

Transformational Leadership And Lecturer Commitment To Organizational Change With The Moderation Effect Of Organizational Culture At The Faculty Of Tarbiyah State Islamic Institute Of Madura

Dwi Putera Kusuma, Erny Roesminingsih, Amrozi Khamidi

Education Management Department S2, Faculty of Education,
State University of Surabaya
Email: dwi.21009@mhs.unesa.ac.id

Article received: January 2023, Revision: July 2023, Approval: November 2023

DOI: 10.17977/um025v8i12023p47

Abstract: The purpose of this study is to measure the influence of transformational leadership on organizational change, measure the influence of lecturer commitment to organizational change, and measure the influence of transformational leadership and lecturer commitment to organizational change with the moderation effect of organizational culture at the Faculty of Tarbiyah State Islamic Institute of Madura. This research uses a quantitative type of research design through associative causal survey research, namely asking about the relationship or influence between the independent/free variable (influence) and the dependent/bound variable (influenced). Research conducted by survey determines the value of several variables, from several hypotheses regarding the actions and characteristics of an object. Data collection was carried out using a questionnaire instrument given to all. Data analysis uses simple linear regression to test how influential transformational leadership is on organizational change, and multiple linear regression to test how influential transformational leadership and lecturer commitment together are on organizational change with the moderating effect of organizational culture at the Faculty of Tarbiyah State Islamic Institute of Madura. Based on the results of this data analysis, three research conclusions were obtained. First, the transformational leadership applied by leaders at the Faculty of Tarbiyah IAIN Madura has a very significant influence on organizational change. Second, lecturer commitment has a very significant influence on organizational change. Third, transformational leadership and lecturer commitment simultaneously or together have a very significant influence on organizational change with the moderating effect of organizational culture

Keywords: transformational leadership; lecturer commitment; organizational change.

INTRODUCTION

The development of science and technology (IPTEK), as well as social, economic, and environmental factors, poses problems that must be faced by organizations to become broader and more complex. These problems continue to develop according to the acceleration of changes that occur. The situation that arises makes learning that problems do not grow linearly, where there are so many things that have never been expected before. Organizations are required to continue to prepare themselves, anticipate, and adapt to change.

Managerial activities in the education system have the authority to create change. This is known as leadership. Leadership is carried out by coordinating various resources such as HR (Human Resources) and certain organizations that are formed with the same vision and goals to build organizational change as a form of existence effort. The UPI AP Lecturer Team (2011: 151) argues that "leaders are agents of change who bring transformation in the organization, and have the authority to make changes not as controllers of change". This concept arises because of the lack of changes in previous leadership practices. In this theory, a leader is required to have a greater influence than usual or before. Through transformational leadership, it is hoped that there will be a process that genuinely changes and provides change to someone by treating them best according to their needs.

Law of the Republic of Indonesia Number 14 of 2005 concerning Teachers and Lecturers, Chapter III Article 7 Paragraph 1 states that "The profession of teachers and lecturers as a special field of work carried out in principle, one of which is by improving the quality of education, faith, piety, and noble morals." The success of the organization in achieving a target is influenced by the commitment and cooperation of the human resources in it, regardless of the different backgrounds of each individual, such as different cultures, points of view, and characters. Adaptation and collaboration are needed to create a vision, mission, and goals that are aligned in an organization.

Cadres in the organization must be able to be adaptive to existing changes. According to Wijaya (2017: 243), "Organizations in developed countries are often stagnant because their human resources do not accept organizational change and development. Many people assume that change will lead to a loss of moral balance (disequilibrium). Change can be successful if all parties are able to collaborate well. Organizational leaders must also be able to provide direction that convinces all parties to be involved and contribute to change for the welfare of the organization.

Religious universities, as social institutions, have roles and responsibilities to prepare the younger generation and nation to have self-identity in accordance with socio-cultural and scientific plurality. No exceptions are made by Islamic universities in the regions, one of which is the State Islamic Institute of Madura (IAIN). IAIN Madura is the first State Islamic Religious College (PTKIN) on Madura Island, so it is expected that its position will become an icon of State Islamic Universities on Madura Island, especially the Faculty of Tarbiyah IAIN Madura.

