

Transformational Leadership and Relational Marketing Practices in Building Image at Muhammadiyah Higher Education Institutions in the Cirebon Region

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Abstract

The aim of this study is to determine and analyze the influence of transformational leadership on the dimensions of inspirational motivation, idealized influence, intellectual stimulation, individual consideration at Muhammadiyah Higher Education (PTM) in the Cirebon area and examine the mediating role of relational marketing practices between transformational leadership on the dimensions of inspirational motivation, idealized influence, intellectual stimulation, individual consideration of the Image of Muhammadiyah Higher Education (PTM) in the Cirebon area. Respondents of this study were employees at two PTMs in the Cirebon Region, namely the University of Muhammadiyah Cirebon and the Cirebon Muhammadiyah College of Health (STIKES) with a total of 120. This research is a mixed methods research, which combines two forms of approaches in research, namely qualitative and quantitative. Mixed method research is a research approach that combines qualitative research with quantitative research. Mix methods are research methods by combining two research methods at once, qualitative and quantitative in a research activity, so that more comprehensive, valid, reliable, and objective data will be obtained. The data analysis technique used is Structural Equation Modeling (SEM). The results show: transformational leadership through inspirational motivation with an index reaching 88.4, idealized influence with an index reaching 89, intellectual stimulation with an index reaching 85.3, and individual consideration with an index reaching 83.5, it is concluded that transformational leadership through these indicators can improve the practice of relational marketing and can build the image of PTM throughout the Cirebon Region. Furthermore, the practice of relational marketing mediates the effect of transformational leadership through inspirational motivation, idealized influence, intellectual stimulation, and individual consideration on the image of PTM.

Keywords: Transformational Leadership, Relational Marketing Practices, and Image of Muhammadiyah Higher Education.

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INTRODUCTION

Education has an important meaning that can be seen from various perspectives, for example in the perspectives of society, government, and individual. In the perspective of society, education is a measure of the social status that a person can carry. The higher the education obtained by a person, the society views that person as intellectual and has a broad understanding of some of the problems that exist. The importance of education from an individual point of view is that the educational process can shape each individual into a superior person and provide provisions to live life's competition. The consequence of the competition in life

that is felt by every individual is survival. Also from education, each individual gains skills and knowledge that become the standard of one's intellectual value.

The higher the education a person obtain, the more capable he is to solve specific problems that not everyone is able to solve. Every organization including Muhammadiyah Higher Education (PTM) in carrying out its activities relies on the need for five organizational resources which are commonly referred to as 5M consisting of man, material, money, method, and machine (Haryanto, 2017). Of the five resources, man is the most significant one. The reason is that the success of the organization is seen from the

achievement of each goal depending on the quality and quantity of its human resources. Quality means something related to the skills and knowledge possessed by employees. The more complex and diverse the skills and knowledge possessed by employees/lecturers, the stronger the competitiveness possessed by the higher institutions.

In terms of quantity, when the number of human resources owned by the organization is adequate and proportional, they will facilitate the completion of tasks efficiently and effectively. The human resources in each university are regulated in such a way which is embodied in the concept of human resource management. Muhammadiyah College is one of hundreds of Charitable Enterprises of Muhammadiyah (*Amal Usaha Muhammadiyah/ AUM*) which are concerned in education. Muhammadiyah Higher Education is able to carry out its duties to contribute in educating the nation. Muhammadiyah Higher Education as a Muhammadiyah educational institution has three main functions. The first function is as an educational institution, then as a da'wah (preaching of Islam) institution, and the last as a place for charity. The existence of Muhammadiyah educational institutions is able to provide benefits to the community.

The role of a leader is closely related to the members below him who are to direct, influence, motivate, and be able to communicate well for the realization of organizational goals. In an organization a leader has different behaviors from one person to another. This shows that a person's behavior is different depending on the characteristics of each person in occupying a particular position. So it will not be difficult to know what he sees as important in his life. From that behavior, the leadership style a leader applies in the organization can be seen.

The role of leadership becomes very important in guarding organization's progress that often faces uncertain changes. According to Lawler (2007: 23), this uncertain change requires a leader who is able to anticipate change with comprehensive knowledge in transforming organizational change. Leadership style basically implies as a manifestation of the behavior of a leader, which concerns his ability to lead (Chorayah, 2016; 67). One of the promising leadership models in terms of managing ongoing change in this organization is the transformational leadership model.

