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THE EFFECT OF DEMOCRATIC LEADERSHIP STYLE, ORGANIZATIONAL CULTURE COMMITMENT ON ORGANIZATION AND SELF-CONFIDENCE ON LECTURERS' PERFORMANCE OF STKP HAMZANWADI SELONG LOMBOK TIMUR REGENCY

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Abstract

The purpose of this study was to know how was the influence of democratic leadership style, organizational culture, commitment to the organization, confidence, and lecturers' performance. How did the organizational culture affect organizational commitment, self-confidence, and lecturer performance. How did the organization's commitment to self-esteem, and how did it affect the learners' performance. This paper was based on the results of research conducted at STKP Hamzanwadi Selong college which was domiciled in Pancer Selong Sub-district, Lombok Timur regency of Nusa Tenggara Barat Province using survey method, taking samples from one population and using questionnaire as the instrument. Data collection technique was done through questionnaire with descriptive-verification design. The grain validity test is performed through empirical tests of instrument grains. The collecting data were analyzed using F_{test} and t_{test}. The results of testing hypothesis and data analysis showed that the democratic leadership style had a significantly influence on organizational culture, commitment to the organization, confidence and lecturers' performance. Organizational culture had a significantly affect on commitment to the organization, confidence and lecturers' performance. Commitment to the organization did not have a positive effect on self-confidence, and confidence did not affect the lecturers' performance.

Keywords: democratic leadership style, organizational culture, commitment to organization, confidence, lecturers' performance.

INTRODUCTION

Pondok pesantren (Islamic Boarding House) and colleges as educational institutions have a different character that is very important to be understood more deeply which can be used as a basic material in

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The purpose of this study was to know how was the influence of democratic leadership style, organizational culture, commitment to the organization, confidence, and lecturers' performance. How did the organizational culture affect organizational commitment, self-confidence, and lecturer performance. How did the organization's commitment to self-esteem, and how did it affect the learners' performance. This paper was based on the results of research conducted at STKIP Hamzanwadi Selong college which was domiciled in Pancor Selong Sub-district, Lombok Timur regency of Nusa Tenggara Barat Province using survey method, taking samples from one population and using questionnaire as the instrument. Data collection technique was done through questionnaire with descriptive-verification design. The grain validity test is performed through empirical tests of instrument grains. The collecting data were analyzed using F-test and t-test. The results of testing hypothesis and data analysis showed that the democratic leadership style had a significantly influence on organizational culture, commitment to the organization, confidence and lecturers' performance. Organizational culture had a significantly effect on commitment to the organization, confidence and lecturers' performance. Commitment to the organization did not have a positive effect on self-confidence, and confidence did not affect the lecturers' performance.

Keywords: democratic leadership style, organizational culture, commitment to organization, confidence, lecturers' performance.

INTRODUCTION

Pondok pesantren (Islamic Boarding House) and colleges as educational institutions have a different character that is very important to be understood more deeply which can be used as a basic material in

preparing the concept of coherence between two very different institutions. So without coherence, universities will be very influential and will dominate the role of life in boarding schools and did not rule out the occurrence of identity crisis of Pesantren even pesantren identity will disappear altogether. Therefore, pesantren inevitably have to open and willing to accept the outside world and has been started since the 20th century through the implementation of convergence that combines government curriculum with curriculum of boarding schools.

One important aspect that reflects the quality of the management source is the performance of both superior and subordinate within the level of an organization. Subordinate performance role will be much influenced by the performance of their owner as a leader, leadership style, culture in the organization, commitment to the organization, and confidence. The leadership style is the process of managing and influencing activities related to the duties of subordinates. A good leadership style depends on personality and a strong managerial foundation. While organizational culture is the main model of organizational members' behavior, so that if the organizational culture goes well, then member organizations will behave well in performing the work so as to support the improvement of organizational performance. Organizational culture has a significant effect on performance. The better of the organizational culture that becomes a role model for employees in the work will certainly improve performance (Jolianis 2015).

STKIP Hamzanwadi Selong is one of the private universities under the auspices of the Hamzanwadi Education Foundation Darunnahdlatain Nahdlatul Wathan Pancor School of Pesantren, located in Lombok Timur Regency Nusa Tenggara Barat Province. Management system of STKIP Hamzanwadi Selong has an organizational structure that consists of elements of leadership and members. Elements of the leadership consist of: Chairman, Vice Chairman, Head of Section, Head of Study Program, and Secretary of Study Program which are all lecturers. Element members are all lecturers who do not serve as leaders.

Currently the main problem faced by STKIP Hamzanwadi Selong is the lecturers' performance who are strongly influenced by the leadership style of officials both at the rectorate level and the level of study program. In the initial analysis found some cases in some courses there lecturers were lazy, rarely entered in lectures, rarely did research, and were lack of communication between lecturers and leaders. After the initial observation, it is because of the influence of leadership style of the head of the study program.

