
The Effect of Leadership Styles, Organizational Culture, and Achievements Motivation towards Organization Commitment of Qari' and Qari'a in Riau Islands**Mukhtar, Risnita, Nur'aini, Muhamad Taridi***

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Abstract: The aim of this study was to examine the effect of leadership style, organizational culture, and achievement motivation toward qari' (man reciter of al-Qur'an) and qari'a (woman reciter of al-Qur'an) organizational commitment at LPTQ (The Institution for the Development of Tilawatil Qur'an) in Riau islands area. This research particularly was conducted separately on three parts of region namely; in the center, Province of Riau Islands (City of Batam); in the western region (Karimun Regency); and in the eastern region (Tanjung Pinang City). Survey method applied in this study along with path analysis used in hypothesis testing. The total of respondents amounted to 204, but only 186 in a number of respondents who returned the sheet of questionnaires. The total respondents for trials were as many as 30 participants. Each region was represented by 10 respondents, Alpha Cronbach formula used in these trials. The results revealed that there were a positive influence and significant: 1) Leadership style on qari' and qari's Organizational Commitment. 2) Organizational Culture on qari' and qari's Organizational Commitment. 3) Significant Leadership style on Achievement Motivation. 4) Leadership style, Organizational Culture on Achievement Motivation. 5) Leadership style, Organizational Culture and Achievement Motivation towards qari' and qari'a Organizational Commitment in Riau Islands. The study concluded that: There were direct influences of leadership style, organizational culture and achievement motivation towards the organizational commitment of qari' and qaria'. Based on the calculation of path analysis obtained $F_{obtained} (24,69) > F_{table} (2,67)$. So H_0 was rejected and H_i was accepted. It meant that the style of leadership, organizational culture, and achievement motivation gave a significant influence on the commitment of the qari and qari'a organization.

Keywords: Leadership Style, Organizational Culture, Achievement Motivation, and Organizational Commitment.

INTRODUCTION

The Qur'an brings up the spirit of cooperation, as Muslims we need to be sure, and It also contains a spirit of progress that is in line with the development of the modern world. Rosihan Anwar [1] said that the scholars have explained that the Qur'an has collected the essence of the other books of Allah SWT, even the whole of science. Often the Qur'an calls on humanity to use the mind to understand the universe. This is because the universe and all its contents are honored by Allah SWT, for humanity as the caliph of the earth, man is commanded to exploit the universe for salvation and prosperity. Quraish Shihab [2] convinced the Qur'an as a medicine, and an inner calm for reading, and encouraging to do good.

In LPTQ document 1992 stated that In 1977, based on a joint decree of the Minister of Religious Affairs and the Minister of Home Affairs the Republic

of Indonesia number 19 and 1977 as well as number 151 dated May 7th, 1977, were established Mushabaqah Tilawatil Qur'an organization (organization for Quranic recitation competition), the Institution for the Development of Tilawatil Qur'an held from 1968 to 1977 has received widespread public support and become more progress in the area of MTQ (Qur'anic recitation competition) activities. This requires the need for good organizing and handling to be more organized and professional.

(LPTQ) in Riau Islands is well developed. Even though Riau Islands has been the newly born province since 2005 amongst 33 Provinces in Indonesia, it can be derived from the list of qari' and qari'a achievements, which is increasing every year, in Mushabaqah Tilawatil Qur'an and Selection of Tilawatil Qur'an (Al-Qur'an reciting contest and selection) on Nasional level.

According to Yasril [3] "It is proved by the achievement of qari' and qari'a in Mushabaqah Tilawatil Qur'an and Selection of Tilawatil Qur'an National level every year". Since 2006 The group of participants from Riau Islands always won the overall of the 2nd, 3rd, and 4th rank of a championship. In 2014 the group of participants gained the first (1st) rank of national level held in the city of Batam. Meanwhile Halim [4] added that "The year 2015 is the second general winner of Tilawatil Qur'an Selection, and in 2016 the third general winner of the Mushabaqah Tilawatil Qur'an competition in Lombok, this is because there is a new regulation so that the qari' and qari'a participants are not performing".