Strategic Plan of the Faculty of Tarbiyah (2019-2023:12) The Faculty of Tarbiyah IAIN Madura has goals, one of which is the realization of the implementation of religious and competitive higher education in order to produce. Organizational culture, management, and leadership are visionary, transformative, charismatic, spiritualist, and work culture that is able to serve excellently in academic and non-academic quality. Based on facts in the field, the results of

an interview with civil servant lecturers within the Faculty of Tarbiyah on January 23, 2023, the deputy dean of the Faculty of Tarbiyah IAIN Madura, who incidentally is also a leader, currently wants a change in his organization by transforming an inspiration that motivates subordinates; namely, lecturers are currently required to be productive in research and community service activities, So that it shifts the main task of lecturers as an educator and changes the paradigm of lecturer professionalism about the Tri Dharma of Higher Education which was originally the Dharma of Education, Research, and Service into the Dharma of Research, Service, and Education. This certainly provides an opportunity to put aside the main duties of lecturers as educators and teachers.

Lecturers of the Faculty of Tarbiyah IAIN Madura are committed to continuing to develop competencies and implementing the tri dharma of higher education well and consistently. Along with the leadership factor that demands a change in this paradigm, a lecturer's work culture emerges as "researching, serving, and teaching". Lecturers who have the status of old Civil Servants (PNS) are prioritized to conduct research and service funded by the institution for promotion and career path, while new civil servant lecturers who incidentally as juniors prefer to develop their competencies and careers outside the institution at their own expense. On the other hand, for lecturers who have permanent status of non-civil servants, of course, this research and service activity is carried out as a form of equating their performance with lecturers who have civil servant status where in terms of performance allowances between civil servant and non-civil servant lecturers is certainly different. So, it becomes a gap if a change leader transforms a new idea to his subordinates, which, in fact, is contrary to what should be done first to be done and becomes not a priority to do. From this existing paradigm, the question arises whether there is a relationship between transformational leadership and the commitment of lecturers to creating organizational change. Will a major change be created or vice versa.

METHOD

The purpose of this study is to measure the influence of transformational leadership on organizational change, measure the influence of lecturer commitment to organizational change, and measure the influence of transformational leadership and lecturer commitment to organizational change with the moderating effect of organizational culture at the Faculty of Tarbiyah State Islamic Institute of Madura (IAIN Madura). This study uses a quantitative type research design through causal associative survey research, which asks about the relationship or influence between independent/independent variables (influencing) with dependent/bound variables (influenced). The subjects of his research were all leaders and lecturers at the Faculty of Tarbiyah IAIN Madura, both with the status of civil servants, DTN, and DLB, which totaled

153 people. Research conducted by survey determines the value of several variables from several hypotheses regarding the actions and characteristics of an object. Data collection was carried out using questionnaire instruments given to all. Data analysis used simple linear regression to test how influential transformational leadership is on organizational change and multiple linear regression to test how influential transformational leadership and lecturer commitment together to organizational change with the moderation effect of organizational culture at the Faculty of Tarbiyah State Islamic Institute of Madura.

RESULT

Analysis Prerequisite Test Results

As stated in the previous chapter, parametric statistical analysis requires several testing criteria to be met. The results of the prerequisite test with the help of SPSS 26 are as follows:

Normality test

After determining the total score of the variable X_1 , X_2 , and Y from 153 respondents with 111 items of questions/statements, then analyzed using the SPSS 26 Program so that the residual value was obtained. From the residual values of the three variables (Variables X_1 and X_2 to Y) back to conduct the Kolmogorov-Smirnov test with the SPSS 26 Program, the following results were obtained:

Table 1. Output Normalitas Test Kolmogorov Smirnov One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		153
Normal Parameters ^b	Mean	.0000000
	Std. Deviation	.91417270
Most Extreme Differences	Absolute	.049
	Positive	.044
	Negative	-.049
Test Statistic		.049
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

The known significance value of 0,200 where the value is greater than 0,05 (SIG > 0,05), which means the residual value of the variable X_1 and X_2 to variable Y is normally distributed, or it can be concluded that the distribution of data in this research is normal.

