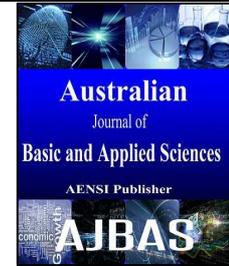




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Determinant Factor of Leadership Style to Organizational Learning and Organizational Performance - Case of West Java Provincial Government

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ABSTRACT

Background: Practitioners and researchers agree that leadership style may lead to different performance results, although little attention has been given to this issue
Objective: This study proposes the conceptual framework that explores the relationships among the following constructs: Transformational Style, and Transactional Style and Laissez-faire Style to Learning Organization and Organizational Performance - A Case in West Java administration. The method of this research is using quantitative method. The questionnaire was completed by 200 respondents, and then analyzed using Structural Equation Modeling (SEM) operated by Lisrel. **Results:** Results have shown that organizational learning impacts on organizational performance. Concerning the leadership style consequences, the study results suggest that higher levels of transactional result in both high levels of Laissez-faire Style and organizational performance. **Conclusion:** Results also suggest that transformational style does not affect performance in a very significant way. Whilst these findings remain valid, they cannot be used for universal generalizations. This study has significant theoretical and practical implications.

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INTRODUCTION

The phenomenon of leadership styles in Indonesia into an interesting problem and a big influence in political life and state. In the organization of local government, the dimensions of leadership are a study that is always interesting to measure the success in the organization of local government. Leadership competencies can be seen from the success of a person for the achievement of organizational goals. A leader in local government organizations are required to be able to bring the organization he leads towards a better and provide maximum service and quality. When linked with this article, the organization in question is the organization of local government, namely BANDUNG- West Java.

However the complexity of the problems which is faced by the community in West Java, but any situation and under any circumstances to be born a leader who has a different character and the type of leadership that is trying to solve problems in ways and different approaches. As also happened in West Java, as the capital of the country, however a very complex problem has, now has been "born" a governor of West Java, which has character and

distinctive leadership model, different from previous governors.

In other words, based on the phenomenon that occurs in the leadership of the head region in the era of regional autonomy, also filled by people with professional backgrounds vary. At this time appears the head area with professional backgrounds Military or Civil (businessmen, academics, bureaucrats, etc.). Besides influenced by professional background, leadership style regional leaders would also be influenced by local circumstances, both the existing culture and customs, and political developments in their respective areas. Thus, they use a combination of different communicative behavior when responding to his surroundings.

The above conditions are also supported by some research related to leadership style, performance and organizational learning. For example Obiwuru Timothy C (2011) which examines influence of leadership style to organization performance, Morales *et al* (2011), which examines the influence of leadership style on performance mediated organizational innovation and organizational learning, Waisyarat (2010), Nont slave (2012) which examines learning organization as a mediation between leadership style and

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organizational performance, Choudhary *et al* (2012), which examines the impact of transformational leadership style to organizational performance mediated learning organization, Peris M. Koech & Prof. G.S Namusonge (2012), which examines the impact of Laissez-faire Style to organizational performance. Likewise VissanuZumitzavan and Sarinthree Udchachone (2014) which examines afcet of leadership style to performance mediated organization organizational innovation, While Branco and Almeida (2011), Radzi et.al (2013), Bhat *et al* (2013) examined influence of style transformational leadership on organizational learning, Fattah Naze and Roghieh Nezhadi Pileroud (2014) predict learning based organization with leadership style (transformational and transactional). While Mei-Fen Wu, (2014) examined influence of leadership style to organizational performance.

A number of studies confirmed the MLQ questionnaire's factorial structure (e.g. Avolio *et al.*, 1999; Antonakis *et al.*, 2003). According to this structure, leadership styles correlate with work effectiveness in the following way: transformational factors are more positively correlated with work effectiveness than transactional factors, and laissez-faire leadership style correlates negatively with effectiveness. Amitay *et al.* (2005), studied the relationship between leadership style and organizational learning in 44 community health clinics. They found that transformational leadership, which broadens and elevates the interests and aspirations of employees, was associated with more intensive organizational learning activity and with stronger learning facilitative culture than transactional leadership.