Transformational leadership is part of the new leadership paradigm that gives more attention to the charismatic and affective elements of leadership. (Yanthy *et al.*, 2020) suggested that the popularity of transformational leadership may be due to the emphasis on intrinsic motivation and the development of followers according to organizational needs to achieve success in times of uncertainty. PTM leaders who treat

their employees with the same treatment can make their employees motivated and inspired to work, which will increasingly have work spirit and commitment to PTM. According to Yulianti & Wuryanti (2015), it is stated that an effective leadership style in increasing employee motivation and work commitment is a transformational leadership style. Robbins & Judge (2015; 185), defines that transformational leadership is leadership that inspires followers to put aside their personal interests for the good of the organization and they are able to have a tremendous influence on their followers. There are four factors used in developing transformational leadership (Yanthy *et al.*, 2020), namely the first factor is idealized influence where transformational leaders behave by influencing their followers so that followers can admire, respect, and can be trusted. The leader who has a lot of influence ideal is willing to take risks and is consistent and not arbitrary. The second factor is intellectual stimulation, the transformational leaders encourage employees to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. Creativity is encouraged. There is no public criticism of the individual faults of its members. New ideas and creative problem solutions are gathered from followers, including in the process of solving problems and finding solutions. The third factor is individual consideration in which a transformational leader pays special attention to the needs of each individual follower for achievement and growth by acting as a coach or mentor. The last is intellectual stimulation which is behavior that increases followers' awareness to look at the problem from a new perspective. Intellectual stimulation enables leaders to increase their followers' efforts at innovation by questioning assumptions, reframing known problems, and applying new frameworks and perspectives to pre-existing situations and challenges (McCleskey, 2014).

In addition to leadership, relational marketing is a major issue in building a university's image. Conceptually, relational marketing is an attractive alternative marketing practice because it offers a better and more harmonious pattern of relationships between marketers and customers as an effort to improve marketing performance. However, at the implementation level, many marketers are frustrated because there are various obstacles. Issues inherent in the implementation of relational marketing include the amount of investment costs, the readiness of human resources and systems as well as the benefits felt by customers. The concept of relational marketing has been proposed by (Edwards and Baker, 2020), and the concept continues to grow today. The concept of relational marketing has found its place in marketing theory and has become an integral part of the standard for writing books on marketing. The main aim of relational marketing theory is to identify the main factors that influence the important results for the

company. The choice of attitude problems begins with a thought that the success of marketing will occur if people make purchases repeatedly because they get satisfaction with the use of a product as a good response. Therefore, the motivation for selecting the object of Muhammadiyah Higher Education is based on the public perception that Muhammadiyah universities in Indonesia have an Islamic-based education orientation that is different from other universities. Therefore, this study examines the influence of leadership models, relational marketing practices in building the image of universities in the Cirebon Region. This study aims to examine transformational leadership, but because the complexity in measuring transformational leadership is so broad, so this research is limited to four dimensions, namely inspirational motivation, idealized influence, intellectual stimulation, and individual consideration.

DISCUSSION

This study uses cross sectional data collected from lecturers and students of Muhammadiyah Higher Education throughout the Cirebon Region (PTM Cirebon Region). Data was obtained using a questionnaire instrument (closed and open) which was equipped with In-depth Interview and Observation. Before the questionnaire was used in the study, 30 respondents were tested. After that, testing the validity and reliability of the instrument with SPSS 22 was done

and all variables resulted in a Pearson correlation coefficient above 0.5 and Cronbach alpha above 0.7. From the results of the analysis, it is known that the question items presented are valid and reliable, so that the questionnaire was distributed to 150 respondents based on a predetermined sample. Of the 150 questionnaires distributed, 120 respondents were collected. It has fulfilled the requirements to be analyzed using Structural Equation Modeling.

Previously, the validity & reliability testing had been carried out by 30 respondents. The overall results are valid and reliable using the Pearson Correlation and Cronbach's Alpha Coefficient, $r > 0.5$ and reliable if Cronbach's alpha value > 0.60 . Then the test was repeated with 120 respondents. From the results of the analysis, it is known that the question items presented are valid and reliable. Validity is fulfilled because each questionnaire item produces a significant value above 0.5. Likewise, the reliability of each variable produces a Cronbach Alpha number above 0.7. In addition to testing the internal consistency of Cronbach Alpha, it is also necessary to test construct reliability and variance extracted. The results of the instrument reliability test with construct reliability and extracted variance show a reliable instrument, which is indicated by the construct reliability value above 0.70, and the extracted variance is recommended at the 0.50 level.

