



The Correlation of Leadership, Organizational Commitment and Leader Member Exchange on Schools Performance

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Abstract

The purpose of this study was to analyze the relationship between leadership and school performance, organizational commitment to school performance, the relationship between leader member exchange and school performance. This research method is quantitative, the data was obtained by distributing online questionnaires through social media to teachers. through the simple random sampling method, the respondents of this study were 340 teachers. Analysis of the research data used structural equation modeling (SEM) with SmartPLS software tools, the questionnaire measurement scale used a Likert scale of 7. The stages of testing the research data were measuring the outer model, testing validity, testing reliability and testing structural models and testing hypotheses. Based on the results of data analysis it was concluded that leadership has a positive and significant effect on performance, Leader Member Exchange (LMX) has a positive and significant effect on performance and organizational commitment has a positive and significant effect on performance. Organizational Commitment has a significant effect on Performance. Organizational commitment is the teacher's loyalty to the organization and a continuous process in which the teacher shows and expresses concern or matters that are important to the organization. teachers who have high organizational commitment will make a major contribution to the company because they want to work as much as possible and behave well in achieving school goals, so organizational commitment affects performance. Work-related behavior, respect for leaders' skills and knowledge, loyalty to one another, and liking for one another can all contribute to the development of LMX. The Leader Member Exchange leadership system in its application can generate feedback between individuals without being affected by social boundaries or strata. Leaders and teachers can communicate regardless of seniority and position so that it can have a positive impact on schools, namely in the form of improving teacher performance.

Keyword: Leadership, Organizational Commitment, Leader Member Exchange, Schools Performance

I. INTRODUCTION

According to Asbari et al. (2021); Fayzhal et al. (2020) In a school, teachers are a valuable asset, which can have a significant impact on achieving organizational goals. There is a link between humans and the achievement of these goals, a school needs to think about aspects of good human management and leaders have a role in managing these humans. Leadership in the era of globalization will face increasingly complex demands. Such conditions demand the capability and skills of leaders in managing change. According to Maesaroh et al. (2020); Muliati et al. (2022) In leadership, there is a leader-member exchange theory. Leader-member exchange theory explains the process of creating roles between a leader and a subordinate. In addition, the theory describes how leaders develop different exchange relationships over time with various subordinates. According to Nugroho et al. (2020); Novitasari et al. (2020) Help from committed subordinates can be invaluable to a manager who lacks the time and energy to carry out all the administrative duties that are his responsibility. In line with what was stated above, the leader-member exchange relationship (LMX) can also affect organizational commitment. Organizational commitment is defined as a situation where an employee sided with a particular organization and its goals and desire to maintain membership in the organization. According to Nasiatin et al. (2021); Nuryanti et al. (2020) leader member exchange can affect organizational commitment, leader member exchange can also affect employee performance. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.



The quality of superior-subordinate interaction will have an impact on increasing job satisfaction, productivity, and employee performance. The smooth social interaction behavior of members of the organization will reduce the occurrence of disputes and increase efficiency. The relationship with the leader is a factor that influences employee performance. According to Nugroho et al. (2020); Novitasari et al. (2020) If employees have a bad relationship with their leaders, these employees tend to work less optimally and can affect the company. In addition to the relationship with the leader, the relationship between colleagues is also important, because basically performance is the ability of an individual or group to fulfill responsibilities. The main determining factor in the formation of organizational commitment is leadership. The leader is the main factor in the formation of organizational commitment, because it is a shaper of the work environment and employee perceptions of work and the company where they work. According to Nasiatin et al. (2021); Nuryanti et al. (2020) The more positive the employee's perception of the leader's role, the higher the organizational commitment that is owned so that it can implement an increase in employee performance. Employee commitment and behavior that is beneficial to the company is supported by how strong the attachment employees have to the team or especially to the leader. Currently, companies need employees who are of high quality and have high commitment to survive in business. High commitment will encourage employees to be more creative and innovative. According to Oscarius et al. (2021); Zaman et al. (2020) High employee commitment will have a significant influence on organizational performance. High commitment to the organization tends to give thought and energy to the organization.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Leadership