Linearity Test

After determining the total score of the variable X_1 , X_2 , and Y from 153 respondents with 111 item questions/statements, t variable linearity test is performed X_1 to variable Y using the SPSS 26 Program so that it is obtained as follows:

Table 2. Output Linearity Test Variable X_1 Towards Variable Y

			ANOVA Table				
			Sum of Squares	df	Mean Square	F	Sig.
Total Variabel Y * Total Variabel X1	Between Groups	(Combined)	6108.174	34	179.652	4.139	.000
		Linearity	4036.026	1	4036.026	92.987	.000
		Deviation from Linearity	2072.147	33	62.792	1.447	.078
	Within Groups		5121.722	118	43.404		
	Total		11229.895	152			

The known significance value of deviation from linearity is 0,078, where the value is greater than 0,05 (SIG > 0,05), which means variable X_1 to variable Y is linear. Next, conducted linearity test variable X_2 to variable Y using the SPSS 26 Program so that it is obtained output as follows:

Table 3. Output Linearity Test Variable X_2 Towards Variable Y

			ANOVA Table				
			Sum of Squares	df	Mean Square	F	Sig.
Total Variabel Y * Total Variabel X2	Between Groups	(Combined)	11162.972	62	180.048	242.131	.000
		Linearity	11102.657	1	11102.657	14930.996	.000
		Deviation from Linearity	60.315	61	.989	1.330	.108
	Within Groups		66.924	90	.744		
	Total		11229.895	152			

The known significance value of deviation from linearity is 0,108 where the value is greater than 0,05 (SIG > 0,05), which means variable X_2 to variable Y is linear. Given the results of the linearity test variable X_1 and variable X_2 If variable Y is stated to be linear, then data analysis in this study can use a linear regression model.

Research Hypothesis Test

To prove H_0 rejected and H_1 accepted, or instead, this is where it is important to test hypotheses to obtain answers to conjectures from research and answer predetermined problem formulations.

Simple Linear Regression Analysis

After determining the total score of the variable X_1 , X_2 , and Y from 153 respondents with 111 items questions/ statements, then a simple linear regression test analysis was carried out,

namely on variable X_1 to variable Y using the SPSS 26 Program so that it is obtained output as follows:

Table 4. Output Simple Linear Regression Test Variable X_1 - Variable Y

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4036.026	1	4036.026	84.717	.000 ^b
	Residual	7193.869	151	47.642		
	Total	11229.895	152			

a. Dependent Variable: Total Variable Y

b. Predictors: (Constant), Total Variable X_1

It is known that the value of significance is as much as 0,000 where the value is less than 0,05 (SIG < 0,05) even smaller than 0,01 (SIG \leq 0,01) which means variable X_1 has a very significant influence on variable Y . In this case H_0 rejected and H_1 accepted, so it can be concluded that transformational leadership has a very significant influence on organizational change. To find out how much influence the variable X_1 to variable Y , then it can be seen from the following analysis results:

Table 5. Output Percentage Influence Variable X_1 - Variable Y

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.599 ^a	.359	.355	6.902	

a. Predictors: (Constant), Total Variable X_1

Known value R_{square} as big as 0,359, where the value represents the level of influence between variables. If it is a percentage, then the influence variable X_1 variable Y as big as 35,9%, or it can be concluded that transformational leadership has an influence of 35,9% against organizational change. In this percentage, the influence of transformational leadership on organizational change at the Faculty of Tarbiyah IAIN Madura can be categorized as still low, meaning that variable X_1 considered not enough to have a strong influence on variable Y . Next, a simple linear regression test analysis was carried out on variable X_2 to variable Y using the SPSS 26 Program so that it is obtained output as follows:

Table 6. Output Simple Linear Regression Test Variable X_2 - Variabel Y

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11102.657	1	11102.657	13176.024	.000 ^b
	Residual	127.239	151	.843		
	Total	11229.895	152			

a. Dependent Variable: Total Variable Y

b. Predictors: (Constant), Total Variable X_2

It is known that the value of significance is as much as 0,000 where the value is less than 0,05 (SIG < 0,05) or even smaller than 0,01 (SIG ≤ 0,01), which means variable X_2 has a very significant influence on variable Y . In this case H_0 rejected and H_1 accepted, so it can be concluded that the commitment of lecturers has a very significant influence on organizational change. To find out how much influence the variable X_2 to variable Y , then it can be seen from the results of the analysis as follows:

Table 7. Output Percentage Influence Variable X_2 - Variable Y

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.989	.989	.918

a. Predictors: (Constant), Total Variable X2

Known value R_{square} as big as 0,994, where the value represents the level of influence between variables. If it is a percentage, then the influence variable X_2 variable Y as big as 99,4%, or it can be concluded that the commitment of lecturers has an influence on changing the organization. In this percentage, the influence of lecturer commitment to organizational change at the Faculty of Tarbiyah IAIN Madura is categorized as having a very large influence, meaning that it is variable X_2 it is considered quite influential on variable Y .

Multiple Linear Regression Analysis

After determining the total score of the variable X_1 , X_2 , and Y from 153 respondents with 111 item questions/statements, then a multiple linear regression test analysis was carried out, that is, at the variable X_1 and X_2 to variable Y using the SPSS 26 Program so that it is obtained output as follows:

Table 8. Output Multiple Linear Regression Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11102.867	2	5551.434	6555.357	.000 ^b
	Residual	127.028	150	.847		
	Total	11229.895	152			

a. Dependent Variable: Total Variable Y

b. Predictors: (Constant), Total Variabel X2, Total Variabel X1

It is known that the value of significance is as much as 0,000 where the value is less than 0,05 (SIG < 0,05) or even smaller than 0,01 (SIG ≤ 0,01), which means variable. X_1 and X_2 together have a very significant influence on variables. In this case, H_0 rejected and H_1 accepted, so it can be concluded that transformational leadership and lecturer commitment together have a very significant influence on organizational change. To find

out how much influence the variable X_1 and X_2 to variable Y , then it can be seen from the following analysis results:

Table 9. Output Percentage Multiple Linear Regression Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.989	.989	.920

a. Predictors: (Constant), Total Variabel X2, Total Variabel X1

Known value R_{square} as big as 0,989, where the value has meaning at the level of influence between variables. If it is a percentage, then the influence of the variable X_1 and X_2 to variable Y as big as 98,9%, or it can be concluded that transformational leadership and lecturer commitment together have an influence of 98,9% against organizational change. In this percentage, transformational leadership and lecturer commitment to organizational change at the Faculty of Tarbiyah IAIN Madura can be categorized as having a very large influence.

DISCUSSION

The Influence of Transformational Leadership on Organizational Change

The results of the research proved that transformational leadership has a significant influence on organizational change at the Faculty of Tarbiyah IAIN Madura. This is in accordance with the theory put forward by Northouse (2016: 161) that "Transformational leadership is a process that changes and changes people". Transformational leadership can be used to describe a variety of leadership, ranging from very specific efforts to influence followers on a one-to-one level to very broad efforts to influence an entire organization, even an entire culture.

In percentage level, transformational leadership applied at the Faculty of Tarbiyah IAIN Madura is still in the percentage of 35.9% in influencing organizational change, meaning that leaders at the Faculty of Tarbiyah have not been able to fully implement the transformational leadership type so that the influence caused by transformational leadership on changes in their organizations is still in the low category. Leaders within the Faculty of Tarbiyah IAIN Madura have not made many changes, both in influencing followers/subordinates and aspects of their organization.