According to college personnel data, it is observed from 210 lecturers of university was not one hundred percent maximal when viewed based on educational data, teaching, research and dedication to the community conducted by lecturers. To know the various factors, which affect the lecturers' performance, it is important to conduct research, the factors that affect the lecturers' performance at STKIP Hamzanwadi Selong. Hopefully, the next research results, can help STKIP Hamzanwadi Selong get a good formulation in an effort to improve leadership style, organizational culture, organizational commitment, confidence and lecturers' performance.

After reviewing a few issues that will be examined in the above background, the problems can be formulated: (1). How is the influence of democratic leadership style to the organizational culture, (2). How is the influence of democratic leadership style on commitment to the organization, (3). How is the influence of democratic leadership style on the lecturers' performance, (5). How is the influence of organizational culture on commitment to the organization, (6) How is the ¹³ influence of organizational culture on confidence, (7). How is ¹³ the influence of organizational culture on lecturers' performance, (8). How ¹³ influence the organization's commitment to the self-confidence, and (9). How is the influence confidence to the lecturers' performance.

Performance is derived from the word performance and is often interpreted by performance or work performance and some others give the definition of performance or work performance (Wibowo 2007). According to George and Jones (2008) Performance is the result of an assessment of the behavior of a person associated with the determination of how well a person has done his/her job or do his/her job.

⁵ Leadership is a process of persuasion or example by which an individual (or a leadership team) induces a group to pursue objectivity with a field leader by a leader or sustained by a leader and his followers. (Gardner cited by Wirawan 2014). Meanwhile, according to Behrendt (2017), the core of leadership is defined as source of influence and facilities in individual and collective efforts to achieve common goals.

Organizational culture is a system of trust and value developed by organizations where it guides the behavior of members of the organization itself (Osborn cited by Handoko 2003). While, according to David Ckorten (2003), Organizational culture is the basic role accepted by the organization to do and solve problems, making lecturers who are able to adapt to the environment and unify organizational members.

Organizational commitment as a sense of identification (trust ¹⁶ in organizational values), involvement (willingness to do the best possible for the benefit of the organization) and loyalty (the desire to remain a member of the organization concerned) declared by an employee to the organization. (Richard is worn by Adam 2010). Organizational commitment is a form of emotional attachment to the organization. Those who have developed this commitment feel strong loyalty to their organization and use organizational commitment to associate themselves with their organizations respective (Hossein 2017).

Self-Confidence comes from the English language that is Self-Confidence which means believe to the ability, strength and self-assessment. Self-confidence is a positive attitude that individuals have to develop positive judgments both to themselves and to the environment or encountered situations (Grace 2001). Self-confidence is an attitude or feeling confident of self-ability so that the person's concerned is not too anxious in his actions, feel free to do the things he wants and be responsible for his actions, feeling angry and courteous in interacting with others, having the encouragement of achievement and being able to recognize his strengths and weaknesses (Lauster 2002).

METHODOLOGY

The method used in this study is a survey with path analysis (path analysis). The survey method took samples from one population and used the questionnaire as a primary of data collection. Technique of data collection is done through questionnaires that had been compiled in advance. Design of this research was associative by using lecturer as unit of analysis. The type of data used in this study was quantitative data through sources and also review of literature from various literature and journal.

The sampling technique used in this study was purposive-sampling. The method used to determine the number of samples was Slovin formula (Sevilla *et. al.*), As follows:

$$n = \frac{N}{1 + Ne^2}$$

Note:

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n: jumlah sampel

N: jumlah populasi

e: batas toleransi kesalahan (*error tolerance*)

The testing hypothesis used a degree of confidence of 95%, where the significant level $\alpha = 5\%$ (0.05).

The decision-making based on Sig:

If Sig ≤ 0.05 then H_0 is rejected, meaning that not significant

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If Sig ≥ 0.05 then H_a accepted, meaning that significant

DISCUSSION OF RESEARCH FINDINGS

The Influence of Democratic Leadership Style to Organizational Culture

From the results of the obtained coefficient value of $p_{21} = 0.968$ with $t_{test} = 63.061$ and $t_{table} = 1.978$ at $\alpha = 0.05$ or 2.613 at $\alpha = 0.01$, because $t_{test} > t_{table}$, then $H_0: p_{21} \leq 0$ was rejected, and $H_1: p_{21} > 0$ was accepted, with path of coefficient $p_{21} = 0.968$ was significant at significance level $\alpha = 0.01$ and $\alpha = 0.05$.

Hypothesis:

H_0 : Democratic leadership style had no effect on organizational culture.

H_1 : The style of democratic leadership affects organizational culture.