According to Purwanto et al. (2020); Tanjung et al. (2020); Age et al. (2020) Leadership is a distinctive character, in particular, taking on certain situations. Because groups carry out certain activities and have goals and various special equipment. Group leaders with characteristic features are a function of the particular situation. Leadership is a relationship that exists in a person or leader and influences others to want to work consciously in relation to the task to achieve the desired goals. Leadership is the process of influencing the activities organized in groups in their efforts to achieve the goals set. According to Zaman et al. (2020) the notion of leadership is the attitude of an individual who leads various group activities towards goals to be achieved together. Leadership is the process of influencing the activities of organized groups towards achieving goals. Then the notion of leadership is interpersonal influence, which is carried out in certain situations, and directed through the communication process, to achieve certain goals or more. According to Oscarius et al. (2021); Zaman et al. (2020) leadership is a process of pushing and pushing through the successful interaction of individual differences, controlling one's strengths in pursuit of common goals. Leadership is a process in which a person can direct, guide and influence the behavior and work of others towards certain goals in certain situations. Leadership is the ability of a manager to encourage the people he leads to work with confidence and enthusiasm. Therefore, one of the goals of leadership is to become a means to an end. Through leadership, each individual can pay attention to the way a leader achieves his goals or desires. That way, leadership can be used as a benchmark in achieving these goals. According to Purwanto et al. (2020) Apart from that, leadership also has the goal of motivating others. This is very necessary as a way to maintain and improve the morale that exists in the people they lead. Leader member exchange (LMX).

Leader member exchange (LMX) is an increase in the quality of the relationship between supervision and employees will be able to improve the work of both. But in reality, the relationship between employees and supervision can be grouped into two relationships, namely good relationships and bad relationships. A good relationship will create employee trust, positive attitudes, and loyalty, but a bad relationship will have the opposite effect. Leader member exchange is focused on assessing the relationship and interaction between supervisors (bosses) and subordinates. The level of closeness of the relationship between leaders and subordinates shows an indication of leader member exchange in the company. Organizational commitment can be defined as the relative strength of an individual's identification with his or her organization, which can be seen by at least 3 factors, including (1) strong belief and acceptance of the goals and values of the organization (2) willingness to seek the interests of the organization (3) desire strong enough to maintain membership in the organization.



Organizational commitment

According to Cape et al. (2020); Age et al. (2020) Organizational commitment is the degree to which employees believe in and accept organizational goals and will stay or will not leave the organization. Organizational commitment is defined as a situation where an employee sided with a particular organization and its goals and desire to maintain membership in the organization. According to Oscarius et al. (2021); Purwanto et al. (2022) mentions employee commitment to the organization as an individual's psychological bond to the organization which includes work involvement, loyalty, and feelings of trust in the organization. Conceptually, organizational commitment is characterized by three things: (1) a person's strong sense of trust and acceptance of organizational goals and values (2) a person's desire to make genuine efforts for the sake of the organization, (3) a strong desire to maintain membership in an organization. From these definitions it can be concluded that organizational commitment is a psychological bond of employees to an organization which is characterized by the existence of: Strong belief and acceptance of organizational goals and values, Willingness to seek to achieve organizational interests, and Strong desire to maintain position as a member organization.

Employee performance

The success of an organization is influenced by the performance (job performance) of human resources, for that every company will try to improve employee performance in achieving organizational goals that have been set. Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. The definition of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. According to Fayzhal et al. (2020) performance is the result or output of a process. According to Maesaroh et al. (2020); Muliati et al. (2022) argues that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Asbari et al. (2021) stated that performance is basically what employees do or don't do. Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company