However, LPTQ is supervised and managed well by the supervisors, namely Head of Regional Office of Indonesian Public Affairs, Chairman of Religious Affairs Officer of the District, Head of Religious Affairs Official of Sub-District, to coordinate program of literacy improvement of Qur'anic among Moslems in each first (1st) level of the province and responsible to the minister.

METHODS

The study applied a survey method through questionnaire as an instrument, with causality approach. Data analysis used inferential statistic with Path Analysis Method to know the direct and indirect influence of each research variable.

Data collection techniques used in this study largely consists of literature studies and field studies. Preliminary studies collected information about the condition of the Qur'an Research Institution in Riau Islands, research literature researchers do to find the theories and previous studies relevant to the research. While field research researchers do by conducting interviews, interviews, observations, and collection of documents related to the necessary data.

Data collection in this study was developed by using research instruments developed by researchers based on existing theories with the following stages:

First, examine theories concerning all variables ending in synthesis. Second, based on the synthesis of the authors determine the indicators of each variable. Third, test the instrument. Fourth, compile the questionnaire items and also set the measurement scale. Fifth, examine the validity and reliability of each instrument item, to further determine the appropriate items used in data collection research.

RESULTS

The instrument used in this study is an instrument developed by the author-self based on existing theories with the following stages: First, examine theories concerning all variables ending in synthesis. Second, based on the synthesis of the authors determine the indicators of each variable. Third, test the instrument. Fourth, compile the questionnaire items and also set the measurement scale. Fifth, test the validity and reliability of each instrument item.

Prior to conducting the research, first test the validity of the concept and then test the instrument grain validity. The validity test is done with the following steps: (1) Scoring for each respondent (2) Summing the values for each question of the respondent (3) Seeking validity by entering in product moment correlation formula and Pearson in the form of crude numbers (4) result with table (r) product moment at significant level (5%), if the result of r_{xy} bigger or equal to r_{tabel} , this means item of questionnaire is valid. But if the r_{xy} result is less than the r_{tabel} , then the questionnaire item is invalid. The product moment correlation formula as follows.

Calculation of Instrument Reliability After passing validity test it will get some valid instrument items. However, before the instrument is used as a data gathering tool, the instrument's first item calculates its reliability (reliability) by using the alpha formula. Because $\alpha = 0.33 < \alpha_{tabel} (= 0.7815)$, then the data distribution of a statistical value of 156 samples can be stated normal. The summary of normality test results can be seen in the following table.

Table-1: The Result of Normality Test

No	Variables	N	χ^2_{table}	$\chi^2_{obtained}$	Decisions $\chi^2_{obtained} < \chi^2_{table}$
1	Leadership Style	156	7,815	0,12	Normal
2	Organizational Culture	156	7,815	0,32	Normal
3	Achievment Motivation	156	7,815	0,33	Normal
4	Organizational Commitment	156	7,815	0,31	Normal

Based on the homogeneity test, each data Variable can be summarized in accordance with the following table.

Table-2: The Result of Homogeneity Test

No	Variabel	dk	χ^2 obtained	χ^2 table	Remarks
1	X ₁ towards X ₄	116	119,073	192,85	homogeneous
2	X ₂ towards X ₄	109	92,674	192,85	homogeneous
3	X ₃ towards X ₄	109	71,7585	192,85	homogeneous
4	X ₁ towards X ₃	114	56,082	192,85	homogeneous
5	X ₂ towards X ₃	110	64,191	192,85	homogeneous

Regression Linearity Test

Linearity test is done by finding the equation of regression line of exogenous variable to endogenous variable. Linearity test is done by finding regression equation, then tested related to regression coefficient and linearity of regression line by using simple linear

regression variance analysis table. Decision is made by comparing the value of $F_{obtained}$ (regression) with F_{table} value dk (numerator: denominator) for (5%) significance level. With the criteria if $F_{obtained} < F_{table}$, then the relationship between variables is expressed linearly.