Table-1: Confirmatory Factor Analysis for Inspirational Motivation Test Result

| No | Indicators | Factor Loading |
|----|--------------------------------------|----------------|
| 1 | x1 >- <i>Insprisional_Motivation</i> | 0,595 |
| 2 | x2 >- <i>Insprisional_Motivation</i> | 0,530 |
| 3 | x3 >- <i>Insprisional_Motivation</i> | 0,769 |
| 4 | x4 >- <i>Insprisional_Motivation</i> | 0,734 |

Data management, 2020

Shows that the factor loading value obtained from the inspirational motivation construct is 0.3 and there is no indicator from the inspirational motivation construct which has a loading factor < 0.3 , so it can be concluded that the four indicators are able to explain

and define the inspirational motivation construct. In other words, the four indicators on the inspirational motivation variable, is valid and meets convergent validity.

Table-4.19: Confirmatory Factor Analysis idealized influence Test Result

| No | Indicators | Factor Loading |
|----|------------------------------------|----------------|
| 1 | x5 <--- <i>Idealized_Influence</i> | 0,872 |
| 2 | x6 <--- <i>Idealized_Influence</i> | 0,762 |
| 3 | x7<--- <i>Idealized_Influence</i> | 0,749 |

Source: Data Management, 2020

Shows that the factor loading value obtained from the informational justice construct is 0.3 and there is no indicator from the idealized influence construct that has a loading factor < 0.3 , so it can be concluded

that the three indicators are able to explain and define the idealized influence construct. In other words, the three indicators on the idealized influence variable, is valid and meets convergent validity.

Table-4.21: Confirmatory Factor Analysis idealized influence Test Result

| No | Indicators | Factor Loading |
|----|----------------------------------|----------------|
| 1 | x8 <--- Intellectual_Stimulation | 0,748 |
| 2 | x9 <--- Intellectual_Stimulation | 0,635 |
| 3 | x10<---Intellectual_Stimulation | 0,835 |
| 4 | x11<---Intellectual_Stimulation | 0,638 |

Source: Data Management, 2020

Shows that the factor loading value obtained from the informational justice construct is 0.3 and there are no indicators from the idealized influence construct which has a loading factor <0.3, so it can be concluded

that the four indicators are able to explain and define the construct of idealized influence. In other words, the three indicators on the idealized influence variable are valid and meet convergent validity.

Table-4.23: Confirmatory Factor Analysis Individual Consideration Test Result

| No | Indicators | Factor Loading |
|----|-----------------------------------|----------------|
| 1 | x12 <--- individual_consideration | 0,579 |
| 2 | x13 <--- individual_consideration | 0,707 |
| 3 | x14 <--- individual_consideration | 0,891 |
| 4 | x15 <--- individual_consideration | 0,697 |

Source: Data Management, 2020

Shows that the factor loading value obtained from the informational justice construct is 0.3 and there are no indicators from the Individual Consideration construct which has a loading factor < 0.3, so it can be concluded that the three indicators are able to explain

and define the Individual Consideration construct. In other words, the three indicators on the Individual Consideration variable are valid and meet convergent validity.

Table-4.25: Confirmatory Factor Analysis Individual Consideration Test Result

| No | Indicators | Factor Loading |
|----|---------------------------------------|----------------|
| 1 | x16<---Relational_Marketing_Practice | 0,573 |
| 2 | X17<--- Relational_Marketing_Practice | 0,586 |
| 3 | X18<--- Relational_Marketing_Practice | 0,608 |

Source: Data Management, 2020

Shows that the factor loading value obtained from the Individual Consideration construct is 0.3 and there are no indicators from the Individual Consideration construct which has a loading factor < 0.3, so it can be concluded that the three indicators are

able to explain and define the Individual Consideration construct. In other words, the three indicators in Individual Consideration variable are valid and meet convergent validity.

Table-4: 27 Confirmatory Factor Analysis Muhammadiyah Higher Education (PTM) Image Test Result

| No | Indicators | Factor Loading |
|----|-------------------|----------------|
| 1 | x19<--- PTM image | 0,819 |
| 2 | x20<--- PTM image | 0,774 |
| 3 | x21<--- PTM image | 0,756 |

Source: Data Management, 2020

Shows that the loading factor value obtained from the PTM Image construct is 0.3 and there is no indicator from the PTM Image construct which has a loading factor < 0.3, so it can be concluded that the

three indicators are able to explain and define the PTM Image construct. In other words, the three indicators on the PTM Image variable are valid and meet convergent validity.