The making- decision (95% confidence levels)

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$H_0: p_{21} \leq 0$

$H_1: p_{21} > 0$

By testing the acceptance of H_1 , the democratic leadership style had a positive effect on organizational culture.

The Influence of Democratic Leadership Style on Commitment to Organizations

From the result, the path of coefficient value $p_{31} = 0.684$ with $t_{test} = 14.194$ and $t_{table} = 1.978$ at $\alpha = 0.05$ or 2.613 at $\alpha = 0.01$, because $t_{test} > t_{table}$, then $H_0: p_{31} \leq 0$ was rejected, and $H_1: p_{31} > 0$ was accepted, that the path of coefficient $p_{31} = 0.684$ was significant at significance level $\alpha = 0,05$ and $\alpha = 0,05$.

Hipotesis:

H_0 : The style of democratic leadership has no effect on commitment to the organization.

H_1 : The style of democratic leadership affects commitment to the organization.

The making- decision (95% confidence level)

$H_0: p_{31} \leq 0$

$H_1: p_{31} > 0$

By testing the acceptance of H_1 , so democratic leadership style is directly affects commitment to the organization.

The Influence of Democratic Leadership Style to Self-Confidence

From the result, the path of coefficient value $p_{41} = 0.568$ with $t_{test} = 10.082$ and $t_{table} = 1.978$ at $\alpha = 0.05$ or 2.613 at $\alpha = 0.01$, because $t_{test} > t_{table}$, then $H_0: p_{41} \leq 0$ was rejected, and $H_1: p_{41} > 0$ accepted, that the coefficient path $p_{41} = 0.568$ was significant at the significance level $\alpha = 0.01$ and $\alpha = 0.05$,

Hypothesis:

H_0 : The democratic leadership style had no effect on confidence.

H_1 : The democratic leadership style affected confidence.

The making- decision (95% confidence levels)

$H_0: p_{41} \leq 0$

$H_1: p_{41} > 0$

By testing the acceptance of H_1 , the democratic leadership style significantly affected self-confidence.

The Influence of Democratic Leadership Style on Lecturer Performance

From the result, the coefficient value of $p_{51} = 0.564$ with $t_{test} = 15.085$ and $t_{table} = 1.978$ at $\alpha = 0.05$ or 2.613 at $\alpha = 0,01$, because $t_{test} > t_{table}$, then $H_0: p_{51} \leq 0$ was rejected, and $H_1: p_{51} > 0$ accepted, the coefficient path $p_{51} = 0.564$ was significant at the significance level $\alpha = 0.01$ and $\alpha = 0.05$.

Hypothesis:

H_0 : Dermocratic leadership style had no effect on the lecturers' performance.

H_1 : Dermocratic leadership style had an effect on lecturers' performance.

The making- decision (95% confidence level)

$H_0: p_{51} \leq 0$

$H_1: p_{51} > 0$

By testing the acceptance of H_1 , the democratic leadership style significantly affected the lecturers' performance.

The Influence of Organizational Culture on Commitment of Organization

From the result, the coefficient value of $p_{32} = 0.223$ with $t_{test} = 2.951$ and $t_{table} = 1.978$ pada $\alpha = 0.05$ or 2.613 at $\alpha = 0.01$, because $t_{test} > t_{table}$, then $H_0 : p_{32} \leq 0$ rejected, and $H_1 : p_{32} > 0$ accepted, the coefficient path $\beta_{32} = 0.223$ was significant at the significance level $\alpha = 0.05$ dan $\alpha = 0.01$.

Hypothesis:

H_0 : Organizational Culture was not effective on Commitment of Organization.

H_1 : Organizational Culture was effective on Commitment of Organization.

The making- decision (95% confidence level)

$H_0 : p_{32} \leq 0$

$H_1 : p_{32} > 0$

By testing the acceptance of H_1 , so Organizational Culture was significantly effective on Commitment of Organization.

The Influence of Organizational Culture on Self-Confidence

From the result, the coefficient path value of $p_{42} = 0.410$ with $t_{test} = 6.225$ and $t_{table} = 1.978$ at $\alpha = 0.05$ or 2.613 at $\alpha = 0.01$, because $t_{test} > t_{table}$, so $H_0 : p_{42} \leq 0$ rejected, and $H_1 : p_{42} > 0$ accepted, so the coefficient path $\beta_{42} = 0.410$ was significant at the significance level $\alpha = 0.01$ dan $\alpha = 0.05$.

Hipotesis:

H_0 : Organizational Culture was not effective on self-confidence

H_1 : Organizational Culture was effective on self-confidence.

The making- decision (95% confidence level)

$H_0 : p_{42} \leq 0$

$H_1 : p_{42} > 0$

By testing the acceptance of H_1 , so Organizational Culture was significantly effective on self-confidence.