Table-3: The Results of Research

No	Variables	$T_{obtained} > T_{table}$	$F_{obtained} > F_{table}$	Decisions
1	X ₁ towards X ₄	4.94 > 1.994	-	H ₁ is accepted
2	X ₂ towards X ₄	4.778 > 1.994	-	H ₁ is accepted
3	X ₁ towards X ₃	3.204 > 1.994	-	H ₁ is accepted
4	X ₁ , X ₂ towards X ₄	-	40 > 2.67	H ₁ is accepted
5	X ₁ , X ₂ , X ₃ towards X ₄	-	24,69 > 2,67	H ₁ is accepted

DISCUSSION

Organizational Commitment Qari' and Qari'a

In the context of organizational life, organizational commitment (organization commitment) is viewed by a variety of experts but has some similarities or at least similarities. This is for example seen from the view of Colquitt, Lepine, Wesson [5] stated that; Organizational commitment is defined as a person's desire to remain a member of the organization. In other words, Stephen P. Robbins [6] points out that: Organizational commitment is the extent to which a member identifies with a particular organization and its objectives and wants to maintain membership in the organization.

According to Luthans quoted by Cepi Triana [7] expresses a commitment in the perspective of attitudes as: Organizational commitment is largely defined as 1) the desire to recant certain organizational members, 2) the willingness to provide high levels of business on behalf of the organization, 3) decisive beliefs, and acceptance, change And organizational goals. Organizational commitment is a feeling of physical or psychological connection or attachment of members to the organization in which they work or the organization to which they belong.

Organizational commitment according to Mayer and Allen cited by Edy Sutrisno [8] in defining three different themes is a commitment as an affective commitment to the organization (Affective commitment), commitment as a cost to be paid if leaving or out organization (continuance commitment).

Commitment as an obligation to remain in the organization (normative commitment).

Mathis and Jackson were quoted by Sopia [9]. Defining "Organizational Commitment is the extent to which employees believe in and accept the organization's goals and desires to remain within the organization". The organizational commitment to an employee's degree of trust and acceptance of organizational goals and stay and will not leave the organization.

Previous research has devoted a great deal of attention to the relationship between leadership behavior and employees' commitment. Several studies found a positive relationship between the two variables [11, 32, 17]. According to Stum [33], employees' commitment reflects the quality of the leadership styles used in the organization. Thus, it is logical to think that leadership behavior would have a significant correlation or relationship with employees' commitment. Previous research suggests a positive direct relationship between leadership behaviors and employees' commitment [10].

Other studies have also demonstrated that organizational commitment had a positive influence on job performance [31]. Chen *et al.*, compared organizational commitment and job performance of accounting professionals and managers in Taiwan and the USA [31]. The study found that the American sample reported higher level of organizational commitment and job performance than the Taiwanese sample. Despite the difference, organizational

commitment was found to be positively related to job performance of the employees in both samples [11].

Rusliza Yahaya and Fawzy [12] provided a literature review (in their review) on organizational commitment. Described in this section are the various definitions of organizational commitment and the three-component model of commitment. This paper also described the antecedents and outcomes of organizational commitment obtained from previous concluded with a discussion on the impact of transformational leadership on employee organizational commitment.

By referring to some of the above definitions it can be concluded that the qari' and qari'a organizational commitment in this study is the strong desire of qari' and qari'a in identifying the involvement in the organization. qari' and qaria' organizational commitment in the research with indicators 1) feeling happy in the organization, 2) loyalty to the organization, 3) taking into account the advantages to keep working in the organization, 4) taking into account the disadvantages of leaving the organization and, 5) the responsibility of advancing the organization.

Leadership Style

A style is attitude, movement, behavior, strength, ability to do good. According to Pramuji quoted Imam Machalil and Ara Hidayat [13] suggested Leadership is a translation of leadership derived from the word leader (leader) is the person in charge. In the etymological sense, the term of leadership is based on the basic word "lead" which means bombing or guidance. From "lead" was born the verb means to guide and guide. The style of leadership is the behavior and strategy, as results of a combination of philosophy, skills, attitudes, attitudes, and a set of cirri that used the leadership to influence subordinates to achieve organizational goals.