Based on the phenomenon described above, it is necessary to conduct a study of the performance of civil servants in the Provincial Government of West Java. Through this research will be explored how the influence of Transformational Style, and Transactional Style and Laissez-faire Style of Service Learning Organization and Organizational Performance - A Case In West Java Provincial Government.

MATERIALS AND METHODS

Research Design:

Research design essentially refers to the strategy or plan of shaping the research (Henn, Weinstein and Foard, 2006), that include the entire process of research from conceptualizing a problem to writing the research question, data collection, analysis, interpretation and report writing (Creswell, 2007). The descriptive research will be doing in this research. Descriptive research did not fit neatly with definitions of quantitative or qualitative research methodology, but it can utilize both elements often within same study

Research Instrument:

The study is based on descriptive methods, so the findings of the study should not be used in order to determine cause-effect relationship. The research will conducted using a descriptive method. The questionnaire is chosen as data collection instrument. The questionnaire included variety of question on the leadership and job satisfaction in school. The study also uses the interview approach in order to collect the data. Interview is also an alternative methods in collecting the data survey (Babbie, 2007). Using the interview in study will obtain information and opinions from experts at early stages of the study. To test data is using reliability and validity which need to follow the important principles.

Research Subject (population & Sample):

The study focused on the organization of local government, namely Bandung-West Java. The population for the study will be cover managers and employee who work in the organization of local government, namely Bandung-West Java. The data gathering involved a cross-sectional survey which was conducted with a national sample of the organization of local government, namely Bandung-West Java.

An introductory letter and a questionnaire were sent to the CEO of a population of 200 the organization of local government, namely Bandung-West Java. These organizations were identified from numerous databases covering organizations in the organization of local government sector. In the first mailing, a cover letter, a questionnaire and a pre-paid reply envelope was sent to the person in charge of the organization, since these individuals are most likely to be involved in strategic decisions. The researchers offered to provide a summary of research findings as an incentive. The questionnaire was pre-tested with senior management from the organization of local government, namely Bandung-West Java.

The goals of the pre-test were to assess clarity of questions, determine the length of time required for completion, and examine the appropriateness of the subject matter for the population of interest. Based on this feedback the questionnaire was modified, and some items were eliminated, others changed and some added.

Measurement Scales:

The majority of scales used to measure the constructs were drawn from relevant literature in the field with fewer adaptations to a non-profit organizational context. After selecting the suitable measurement scales from the literature, face validity was addressed with a panel of experts who tried to identify potential problems in their application (Hunt, Sparkman and Wilcox, 1982). All variables in the second part of the questionnaire were closed-ended five-point scales which is known as Likert scale, with

1 indicating “strongly disagree” and 5 indicating “strongly agree”.

Results:

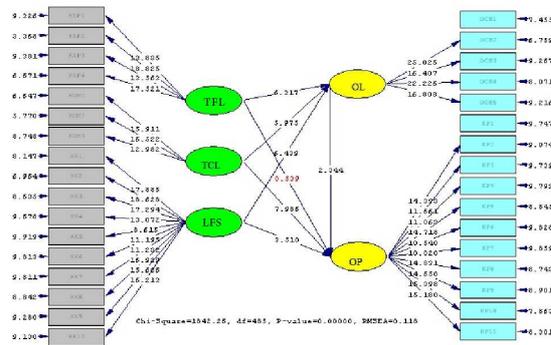


Fig. 1: Structural Educational Model, showing the relationships and results of standard estimates.

From the above results, it can be seen that the coefficient of Transformational leadership exogenous latent variables (ξ_1) against Organizational learning endogenous latent variables (η_1) of 0.36, indicating a low relationship between Transformational leadership (ξ_1) with Organizational learning (η_1). T value of 6.32 is greater than the prescribed critical limit is ± 1.96 , so H_0 is rejected, which means there are significant Transformational leadership (ξ_1) on Organizational Learning (η_1).

