

**A STUDY ON THE RELATIONSHIP BETWEEN
EMOTIONAL INTELLIGENCE,
ORGANIZATIONAL COMMITMENT,
LEADERSHIP STYLES AND PERFORMANCE
AMONG THE DEANS
IN PRIVATE HIGHER LEARNING
AT WEST JAVA AND BANTEN
PROVINCES IN INDONESIA**

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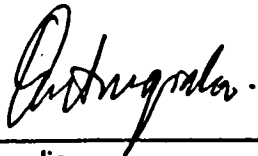
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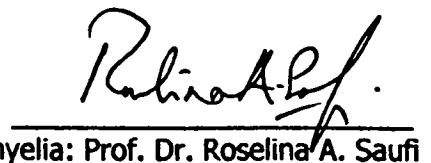
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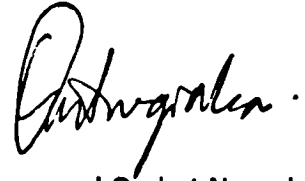
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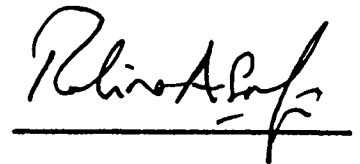
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ABSTRACT

A STUDY ON THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE, ORGANIZATIONAL COMMITMENT, LEADERSHIP STYLES AND PERFORMANCE AMONG THE DEANS IN PRIVATE HIGHER LEARNING AT WEST JAVA AND BANTEN PROVINCES IN INDONESIA

This study seeks to examine the relationships between emotional intelligence, organizational commitment, individual dean performance, dean leadership styles as mediating and demographic of the deans as moderating factor in private higher educations in West Java Province, Indonesia. When the research was started, the West Java Province was divided into two provinces by the federal government law with decree from parliament; Banten and West Java until present time. First, there is an evidence of particular leadership being favored by deans in private higher education e.g. Bureaucratic leadership or Participative leadership. Second, there are many variables as the reasons why the leadership styles favored such as demographic and culture that have influences. Third, the variables also affect and/or related with the deans leadership styles. Fourth, to be more focused and intensified. These research is limited to three independent variables which are: Deans' emotional intelligence, organizational commitment, the leadership style of the dean, while deans' individual performance is dependent variable. To be noticed, leadership style in this research is not only independent variable, but also the mediating variable. Finally, demographic factors as moderating variables in this research are age, education level and tenure/work experiences. This research is expected to provide more knowledge and skill regarding leadership at the faculty as an organization. While deans' leadership styles need to acquire a suitable style and his/her commitment to improve the faculty as an organization and lecturers' condition as workers and academicians at the faculty. This research utilized the theory of Allen, N.J and John, P. Meyer (1990) which states that commitment is divided into three dimension; (i) affective commitment, (ii) continuance commitment and (iii) normative commitment. This research also utilized the theory of individual dean performance, emotional intelligence by Robert K. Cooper and Ayman Sawaf (1999), Daniel Coleman (1996). Those theories were adopted and utilized in this research appropriate to the situation of Indonesia. The leadership styles in this research which are bureaucratic and participative leadership, follow previous scholars who had examined a similar subject. The population of this research was all the deans at private universities in Banten and West Java with a total number of 170 deans. The main method in distributing the questionnaire of this research to respondents was by mail. Unfortunately, as the level of response was dissatisfied, the distribution of questionnaire was executed by handing over directly to the respondents to accomplish an accurate sample. The SPSS Ver.12.00 was utilized to the data analysis and information, while the multiple regressions, person correlation were carried out to test the entire third ten main hypothesis with 154 sub hypotheses. Also categorical and descriptive statistic was utilized to analyze in this research. Some of the main results illustrated that there were some emotional intelligences of the deans

in hypothesis one that have a correlation to the dependent variables which is dean individual performance, and organizational commitment that have significant relationship with individual performance. Mediating effect of leadership is partially accepted on the relationship between emotional intelligence of the deans and individual performance. The mediating effect of leadership is also significant on the relationship between organizational commitment of the deans and individual performance. The moderating effects are; age, education level and tenure/work experience of the dean that have partially effects on their relationship between emotional intelligence and leadership styles. Thus, demographic of the deans which are age, level of education and tenure are partially accepted or they affect on the relationship between leadership styles and individual performance which is also significant relationship to the emotional intelligence. This research considered organizational commitment as independent variable while in most of the other research, this variable is usually utilized as a dependent variable. The result is interesting that organizational commitment is found significant correlated to the individual deans' performance.