Relationship of Leadership and performance

The Influence of Leadership on Employee Performance Leadership is important in an organization and a company in achieving the desired goals of an organization or company, leadership also affects the performance of employees in a company or organization. Good leadership is able to produce good results for the company and provide employees with a sense of comfort while working. According to Kadiyono et al. (2020); Maesaroh et al. (2020); Muliati et al. (2022) argued that good leadership is a leader who can influence, inform, make decisions, and can provide motivation that aims to improve the organization or employees. According to Maesaroh et al. (2020); Muliati et al. (2022) Without good leadership, it will be difficult for an organization or company to achieve optimal results. Leadership and work environment are very influential simultaneously and partially on employee performance. The results of the analysis test show that leadership has an effect on employee performance and the work environment has an effect on employee performance. Of the three variables, the communication variable that is not accepted means that there is no effect of communication on employee performance.

H1: leadership has a positive and significant effect on performance

Leader Member Exchange (LMX) relationships and performance

Leader Member Exchange (LMX) is an increase in the quality of the relationship between supervisors and employees will be able to improve the work of both. But in reality, the relationship between employees and supervision can be grouped into two relationships, namely good relationships and bad relationships. A good relationship will create employee trust, positive attitudes, and loyalty, but a bad relationship will have the opposite effect. According to Nugroho et al. (2020); Novitasari et al. (2020) said that Leader Member Exchange is an improvement in the quality of the relationship between supervisors and employees which is able to improve the performance of both. Organizational commitment is defined as a situation where an employee sided with a particular organization and its goals and desire to maintain membership in the organization. According to Nasiatin et al. (2021) stated that employee performance is a function of motivation and ability. To complete tasks and work, a person must have a degree of willingness. A person is not effective enough to do something without a clear understanding of what to do and how to do it Leader Member Exchange has a significant influence on employee OCB as high LMX motivates employees to show extra-role behavior without formal

recognition from the organization. According to Nasiatin et al. (2021); Nuryanti et al. (2020); Nugroho et al. (2020); Novitasari et al. (2020) concluded that LMX had no significant effect on OCB. Based on the description above, the first hypothesis in this study is:

H2: Leader Member Exchange (LMX) has a positive and significant effect on performance

The relationship between organizational commitment and performance

Organizational commitment is the identification and involvement of someone who is relatively strong in their organization. Organizational commitment is the desire of members of the organization to maintain membership in the organization and are willing to make high efforts to achieve organizational goals. According to Maesaroh et al. (2020); Muliati et al. (2022) conducted research on the effect of organizational commitment on performance. And the results state that organizational commitment has a positive and significant influence on performance. According to Asbari et al. (2021); Muliaty et al. (2022) mentions employee commitment to the organization as an individual's psychological bond to the organization which includes work involvement, loyalty, and feelings of trust in the organization.

H3: Organizational commitment has a positive and significant effect on performance

III.METHOD

This research method is quantitative, the data were obtained by distributing online questionnaires through social media to teachers, the population of this study was teachers who were determined through the simple random sampling method, the respondents of this study were 340 teachers. Analysis of the research data used structural equation modeling (SEM) with SmartPLS software tools, the questionnaire measurement scale used a Likert scale of 7. The stages of testing the research data were measuring the outer model, testing validity, testing reliability and testing structural models and testing hypotheses.

The hypothesis in this study is:

H1: leadership has a positive and significant effect on performance

H2: Leader Member Exchange (LMX) has a positive and significant effect on performance

H3: Organizational commitment has a positive and significant effect on performance