Table-4.29: Effect of Dependent and Independent Variables in Structural Model

| Relationship among Variables | | Standardized | CR | P | |
|---------------------------------|----------------------|--------------|-------|-------|-------------|
| <i>Inspirational Motivation</i> | Relational Marketing | 0,247 | 1,979 | 0,048 | Significant |
| <i>Idealized Influence</i> | Relational Marketing | 0,322 | 2,718 | 0,007 | Significant |
| <i>Intellectual Stimulation</i> | Relational Marketing | 0,380 | 2,945 | 0,003 | Significant |
| <i>Individual Consideration</i> | Relational Marketing | 0,498 | 3,529 | *** | Significant |
| Relational Marketing | Relational Marketing | 0.342 | 2,665 | 0,008 | Significant |

Source: SEM Data output processed, (2020)

The results of the standardized regression weight in Inspirational motivation of leadership influences Relational Marketing Practices of 0.247, with a probability value of 0.048. This indicates that Inspirational motivation has a significant effect on Relational Marketing Practices. This means that the more often the leadership inspirational motivation is carried out, the better the relational marketing practice. This explains that if the leader provides motivational inspiration for employees often, the encouragement to practice relational marketing is getting better. Thus it can be stated that hypothesis 1 can be accepted.

The results of the standardized regression weight of the Idealized influence variable have a negative effect on relational marketing practices of 0.322 with a probability value of 0.007. This indicates that the Idealized influence has a significant effect on the practice of relational marketing. It means that the higher the influence of the leader's idealism is felt, the better the relational marketing practice carried out by employees. On the other hand, the lower the perceived influence of the leader's idealism is felt, the lower the practice of relational marketing is. Thus it can be stated that hypothesis 2 can be accepted.

The results of the standardized regression weight of the Intellectual Stimulation variable have a negative effect on relational marketing practices of 0.380 with a probability value of 0.003. This indicates that Intellectual Stimulation has a significant effect on relational marketing practices. It means that the more often the leader's Intellectual Stimulation is felt, the better the relational marketing practices are carried out by employees. Conversely, the lower the perceived Intellectual Stimulation of the leader is felt, the lower the practice of relational marketing is. Thus it can be stated that hypothesis 3 can be accepted.

The results of the standardized regression weight of the Individual Consideration variable have a negative effect on relational marketing practices of 0.498 with a probability value of 0.000. This indicates that the leader's Individual Consideration has a significant effect on the practice of relational marketing. This means that the more often individual consideration is carried out by the leadership, the better the relational marketing practices are carried out by employees. Conversely, the lower the perceived Intellectual Stimulation of the leader is felt, the lower

the practice of relational marketing is. Thus it can be stated that hypothesis 4 can be accepted.

The results of the standardized regression weight of relational marketing practice variables have an effect on the PTM image of 0.342 with a probability value of 0.008. This indicates that the practice of relational marketing has a significant effect on the image of PTM. This means that the better the practice of relational marketing, the better the image of the PTM. Thus it can be stated that hypothesis 5 can be accepted.

CONCLUSION

Based on the analysis and discussion in accordance with the research questions, it can be concluded that: (1) Transformational leadership on the dimensions of inspirational motivation, idealized influence, intellectual stimulation, and individual consideration can improve relational marketing practices and can build the image of PTM throughout the Cirebon region. (2) Each relational marketing practice indicator shows a high score of 87.6 of the total indicators. This illustrates that the Relational Marketing Practice shows an indispensable activity. In relational marketing, attracting new customers is only the first step. This finding also provides evidence that attracting new customers is cost more compared to retaining customers. (3) The results of the standardized regression weight in Inspirational motivation of leadership influences Relational Marketing Practices of 0.247, with a probability value of 0.048. This indicates that Inspirational motivation has a significant effect on Relational Marketing Practices. Idealized influence has a negative effect on relational marketing practices of 0.322 with a probability value of 0.007. This indicates that Idealized influence has a significant effect on relational marketing practices. Intellectual Stimulation has a negative effect on relational marketing practices of 0.380 with a probability value of 0.003. This indicates that Intellectual Stimulation has a significant effect on relational marketing practices. It means that the more often the leader's Intellectual Stimulation is felt, the better the relational marketing practices carried out by employees. Individual Consideration has a negative effect on relational marketing practices of 0.498 with a probability value of 0.000. This indicates that the leader's Individual Consideration has a significant effect on the practice of relational marketing. This means that the more often individual

consideration is carried out by the leadership, the better the relational marketing practices are carried out by employees. (4) The results of standardized regression weight of relational marketing practice variables have an effect on PTM image of 0.342 with a probability value of 0.008. This indicates that the practice of relational marketing has a significant effect on the PTM image. This means that the better the relational marketing practice, the better the PTM image.

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