Richard Dafi [14] argues that "The style of leadership is the way in which the leadership function is performed, the way in which managers usually behave towards group members. Cristopher F. Achua and Robert N. Lussier Sehemerhom [15] argue that "leadership style is the combination of traits, skills and behaviors leaders use as they interact with followers". The style of leadership is a combination of the characteristics, skills, and behaviors of leaders used as a way of interacting with subordinates.

Mcshane and Von Glinom quoted Wibowo, said leadership is about influencing, motivating, and enabling others to contribute towards the effectiveness and success of the organizations to which they belong.

Fred Luthans and Bruce quoted John R. Schermerhorn [16] argues that: Leadership is

authentically activated by positive psychological states, hopes, optimism. And resilience. The result is a positive self-regulation that helps authentic leaders clearly frame the moral dilemma, responds transparently, and consistently acts as an ethical role model.

The leadership literature considers two styles of leadership: transformational and transactional. To motivate employees, the transactional leader uses tangible rewards (e.g., money and status) while the transformational use intangible rewards (e.g., personal growth, self-esteem, and professional values). Burns first introduced the concepts of transformational and transactional leadership in his treatment of political leadership, but this term is now used in organizational psychology as well. Bass (1985) extended the work of Burns (1978) by explaining the psychological mechanisms that underlie transformational and transactional leadership [17].

As it is seen that different researchers have described transformational leadership in their own ways. Bass and Avolio as the initial researchers have defined it in a more concrete and systematic way. According to these researchers, it is a process in which leaders and followers unite together for the purpose of personal as well as organizational goals [17].

According to Amna Mahmood [18], in the Pakistani context, it is noticed that this leadership style can have significant effects on the performance of followers. It will be discussed in detail in the analysis part but as Pakistani culture is following power distance, therefore, this study can make noticeable recommendations at the end.

Keskes' finding showed that his present study of the relationships between leadership styles and organizational commitment has shown how leadership dimensions can influence employee organizational commitment. Furthermore, Keskes sum up that Although some studies suggest that outstanding leaders display both transformational and transactional styles, it seems that transformational leadership can be more effective than transactional leadership in many cases [28-30, 19].

Referring to several descriptions, it can be synthesized leadership style is the leadership behavior in influencing subordinates as an effort to achieve organizational goals with indicators (1) giving direction, (2) giving opportunity to participate, (3) giving delegates to subordinates, (4) being democratic, (5) is consultative towards subordinates.

Organizational Culture

Yafang Tsai [20] explained that culture within an organization is very important, playing a large role in whether or not the organization is a happy and

healthy place to work. Referring to his research findings, It revealed that An organization with a strong culture has common values and codes of conduct for its employees, which should help them accomplish their missions and goals.

According to Thomson Stickland cited Syamsir Torang [19] organizational culture is a value, beliefs, principles, traditions, and the way a group of people moves in the organization. According to Luthans, organizational culture is the norms and values that direct the behavior of members of the organization. because every member of the organization needs to behave in accordance with the prevailing culture to be accepted by its environment [21].

The organizational culture according to Kreitner and Kinicki has four functions namely 1) organizational culture will give its members the identity of the organization, 2). Provide facilities in a shared commitment, 3) support a stable social system and 4) shape the behavior of its members with sensitivity to its environment. Meanwhile, Robert P. Vecchio provides the definition of organizational culture as the values and common norms that exist within an organization as shared values and norms that exist within an organization and teaches to the coming employees[22].