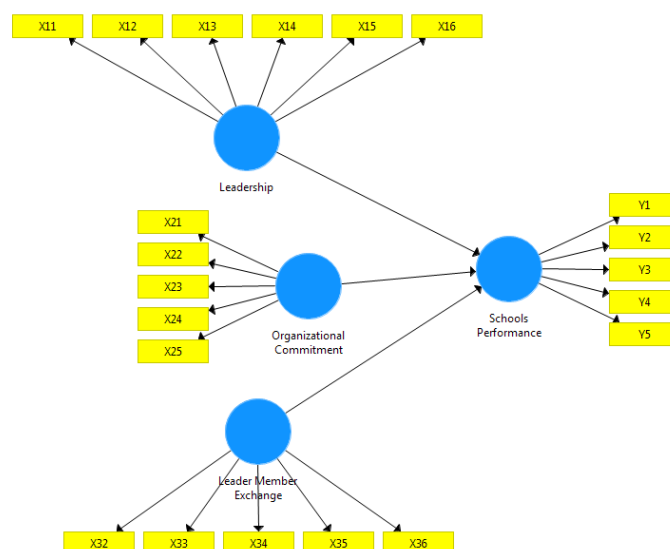


Fig 1. Research Model

IV.RESULT AND DISCUSSION

Convergent Validity

The data above that there is no indicator variable whose outer loading value is below 0.5, so all indicators are declared feasible or valid for research use and can be used for further analysis.

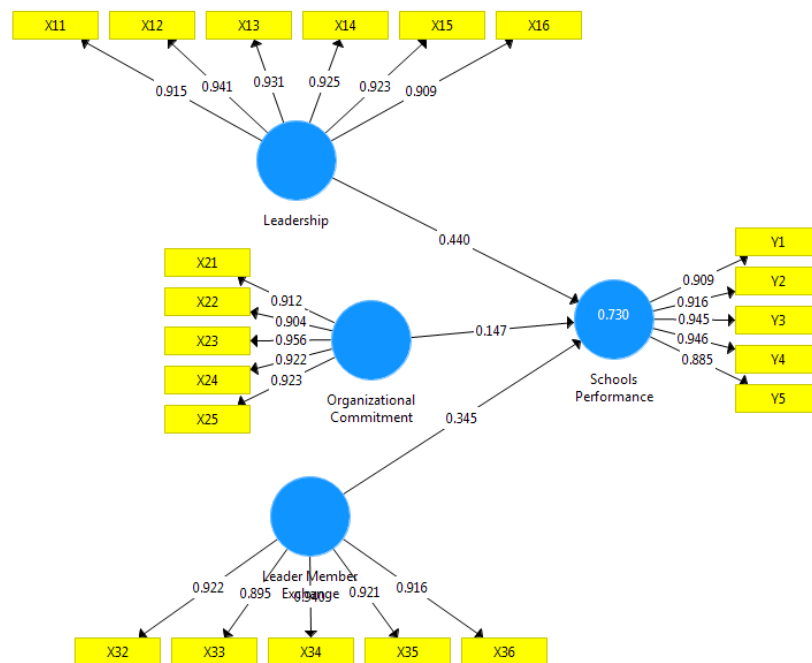


Fig 2. Loading Factors

Discriminant Validity

These results indicate that each variable has met composite reliability so that it can be concluded that all variables have a high level of reliability, the Cronbach's alpha value of each research variable > 0.7. Thus these results can indicate that each research variable has met the requirements of Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability.

Table 1. Reliability Testing

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership	0.812	0.827	0.743	0.623
Organizational Commitment	0.816	0.818	0.843	0.613
Leader member exchange	0.824	0.824	0.814	0.613
School Perfomance	0.819	0.808	0.734	0.610

Coefficient of Determination

Table 2. R Square



	R Square	R Square Adjusted
School Performance	0.730	0.721

Based on the data presented in table 2, it can be seen that the R Square value for the school performance variable is 0.730. The obtained value explains that the percentage of school performance can be explained by leadership, commitment and leader member exchange is 73 % and the remaining 27 % is explained by other factors not discussed in this study.

