influence between the variables of organizational culture

and leadership behavior on affective commitment by 53.1%.

Multiple Linear Regression Test

Table 6. Multiple linear regression analysis
Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.195	1.070		.185
	Organizational culture	.246	.112	.156	2.094

Leadership behavior .413 .052 .758 10.190 .000

a. Dependent Variable: Affective commitment

Source: Data processed in 2020

From the results in Table 6, the regression equation can be obtained as follows:

$$Y=0,195 + 0,246 X1 + 0,413 X2 + e$$

The constant value is 0.195. This means that if the organizational culture and leadership behavior are 0, then the affective commitment variable is 0.196. As for the organizational culture variable, the value was 0.246. This means that if the other independent variables remain (constant) and the organizational culture increases, the effect on affective commitment will increase by 0.246 or

24.6%, so that the increase in organizational culture will have an influence on affective commitment. While, the leadership behavior variable was obtained at 0.413. This shows that if the other independent variables remain (constant) and leadership behavior has increased one-by-one, it can have an influence on affective commitment in the organization. The coefficient is positive and there is a positive relationship between leadership behavior and affective commitment, the better the leadership behavior, the greater the affective commitment in the organization.

Table 7. Test of the coefficient of determination
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.769	.753	0,956

a. Predictors: (Constant), Leadership behavior, Organizational culture

b. Dependent Variable: Affective commitment

Source: Data processed in 2020

Based on the table above, it can be concluded that affective commitment can be explained by the variables of organizational culture and leadership

behavior by 0.753 or 75.3%, while the remaining 24.7% is influenced or explained by other variables not included in this study.

Table 8. T test results

	Coefficient	t count	Significance	Probabilities
Constant	0,198			
Organizational culture	0,236	2,084	0,049	0,05
Leadership behavior	0,533	5,290	0,000	0,05

Source: Data processed in 2020

Based on Table 8, it is known that the significance value (Sig.) of the organizational culture variable is 0.059. Because the sig. 0.049 < 0.05 probability, and it is known that the t table value is 1.987, while the t value of the organizational culture variable is 2.084. because the t value is 2.084 > t table 1.987, so it can be concluded that H1 or the first hypothesis is accepted. This means that there is an influence of organizational culture on

affective commitment in the organization. The leadership behavior variable is equal to 0,000. Because the sig. 0.000 < probability 0.05, and it is known that the t table value is 1.987, while the t value of the leadership behavior variable is 5.290, it can be concluded that H2 or the second hypothesis is accepted. This means that there is an influence of leadership behavior on affective commitment to the organization.

Table. 9. ANOVA^b

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	263.534	2	131.767	134.028	.000 ^a
	Residual	79.588	87	.915		
	Total	343.122	89			

a. Predictors: (Constant), Leadership behavior, Organizational culture

b. Dependent Variable: Affective commitment

Source: Data processed in 2020

Based on Table 9, it is known that the significance value (Sig.) is 0,000. Because the sig. 0,000 < probability 0.05, and it is known that the value of F table is 3.10, while the value of F count is 134.028 so that F counts 134.028 > t table 3.10, it can be concluded that this hypothesis is accepted. This means that there is a simultaneous influence between organizational culture (X1) and leadership behavior (X2) on affective commitment (Y).

Conclusion

From the results of the F test analysis (simultaneous testing), it can be seen that organizational culture and leadership behavior simultaneously influence affective commitment. So that, all dimensions and indicators of organizational culture variables and leadership behavior must be combined appropriately in order to have an overall effect on affective commitment to employees of PT. Bandung Independent School in the city of Bandung. Based on the results of this study, the results of the t test (partial testing) were carried out on the variables of organizational culture and leadership behavior, where the results were obtained that had a partial effect on affective commitment at PT. Bandung Independent School in the city of Bandung. From the test results of the coefficient of determination, it can be seen that the result of the Adjusted R Square is 0.769, which means that the independent variables in this study have an effect of 76.9% on the dependent variable. However, if seen from the R value is 0.875, this indicates that the independent variables have a strong enough correlation to the dependent variable.

Based on the results of research that has been done regarding the influence of organizational culture and leadership behavior on affective

committees at PT. Bandung Independent School in the city of Bandung, so as for the advice is to always maintain the culture that has been built so far so that commitment is maintained properly. Likewise, with leadership behavior, if leadership behavior is good then employee commitment can provide performance for the company.

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