The Influence of Organizational Culture on Lecturers' Performance

From the result, the coefficient path value of $p_{52} = 0.321$ with $t_{test} = 4.542$ and $t_{table} = 1.978$ at $\alpha = 0.05$ or 2.613 at $\alpha = 0.01$, because $t_{test} > t_{table}$, so $H_0 : p_{52} \leq 0$ rejected, and $H_1 : p_{52} > 0$ accepted, so the coefficient path $p_{52} = 0.321$ was significant at the significance level $\alpha = 0.01$ dan $\alpha = 0.05$.

Hypothesis:

H_0 : Organizational Culture was not effective on Lecturers' Performance.

H_1 : Organizational Culture was effective on Lecturers' Performance.

The making- decision (95% confidence level)

$H_0 : p_{52} \leq 0$

$H_1 : p_{52} > 0$

By testing the acceptance of H_1 , so Organizational Culture was significantly on lecturers' performance.

The Influence of Commitment on Organization to the Self-Confidence

From the result, the coefficient path value of $p_{43} = -0.003$ with $t_{test} = -0.035$ $t_{table} = 1.978$ at $\alpha = 0.05$ or 2.613 at $\alpha = 0.01$, because $t_{test} < t_{table}$, so $H_0 : p_{43} \leq 0$ accepted, and $H_1 : p_{43} > 0$ rejected, so the coefficient path $p_{43} = 0.003$ was not significant at the significance level $\alpha = 0.01$ dan $\alpha = 0.05$.

Hypothesis:

H_0 : Commitment on Organization was not effective to the Self-Confidence

H_1 : Commitment on Organization was effective to the Self-Confidence.

The making- decision (95% confidence level)

$H_0 : p_{43} \leq 0$

$H_1 : p_{43} > 0$

By testing the acceptance of H_1 , so Commitment on Organization was not effective to the Self-Confidence.

The Influence of Self-Confidence on Lecturers' Performance

From the result, the coefficient path value of $p_{54} = 0.116$ with $t_{test} = 1.439$ and $t_{table} = 1.978$ at $\alpha = 0.05$ or 2.613 at $\alpha = 0.01$, because $t_{test} < t_{table}$, so $H_0 : p_{54} \leq 0$ accepted, and $H_1 : p_{54} > 0$ rejected, so the coefficient path $p_{54} = 0.116$ was not significant at the significance level $\alpha = 0.01$ dan $\alpha = 0.05$.

Hypothesis:

H_0 : Self-Confidence was not effective on Lecturers' Performance.

H_1 : Self-Confidence was effective on Lecturers' Performance.

The making- decision (95% confidence level)

$H_0 : p_{54} \leq 0$

$H_1 : p_{54} > 0$

By testing the acceptance of H_1 , so Self-Confidence was not effective on Lecturers' Performance.

Based on the results of the final model, the positive effect of democratic leadership style, organizational culture, organizational commitment, self-confidence and lecturers' performance of the research proves the nine hypotheses proposed in discussing the influence of democratic leadership style, organizational culture, organizational commitment, *STKIP Hamzanwadi Selong Lombok Timur*.

Democratic leadership style had a direct positive influence on organizational culture, commitment to the organization, confidence and lecturers' performance. It gives an idea of organizational culture. Commitment to the organization, confidence and lecturers' performance were influenced by the variation of democratic leadership style those were guidance, advisement, illustration, motivation, and acceleration programmed and effective by the head of study program to the implementation of lecturers' task in the form of further study, as well as ¹⁴ training, teaching, community service, research and promotion will lead to increase organizational culture, organizational Commitment, confidence and lecturers' performance.

Organizational culture had a positive effect on commitment to the organization, confidence and lecturers' performance. This provide an illustration that the commitment to the organization, confidence, and lecturers' performance were influenced by variations of organizational culture such as insight, knowledge, skills, and attitudes in running tasks that include academic and non-academic, research and community service will give increased commitment on the organization, self-esteem and lecturers' performance.

Commitment to the organization did not have a positive effect on self-confidence, and confidence did not affect the lecturers' performance. Such conditions provide the image that trust, sincerity, loyalty and strong acceptance of organizational goals and values did not affect learners' confidence, and free, independent, ambitious, always optimistic, always open to new experiences, will not improve lecturers' performance.

CONCLUSION

Based on the results of the research analysis that had been discussed in the previous chapter then obtained the following conclusion: That the democratic leadership style had a positive influence on organizational culture, organizational commitment, self-confidence and lecturers' performance. Organizational culture had a positive influence on commitment to the organization, self-confidence and the lecturers' performance. Commitment to the organization did not have a positive effect on confidence, and confidence did not affect the lectures' performance.

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