Hypothesis Testing

Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared accepted if the P-Values <0.05

Fig 3. Hypothesis testing

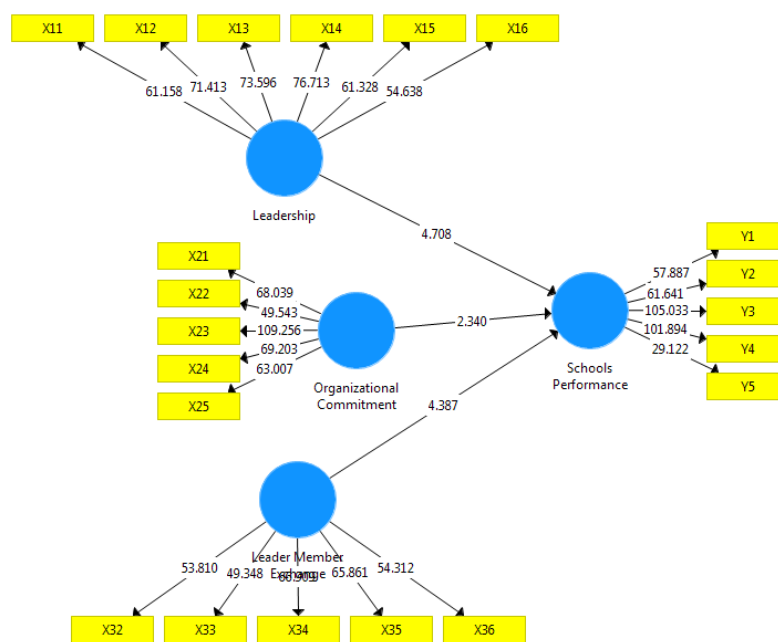


Table 4. Hypothesis testing

Hypothesis	T Statistics	P Values	Result
Leadership -> Performance	4.708	0.000	Supported
Organizational Commitment-> Performance	2.340	0.000	Supported
Leader member exchange -> Performance	4.387	0.000	Supported

The influence of leadership on performance

The results of testing the first hypothesis show that the relationship between leader member exchange and employee performance has a positive influence with an original sample estimate value of 0.440, it can also be



seen that leader member exchange has a significant influence on employee performance because it has a t-statistic of 4.708 (> 1.98). So the results of this study are in accordance with the first hypothesis which states that leader member exchange has a positive and significant effect on employee performance. Leadership is important in an organization and a company in achieving the goals desired by an organization or company, leadership also affects the performance of employees in a company or organization. Good leadership is able to produce good results for the company and provide employees with a sense of comfort while working. According to Kadiyono et al. (2020); Maesaroh et al. (2020); Muliati et al. (2022) argued that good leadership is a leader who can influence, inform, make decisions, and can provide motivation that aims to improve the organization or employees. According to Asbari et al. (2021); Fayzhal et al. (2020); Kadiyono et al. (2020); Maesaroh et al. (2020); Muliati et al. (2022) Without good leadership, it will be difficult for an organization or company to achieve optimal results. Leadership and work environment are very influential simultaneously and partially on employee performance. The results of the analysis test show that leadership affects employee performance and the work environment influences employee performance in the journal Effects of Leadership, Communication and Work Environment on Employee Performance with the results of research showing the influence of leadership and significant work environment. Of the three variables, the communication variable that is not accepted means that there is no effect of communication on employee performance.

The Effect of Leader Member Exchange on Employee Performance

The results of testing the first hypothesis show that the relationship between leader member exchange and employee performance has a positive influence with an original sample estimate value of 0.345 it can also be seen that leader member exchange has a significant influence on employee performance because it has a t-statistic of 4.387 (> 1.98). So the results of this study are in accordance with the first hypothesis which states that leader member exchange has a positive and significant effect on performance. Hypothesis 2 is accepted so that the Leader Member Exchange has a significant effect on performance. According to Schaufeli, et al (2002) quality LMX can increase the work involvement of subordinates because subordinates will be more passionate, dedicated, energized, and feel that time passes so quickly when they work.