This research certainly supports some relevant previous research results on the effects of transformational leadership on cultural change, such as research conducted by Tozani (2013) entitled "Effects of Organizational Culture Moderation on the Relationship Between Leadership Style and Organizational Commitment (Case study at PT XTel Jakarta)", that organizational culture was found to have a significant moderating effect on the relationship between leadership style and commitment Except for the relationship between directive leadership style and bureaucratic culture, it is concluded that all leadership styles, including transformational

leadership, have a significant moderating effect on organizational culture, except for directive leadership styles. A similar study was conducted by Anwar (2016) entitled "The Effect of Transformational Leadership, Competence, Compensation and Commitment to Organizational Culture and Its Implications on Lecturer Performance", that transformational leadership has a significant effect on organizational culture, and there is a simultaneous influence between transformational leadership, competence, compensation, and organizational commitment to organizational culture. It can be concluded that transformational leadership has a significant and simultaneous influence on organizational culture. In addition, there is a study conducted by (Siswatiningsih et al., 2019), entitled "The Influence of Transformational and Transactional Leadership on Organizational Culture, Work Motivation, Organizational Commitment, and Employee Performance", that transformational leadership has a positive and significant effect on organizational culture and organizational commitment, so it can be concluded that transformational leadership has a positive and significant influence on culture organization. Current research supports and reinforces the results of previous research. The results of past and current research both prove the positive and significant influence of transformational leadership and organizational change. However, the influence of the two still has a low percentage rate.

The Influence of Lecturers' Commitment to Organizational Change

The results of the research proved that the commitment of lecturers has a significant influence on organizational changes at the Faculty of Tarbiyah IAIN Madura. This is in accordance with the theory proposed by Busro (2018: 72) that organizational commitment means 1) More than formal membership; 2) Includes an attitude of liking the organization; 3) Willingness to strive for the achievement of goals; 4) High level of effort in the achievement of the interests of the organization; 5) There is loyalty to the organization; 6) Involvement in work; and 7) Identification of the values and goals of the organization.

Organizational commitment here refers to the commitment of employees or Human Resources (HR), which, of course, in this study is an educator or lecturer. A lecturer certainly has a commitment to the institution he is involved in, including for the achievement of goals in point c and organizational interests in point d. The goals and interests of an organization are not spared from the achievement of continuous progress and development; this is a form of organizational change itself. The identification of organizational values in point g is cultural moderation as a form of change for the organization itself.

The percentage level of influence of lecturer commitment at the Faculty of Tarbiyah IAIN Madura reaches 99.4% in influencing organizational change, meaning that lecturers have a very high commitment to making changes. They prove their high loyalty to the organization, especially in moderating organizational culture. This research certainly supports the results of research

conducted by (Tozani, 2013) entitled "Effects of Organizational Culture Moderation on the Relationship Between Leadership Style and Organizational Commitment (Case Study at PT XTel Jakarta)", that: 1) organizational culture was found to have a significant moderating effect on the relationship between leadership style and organizational commitment, except for the relationship between directive leadership style and bureaucratic culture; and 2) Innovative culture has the strongest influence on the relationship between supportive leadership style and organizational commitment. From this, it can be concluded that organizational commitment has a significant moderating effect on organizational culture except on directive culture, and organizational commitment is most strongly influenced by innovative culture. A similar study was conducted by Anwar (2016) entitled "The Influence of Transformational Leadership, Competence, Compensation, and Commitment to Organizational Culture and Its Implications on Lecturer Performance", that there is a simultaneous influence between transformational leadership, competence, compensation, and organizational commitment to organizational culture, so it can be concluded that organizational commitment has a simultaneous influence on organizational culture. Current research supports and reinforces the results of previous research. The results of previous and current research both prove a positive and significant influence between lecturer commitment and organizational change. The influence of the two has a very high percentage rate.

The influence of transformational leadership and lecturer commitment to organizational change

The results of the research prove that transformational leadership and the commitment of lecturers together have a very significant influence on organizational change at the Faculty of Tarbiyah IAIN Madura. The percentage rate of influence of transformational leadership and commitment of lecturers together to organizational change reached 98.9%. That is, leaders who implement transformational leadership types supported by lecturers who have high commitment have a powerful influence on organizational change, especially in cultural moderation. This research certainly supports research conducted by: 1) (Anwar, 2016) entitled "The Influence of Transformational Leadership, Competence, Compensation, and Commitment to Organizational Culture and Its Implications on Lecturer Performance", that there is a simultaneous influence between transformational leadership, competence, compensation, and organizational commitment to organizational culture, so it can be concluded that simultaneously, transformational leadership and organizational commitment have an influence on organizational culture; 2) (Surasni, 2018), entitled "The Influence of Transformational Leadership, Learning Organization and Organizational Commitment on Lecturer Performance at Pamulang University, South Tangerang", that performance has a direct positive effect on transformational leadership, learning organization, and organizational commitment, so that in conclusion transformational