Exogenous latent variable coefficient is transactional leadership (ξ_2) against Organizational learning endogenous latent variables (η_1) of 0.35, indicating a low relationship between transactional leadership (ξ_2) with Organizational learning (η_1). 5.98 t values are greater than the prescribed critical limit is ± 1.96 , so H_0 is rejected, which means there are significant Transactional leadership (ξ_2) on Organizational Learning (η_1).

Exogenous latent variable coefficient Laissez-faire style (ξ_3) against Organizational learning endogenous latent variables (η_1) of 0.33, showing a low correlation between Laissez-faire style (ξ_3) with Organizational learning (η_1). T value of 6.44 is greater than the prescribed critical limit is ± 1.96 , so H_0 is rejected, which means there are significant leadership Laissez-faire style (ξ_3) on Organizational Learning (η_1).

Influence together Transformational leadership (ξ_1), Transactional leadership (ξ_2) and Laissez-faire style (ξ_3) on Organizational Learning (η_1) is indicated by the value of R square (R^2), R square value of 0.70 indicates contribution / influence Transformational leadership (ξ_1), Transactional leadership (ξ_2) and Laissez-faire style (ξ_3) on Organizational learning (η_1) by 70%, the remaining 30% influenced by other factors.

From the above results, it can be seen that the coefficient of Organizational learning exogenous latent variables (η_1) of the endogenous latent variable Performance (η_2) of 0.19, indicating a very

In order to test the proposed hypotheses the structural model was estimated as describe in figure below..

low correlation between organizational learning (η_1) with Performance (η_2). T value of 2.34 is greater than the prescribed critical limit is ± 1.96 , so H_0 is rejected, meaning there is the influence of organizational learning (η_1) for Performance (η_2).

Coefficient of transformational leadership as exogenous latent variables (ξ_1) against performance as endogenous latent variables (η_2) is 0.031, indicating a very low correlation between Transformational leadership (ξ_1) and Performance (η_2). T value of 0.54 is smaller than the prescribed critical limit is ± 1.96 , so H_0 is accepted, which means there is no influence Transformational leadership (ξ_1) against Performance (η_2).

Exogenous latent variable coefficient Transactional leadership (ξ_2) against endogenous latent variables Performance (η_2) is 0.60, indicating a strong relationship between transactional leadership (ξ_2) with Performance (η_2). 7.99 t values are greater than the prescribed critical limit is ± 1.96 , so H_0 is rejected, which means there are significant Transactional leadership (ξ_2) for Performance (η_2).

Exogenous latent variable coefficient Laissez-faire style (ξ_3) against endogenous latent variables Performance (η_2) of 0.19, indicating a very low correlation between Laissez-faire style (ξ_3) with Performance (η_2). 3.51 t value is greater than the prescribed critical limit is ± 1.96 , so H_0 is rejected, which means there are significant leadership Laissez-faire style (ξ_3) against Performance (η_2).

Influence of Organizational learning together (η_1), Transformational leadership (ξ_1), Transactional leadership (ξ_2) and Laissez-faire style (ξ_3) against Performance (η_2) is indicated by the value of R square (R^2), R square value of 0.75 indicates the contribution / Organizational learning effect (η_1), Transformational leadership (ξ_1), Transactional leadership (ξ_2) and Laissez-faire style (ξ_3) against Performance (η_2) by 76%, the remaining 24% influenced by other factors.