According to Colquitt [23], the organizational culture is "Organizational culture as shared social knowledge within an organization regarding the rules, norms and values that shape the attitudes and behavior of its employees". Badeni, organizational culture is a set of values, assumptions and standards of behavior developed and believed by most members of the organization as a reference in running the organization or solve the problems of the organization either internally (increased effectiveness, efficiency, and integration) or face external problems.

members in achieving organizational goals. organizational culture indicator 1) group harmonization, 2) work atmosphere, 3) work convenience, 4) management, 5) achievement.

Achievement Motivation

Motivation literally comes from English, "motivation" which means inner power, encouragement, motivation. According to Robert Dubin in Abuddin Nata "Motivation is as a complex force that makes a person want and maintain the condition of self in the organization" [24].

Employee Motivation in the Greek Public Sector Understanding what employees expect in this work is very useful for multinational companies. Motivation can occur through extrinsic motivators (salary, working conditions, security jobs) and intrinsic

motivators (opportunities for creativity, opportunities to use this initiative, and how others perceive work).

Carlisle Publishing [25] argues that: Motivation is derived from the Latin verb *movere* (moving). The notion of movement is reflected in common sense ideas such as motivation as something that keeps us going, keeps us working, and helps us accomplish the task of preserving the ultimate goal of the future. In various ways including inner strength, persistence, behavioral responses to stimuli, and the set of beliefs and influences.

George R. Terry [26] argues that motivation is as a means to get a person to get the job done because he wants to do it. Motivating yourself arises from a deep desire to achieve certain goals.

Sabina Kołodziej [27] claimed that The role of society and culture in training need for achievement was emphasized by McClelland. The author claimed that this motive can be taught and consequently he developed training programs, mainly for business people to increase their achievement motivation. Nowadays, those training are used not only by managers and entrepreneurs but also in order to improve school performance by underachieving students and help to find a job or start a business by unemployed. The training model was also used in different countries.

However, She added that According to the quoted research review, the achievement motivation plays an important role in predicting students' future success or failure. Therefore, it is crucial to put special emphasis General and Professional Education on forming high level of students' need for achievement through special training programs.

From the above description can be concluded that the motivation of achievement is encouragement from within the individual self to perform activities to achieve goals. The indicators of achievement motivation are 1) The desire and desire succeed, 2) the encouragement, 3) the expectation and aspiration, 4) the award, 5) the existence of a conducive qari'a-qari'ah training environment.

CONCLUSION

Based on the analysis of data processing and discussions that have been described in the previous pages. So It can be concluded in this study as follows:

- There is a direct influence of leadership style (X1) on the organizational commitment of qari and qariah (X4). Based on the calculation of the analysis obtained $T_{obtained} (4.94) > T_{table} (1.994)$, so H_0 is rejected and H_1 is accepted. It means that

leadership style gives a significant influence to commitment of qari' and qaria' organization.

- There is a direct influence of organizational culture (X2) to the organizational commitment of qari' and qaria' (X4). Based on the calculation of the analysis obtained $T_{obtained} (4.778) > T_{table} (1.994)$, so H_0 is rejected and H_1 is accepted. It Means that the organizational culture that develops in these institutions gives a significant influence for the commitment of the qari' and qaria' organizations.
- There is a direct influence of leadership style (X1) on achievement motivation (X3). Based on the calculation of the analysis obtained $T_{obtained} (3.204) > T_{table} (1.994)$, so H_0 rejected and H_1 accepted. It means leadership style gives a significant influence on achievement motivation.
- There is a direct influence of leadership style (X1) and organizational culture (X2) on achievement motivation (X3). Based on calculation obtained value $F_{obtained} (40) > F_{table} (2.67)$, so H_0 is rejected and H_1 is accepted. It means that high leadership style and organizational culture in the institution gives a significant influence on achievement motivation.
- There is a direct influence of leadership style (X1), organizational culture (X2) and achievement motivation (X3) towards an organizational commitment of qari and qariah (X4). Based on the calculation of path analysis obtained by value of $F_{obtained} (24,69) > F_{table} (2,67)$, so H_0 refused and H_1 is accepted. It Means that the style of leadership, organizational culture, and achievement motivation give a significant influence on the commitment of the organization qari and qariah.

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