leadership and organizational commitment have a positive influence on lecturer performance; 3) (Yusfi, 2016), entitled "The Influence of Transformational Leadership and Organizational Commitment on Organizational Citizenship Behavior of State Junior High School Teachers in South Jakarta", that transformational leadership and organizational commitment have a positive influence on the behavior of organizational members, so that in conclusion transformational leadership and organizational commitment have a positive influence on organizational behavior; 4) (Maulana, 2020), entitled "The Influence of Transformational Leadership, Job Satisfaction and Organizational Commitment on PT Sinergi's Organizational Citizenship Behavior", that transformational leadership, job satisfaction, and organizational commitment have a positive and significant effect on Organizational Citizenship Behavior, so that in conclusion transformational leadership and organizational commitment have a positive and significant influence on organizational behavior; 5) Oka Sujana & Ardana (2016), entitled "The Influence of Transformational Leadership and Organizational Commitment on Employee Job Satisfaction at Pt. Kopi Bali Factory Tour Denpasar", that transformational leadership and organizational commitment have a simultaneous or partial effect on employee job satisfaction, and transformational leadership has a stronger influence on employee job satisfaction than organizational commitment, so the conclusion Transformational leadership and organizational commitment have a simultaneous or partial influence on employee job satisfaction, and transformational leadership has a stronger influence than organizational commitment to employee job satisfaction; 6) (Christ et al., 2020), entitled "The Effect of Transformational Leadership, Organizational Commitment and Burnout on Employee Performance", that transformational leadership, organizational commitment and burnout have a joint effect on employee performance, and Transformational Leadership has the most dominant influence on employee performance, so that the conclusion is simultaneously, transformational leadership and organizational commitment have an influence on performance Employees, and transformational leadership has the most dominant influence on employee performance.

The results of previous and current research both prove the positive and significant influence of transformational leadership and lecturer commitment to organizational change. The influence of the two has a very high percentage rate. It can be concluded that simultaneously, transformational leadership and lecturer commitment have a very high influence, while partially transformational leadership has a smaller influence than lecturer commitment to organizational change at the Faculty of Tarbiyah IAIN Madura. In terms of job satisfaction and employee performance, transformational leadership has a higher and dominant influence than organizational commitment.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of research and discussion, it can be concluded that: 1) Transformational leadership applied by leaders at the Faculty of Tarbiyah IAIN Madura has a very significant influence on organizational change with the effect of moderating organizational culture. Descriptively, the transformational leadership style has little influence on organizational change at the Faculty of Tarbiyah IAIN Madura; 2) The commitment of lecturers applied by lecturers at the Faculty of Tarbiyah IAIN Madura has a very significant influence on organizational change with the effect of moderating organizational culture. Descriptively, the commitment of lecturers has a very strong influence on organizational change at the Faculty of Tarbiyah IAIN Madura; and 3) Transformational leadership and lecturer commitment applied by leaders and lecturers at the Faculty of Tarbiyah IAIN Madura simultaneously or together have a very significant influence on organizational change with the effect of moderating organizational culture.

Suggestion

Based on the conclusions above, suggestions can be put forward aimed at 1) Leaders at the Faculty of Tarbiyah IAIN Madura in order to synergize with education management academics. Through their knowledge, they can contribute thoughts to increase the effectiveness of the transformational leadership style that is being applied as an agent of change so that it can have a great influence on organizational change with the effect of moderating organizational culture. 2) Lecturers at the Faculty of Tarbiyah IAIN Madura, to always maintain commitment/loyalty to the institution of the Faculty of Tarbiyah IAIN Madura as a form of loyalty and totality so as to continue to create good changes with the effect of cultural moderation in their organizations; and 3) Other researchers, to conduct qualitative research on the factors that cause transformational leadership style as an agent of change actually has less influence than the commitment of lecturers. In this case, it is necessary to emphasize the cultures that influence so that transformational leadership can have the same high influence together with the commitment of lecturers to organizational change at the Faculty of Tarbiyah IAIN Madura.