Discussion:

The result for effect of Transformational leadership on Organizational learning shows positive significant but not significant to performance. Results suggest that the higher transformational style of leader the higher Organizational learning can be achieved. This finding is consistent with research conducted by Choudhary *et al* (2012), which examines the impact of transformational leadership style to organizational performance mediated learning organization, Peris M. Koech & Prof. G.S Namusonge (2012), which examines the impact of Laissez-faire Style to organizational performance. Likewise VissanuZumitzavan and Sarinthree Udchachone (2014) which examines afcet of leadership style to performance mediated organization organizational innovation, While Branco and Almeida (2011), Radzi et.al (2013), Bhat et.al (2013) examined influence of style transformational leadership on organizational learning, Fattah Naze and Roghieh Nezhadi Pileroud (2014) predict learning based organization with leadership style (transformational and transactional)..

Results for effect of transactional leadership to Organizational learning show that there is a positive significant. The findings of research is consistent with the findings of research conducted by Choudhary *et al* (2012), which examines the impact of transformational leadership style to organizational performance mediated learning organization, Peris M. Koech & Prof. G.S Namusonge (2012), which examines the impact of Laissez-faire Style to organizational performance. Likewise VissanuZumitzavan and Sarinthree Udchachone (2014) which examines afcet of leadership style to performance mediated organization organizational innovation, While Branco and Almeida (2011), Radzi et.al (2013), Bhat et.al (2013) examined influence of style transformational leadership on organizational learning, Fattah Naze and Roghieh Nezhadi Pileroud (2014) predict learning based organization with leadership style (transformational and transactional).

Results for effect of Laissez-faire style to Organizational learning shows that there is a positive significant. These results are consistent with the findings of Choudhary *et al* (2012), which examines the impact of transformational leadership style to organizational performance mediated learning organization, Peris M. Koech & Prof. G.S Namusonge (2012), which examines the impact of Laissez-faire Style to organizational performance. Likewise VissanuZumitzavan and Sarinthree Udchachone (2014) which examines afcet of leadership style to performance mediated organization organizational innovation, While Branco and Almeida (2011), Radzi et.al (2013), Bhat et.al (2013) examined influence of style transformational leadership on organizational learning, Fattah Naze and Roghieh Nezhadi Pileroud

(2014) predict learning based organization with leadership style (transformational and transactional).

Testing result for influence of the Organizational learning exogenous latent variables (η_1) of the endogenous latent variable Performance shows that there is a positive significant. The findings of this study are consistent with the results of study by Choudhary *et al* (2012), which examines the impact of transformational leadership style to organizational performance mediated learning organization, Peris M. Koech & Prof. G.S Namusonge (2012), which examines the impact of Laissez-faire Style to organizational performance. Likewise VissanuZumitzavan and Sarinthree Udchachone (2014) which examines afcet of leadership style to performance mediated organization organizational innovation, While Branco and Almeida (2011), Radzi et.al (2013), Bhat et.al (2013) examined influence of style transformational leadership on organizational learning, Fattah Naze and Roghieh Nezhadi Pileroud (2014) predict learning based organization with leadership style (transformational and transactional).

Conclusion:

The purpose of this study was to investigate the relationships between Transformational Leadership Style, and Transactional Leadership Style and Laissez-faire style to Service Learning Organization and Organizational Performance - A Case In West Java administration. Data were collected using validated scale instruments drawn from relevant literature. The results evidence the importance of leadership and organizational learning in local government and highlight their impact on organizational performance. With regard to the leadership style consequences, the results suggest that results have shown that organizational learning impacts on organizational performance. Concerning the leadership style consequences, the study results suggest that higher levels of transactional result in both high levels of Laissez-faire style and organizational performance. Results also suggest that transformational leadership does not affect performance in a very significant way. Whilst these findings remain valid, they cannot be used for universal generalizations. This study has significant theoretical and practical implications.

To sum up, this study addresses key arguments that link several organizational variables, such as Transformational Leadership Style, and Transactional Leadership Style and Laissez-faire style of Service Learning Organization and Organizational Performance. These organizational variables have been analyzed in the context of the organizations sector in local government which has been undergoing a period of major change. The new organizational model for the sector, which is closer to management-oriented practices, is less

bureaucratic, more efficient and is more responsive to the needs of citizens and other stakeholders.

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