One thing that must be considered by leaders is the quality of the relationship between leaders and employees. The theory governing the relationship between leaders and employees is called the Leader Member Exchange or better known as LMX. According to Asbari et al. (2021); Maesaroh et al. (2020); Muliati et al. (2022) stated that work-related behavior, respect for leaders' skills and knowledge, loyalty to one another, and liking one another can contribute to the development of LMX. The Leader Member Exchange leadership system in its application can generate feedback between individuals without being affected by social boundaries or strata. Leaders and employees can communicate regardless of seniority and position so that it can have a positive impact on the company, namely in the form of improving employee performance. The link between the Leader Member Exchange and performance has been proven by several experts such as Wang (2016) who argue that the Leader Member Exchange is positively related to employee performance. According to Asbari et al. (2021); Fayzhal et al. (2020); Kadiyono et al. (2020); Maesaroh et al. (2020); Muliati et al. (2022) has also proven that the Leader Member Exchange has a positive effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

The results of testing the third hypothesis show that the relationship between organizational commitment and employee performance has a positive influence with an original sample estimate of 0.147 It can also be seen that organizational commitment has a significant influence on employee performance because it has a t-statistic of 2.340 (> 1.98). So the results of this study are in accordance with the third hypothesis which states that organizational commitment has a positive and significant effect on employee performance. Hypothesis 3 is accepted. So that Organizational Commitment has a significant effect on Performance. Organizational commitment is teacher loyalty to the organization and a continuous process where employees show and express concern or things that are important to the organization. teachers who have high organizational commitment will make a major contribution to the company because they want to work as much as possible and behave well in achieving company goals, so organizational commitment affects employee performance. The results of this study are consistent with the results of research conducted by According to Nasiatin et al. (2021); Nuryanti et al. (2020); Nugroho et al. (2020); Novitasari et al. (2020), namely organizational commitment has a significant positive effect on employee performance. Meanwhile, Arizona's research, Riniwati Harahap (2013) said that organizational commitment partially does not have a significant effect on employee performance.



Leader member exchange has a significant positive effect on performance. This is because teachers give good attention and trust to teachers, according to Nasiatin et al. (2021); Nuryanti et al. (2020); Nugroho et al. (2020); Novitasari et al. (2020) The attention shown by Leaders/supervisors makes teachers feel at home under the guidance of leaders. In addition, a high level of attention makes teachers always care about their superiors. This is evidenced by the existence of several teachers who were able to achieve the targets set by the school and some were even able to exceed the target they should have. Organizational commitment has a significant positive effect on performance. Teachers have a fairly good level of communication between employees and their respective leaders or supervisors. teachers have good communication, both verbally between employees and written communication, and also clarity of goals so that they don't feel objections in completing their work, so teachers will be satisfied with their work and there is no miscommunication that occurs between leaders or supervisors towards employees. According to Oscarius et al. (2021); Purwanto et al. (2022); Purwanto et al. (2020); Tanjung et al. (2020); Age et al. (2020) Apart from the communication they have, employees also have good teamwork, which means that employees both in one team and in another team have good cooperation to show good employee performance. This also makes employees have good teacher performance at school. Leader member exchange has a positive and significant effect on teacher performance through school commitment. This mediation or intervening relationship can be demonstrated by the existence of phenomena in schools. There is a willingness to keep a job, trust in the organization, and a desire to work. These things make teachers eager to improve performance. Even though the score generated by performance shows a "moderate" and not "high" value, this does not have a big impact on the teacher.

VI. CONCLUSIONS

Based on the results of data analysis it was concluded that leadership has a positive and significant effect on performance, Leader Member Exchange (LMX) has a positive and significant effect on performance And organizational commitment has a positive and significant effect on performance. Organizational Commitment has a significant effect on Performance. Organizational commitment is the teacher's loyalty to the organization and a continuous process in which the teacher shows and expresses concern or matters that are important to the organization. teachers who have high organizational commitment will make a major contribution to the company because they want to work as much as possible and behave well in achieving company goals, so organizational commitment affects employee performance. Work-related behavior, respect for leaders' skills and knowledge, loyalty to one another, and liking for one another can all contribute to the development of LMX. The Leader Member Exchange leadership system in its application can generate feedback between individuals without being affected by social boundaries or strata. Leaders and employees can communicate regardless of seniority and position so that it can have a positive impact on the company, namely in the form of improving teacher performance

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