REFERENCES

- Anwar, Y. (2016). Pengaruh Kepemimpinan Transformasional, Kompetensi, Kompensasi dan Komitmen terhadap Budaya Organisasi serta Implikasinya pada Kinerja Dosen. *Kontingensi: Jurnal Ilmiah Manajemen*, 4(2), 104–115.
<https://doi.org/https://doi.org/10.56457/jimk.v4i2.31>
- Busro, M. (2018). *Teori Teori Manajemen Sumber Daya Manusia* (1st ed.). Jakarta: Prenadamedia Group.
- Christ, J., Mardiana, T., & Sutanto, H. (2020). Pengaruh Kepemimpinan Transformasional, Komitmen Organisasi Dan Burnout Terhadap Kinerja Karyawan. *DIALEKTIKA : Jurnal*

- Ekonomi Dan Ilmu Sosial*, 5(2). <https://doi.org/10.36636/dialektika.v5i2.463>
- Maulana, R. I. (2020). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior PT Sinergi. *Jurnal Ecodemica: Jurnal Ekonomi, Manajemen, Dan Bisnis*, 4(2), 251–263. <https://doi.org/10.31294/jeco.v4i2.8011>
- Northouse, P. G. (2016). Leadership Theory and Practice - Seventh Edition. In *Sage Publications* (Vol. 53, Issue 9).
- Oka Sujana, I., & Ardana, I. (2016). Pengaruh Kepemimpinan Transformasional Dan Komitmen Organisasional Terhadap Kepuasan Kerja Karyawan Pada Pt. Kopi Bali Factory Tour Denpasar. *None*, 5(5), 242927.
- Rencana Strategis Fakultas Tarbiyah Tahun 2019-2023.
- Siswatiningsih, I., Raharjo, K., & Prasetya, A. (2019). Pengaruh Kepemimpinan Transformasional Dan Transaksional Terhadap Budaya Organisasi, Motivasi Kerja, Komitmen Organisasional Dan Kinerja Karyawan. *Jurnal Bisnis Dan Manajemen*, 5(2). <https://doi.org/10.26905/jbm.v5i2.2388>
- Surasni, S. (2018). Pengaruh Kepemimpinan Transformasional, Organisasi Pembelajaran Dan Komitmen Organisasi Terhadap Kinerja Dosen Di Universitas Pamulang, Tangerang Selatan. *INOVASI*, 5(1), 47. <https://doi.org/10.32493/inovasi.v5i1.y2018.p47-64>
- Tim Dosen AP UPI. (2011). *Manajemen Pendidikan* (Riduwan (ed.); 4th ed.). Bandung: Alfabeta.
- Tozani, A. (2013). Efek Moderasi Budaya Organisasi Pada Hubungan Antara Gaya Kepemimpinan Dan Komitmen Organisasi (Studi kasus pada PT XTel Jakarta). *Jurnal Ilmiah Universitas Bakrie*. <https://doi.org/https://www.neliti.com/id/publications/244774/efek-moderasi-budaya-organisasi-pada-hubungan-antara-gaya-kepemimpinan-dan-komit#cite>
- Undang Undang Republik Indonesia Nomor 14 Tahun 2005 Tentang Guru Dan Dosen. (2005). *Undang Undang Republik Indonesia Nomor 14 Tahun 2005 Tentang Guru Dan Dosen*.
- Wijaya, C. (2017). *Perilaku Organisasi* (Nasrul Syakur Chaniago (ed.); 1st ed.). Medan: Lembaga Peduli Pengembangan Pendidikan Indonesia.
- Yusfi, A. Al. (2016). Pengaruh Kepemimpinan Transformasional Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior Guru Smp Negeri Di Jakarta Selatan. *Jurnal Manajemen Pendidikan*. <https://doi.org/https://doi.org/10.21009/jmp.v7i1.1828>.