ABSTRAK

Kajian ini bertujuan untuk mempelajari hubungan kait diantara Emotional Intelligence, komitmen organisasi, kinerja (prestasi) individu dekan, gaya kepemimpinan dekan sebagai mediator dan demografi dekan sebagai faktor moderator di pengajian tinggi swasta di provinsi Jawa Barat, Indonesia. Ketika kajian ini dimulakan, provinsi Jawa Barat masa itu sedang dibagi dua, oleh pemerintah pusat(federal) dengan keputusan parliemen, iaitu menjadi provinsi Banten dan Jawa Barat hingga masa kini. Pertama, terdapat bukti tentang gaya kepemimpinan tertentu lebih ramai dipilih oleh dekan di perguruan tinggi swasta, contoh, gaya kepemimpinan birokratis atau gaya kepemimpinan partisipasi. Kedua, terdapat ramai variabel yang menjadi rasional mengapa gaya kepemimpinan tertentu lebih dipilih, sebagai contoh; faktor demografi atau budaya yang mempengaruhi dekan. Ketiga, variabel tersebut juga dapat mempengaruhi gaya kepemimpinan dekan. Keempat, untuk lebih fokus, kajian ini terhad kepada tiga variabel independen, iaitu: emotional intelligence dekan, komitmen organisasi, dan gaya kepemimpinan, sementara kinerja (prestasi) individu dekan merupakan variabel dependen. Perlu mendapatkan perhatian, gaya kepemimpinan dalam kajian ini bukan hanya sekedar variabel independen tetapi juga variabel mediator. Akhirnya, faktor demografi sebagai variabel moderator dalam kajian ini adalah usia, level pendidikan dan pengalaman kerja. Kajian ini diharapkan dapat memberikan pengetahuan dan kemampuan yang lebih terkait dalam kepemimpinan pada fakulti sebagai suatu organisasi. Untuk itu gaya kepemimpinan dekan diperlukan untuk memperolehi gaya yang sesuai dan komitmen mereka untuk meningkatkan kemajuan fakulti sebagai organisasi, dan kondisi pensarah sebagai pekerja dan akademik fakulti. Kajian ini telah menggunakan teori Allen dan Meyer (1990) yang menyebutkan bahawa komitmen dibagi ke dalam 3 dimensi: (i) komitmen afektif, (ii) komitmen kesinambungan dan (iii) komitmen normatif. Kajian ini juga menggunakan teori tentang kinerja individu dekan, emotional intelligence dari Cooper dan Sawaf (1999), Goleman (1996). Teori-teori tersebut diubah suai dan diadopsi untuk digunakan dalam kajian ini sesuai situasi di Indonesia. Gaya kepemimpinan dalam kajian ini, iaitu kepemimpinan birokratik dan partisipasi, yang mengikut pengkaji terdahulu telah mengkaji hal yang sama. Populasi dalam kajian ini semua dekan universiti / pengajian tinggi swasta di Banten dan Jawa Barat seramai 170 orang. Populasi dalam kajian ini adalah semua sebagai sampel, kerana itu method yang digunakan ialah sensus method. Tetapi yang mengembalikan soal jawab kajian hanya seramai 118 dekan dan inilah berlaku sebagai sampel kajian. Method utama dalam menghantar soal jawab dilakukan melalui pos/mail. Kerana tingkat pengembalian soal jawab mengecewakan / sangat minim, maka penghantaran dilakukan dengan cara diberikan langsung kepada responden. SPSS ver. 12.00 dalam kajian ini telah digunakan untuk analisis data dan maklumat, dan korelasi multiple regression untuk menguji ketigabelas hipotesis utama dengan 154 sub-hipotesis. Kemudian pengkategorian dan statistik deskriptif telah dilakukan ke atas kajian ini. Terdapat beberapa hasil utamanya iaitu bahawa emotional intelligence dekan dan hipotesis kesatu memiliki hubungan kait dengan variabel dependen iaitu kinerja individu, serta komitmen organisasi memiliki hubungan kait signifikan dengan kinerja individu. Pengaruh mediator gaya kepemimpinan sebagian dapat diterima pada hubungan kait

dengan emotional intelligence dan kinerja individu. Pengaruh mediator gaya kepemimpinan juga signifikan dalam hubungan komitmen dari organisasi dengan kinerja individu dekan. Pengaruh moderator diantaranya; usia, level pendidikan, dan pengalaman kerja dekan memiliki pengaruh parsial dalam hubungan antara emotional intelligence dengan gaya kepemimpinan. Demografi dekan, diterima sebagian atau mempunyai hubungan rendah antara kinerja individu dan gaya kepemimpinan yang juga merupakan pengaruh signifikan kepada emotional intelligence. Kajian ini menempatkan komitmen organisasi sebagai variabel independen, padahal dimana-mana banyak kajian variabel ini hampir selalu digunakan sebagai variabel dependen. Hasilnya sangat menarik iaitu bahawa komitmen organisasi terbukti mempunyai hubungan kait yang signifikan dengan kinerja individu dekan.

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4. Factor Analysis
5. Reliability
6. Statistic Descriptive
7. Relationship Test of Emotional Intelligence with Individual Performance
8. Relationship Test of Organizational Commitment with Individual Performance
9. Relationship Test of Emotional Intelligence with Organizational Commitment examined jointly to Individual Performance
10. Relationship Test of Personnel Problem with Individual Performance mediated by Participative Leadership Style
11. Relationship Test of Personnel Problem with Individual Performance mediated by Bureaucratic Leadership Style
12. Relationship Test of Awareness with Individual Performance mediated by Participative Leadership Style
13. Relationship Test of Awareness with Individual Performance mediated by Bureaucratic Leadership Style
14. Relationship Test of Intentionality with Individual Performance mediated by Participative Leadership Style
15. Relationship Test of Intentionality with Individual Performance mediated by Bureaucratic Leadership Style
16. Relationship Test of Creativity with Individual Performance mediated by Participative Leadership Style
17. Relationship Test of Creativity with Individual Performance mediated by Bureaucratic Leadership Style
18. Relationship Test of Feeling of Pity with Individual Performance mediated by Participative Leadership Style



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