

THE EFFECT OF VISIONARY LEADERSHIP, ORGANIZATIONAL BEHAVIOR, PERSUASIVE COMMUNICATION AND ORGANIZATIONAL COMMITMENT ON THE PROFESSIONALITY OF HONORARY EMPLOYEES

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Abstract

The objective of this research is to study the effect of visionary leadership, organizational behavior, persuasive communication and organizational commitment on the professionalism. The research approach is quantitative and the analysis method used is path analysis. The research was conducted at IAIN Sulthan Thaha Saifuddin located in Jambi, using survey with the samples of 87 employees being selected randomly. The research findings show: (1) visionary leadership has positively and significantly affected the professionalism; (2) organizational behavior has positively and significantly affected the professionalism; (3) organizational behavior has positively and significantly affected the organizational commitment; (4) persuasive communication has positively and significantly affected the organizational commitment. Based on these findings, it can be concluded that enhancing the professionalism can be done through strengthening leadership and improving organizational behavior. It was also obtained that (1) professionalism was not significantly influenced by organizational commitment and persuasive communication, and (2) organizational commitment was not significantly influenced by visionary leadership.

Keywords: *professionalism, visionary leadership, organizational behavior, persuasive communication, organizational commitment*

The growth and development of various universities that offer various advantages in the field of study, facilities, facilities and services make competition between universities increasingly competitive. Therefore, many public and private universities open courses oriented to the preparation of output ready to enter the labor market, including the provision of facilities, facilities and infrastructure lectures and laboratories, as well as the teachers and employees in accordance with quality standards, with excellent accreditation value.

This is certainly a challenge for Institute of Islam Religion of the Country Sulthan Thaha Saifuddin Jambi campus to improve its competitiveness to be more competitive, both in terms of institutional quality, facilities and infrastructure, as well as services, as well as preparing educational output that is also ready to compete in the labor market. In anticipating the competition, the element that plays an important role is the human resources involved in the management of Institute of Islam Religion of the Country Sulthan Thaha Saifuddin Jambi. Higher education management will run well if supported by employees who have high professionalism.

Professionalism is very important because professionalism has a strong relationship with the organization's strategic goals, customer satisfaction and the smoothness of organizational activities. The notion of professionalism, with reference to the Big Indonesian Dictionary are: (1) the subject of the profession; profession; (2) the ability to act professionally.

Eraut in Kanes (2010: 4) explains that the word professionalism has various meanings, sometimes directing people to think on the standard or quality of work. Thus, when a work produced is

good enough, it is referred to a professional standard and is an example of professionalism. However, at other times, any work performed by a particular occupation can be said to be professional. Simply can be concluded that Eraut's opinion that professionalism can refer to the quality of work and also on the work produced by people who are the profession is the job.

Abeng (2012: 5-6) states that a person is called a professional if he already has the knowledge, skills and mental attitude that can be relied upon. Working wherever and in any profession, one can hold a professional title throughout the process and its work based on the three substances. Thus, professionalism lies not in one's position and position but primarily on functional quality.

Still according to Abeng and seems to be an explanation of the three substances above, a person is called a professional because his insight is broad, competent, integrity and his work is done thoroughly according to priority.

Haskell in Brown (2014: 3) defines professionals as those who claim to have special knowledge (esoteric) which is the basis for giving advice or service to the public and they get paid for it.

Sullivan in Brown (2014: 3) offers a more detailed professional definition as follows: Profession is typically described as a work characterized by three characteristics: (1) specialized training in an intact knowledge field normally acquired through formal education or apprenticeship (2) public recognition of a particular autonomy on the part of a community of practitioners to establish standards of practice; and (3) a commitment to provide public services in addition to the economic welfare of practitioners.

Furthermore, according to Englund in Omolu (2010: 2047-2051), professionalism focuses on the question of what qualifications and capacities are acquired, what competencies are necessary for the success of an office

Previous studies of professionalism and correlation with other variables have been conducted by Ojokuku et.al (2012) which shows that professionalism is influenced by visionary leadership (transformational). In relation to organizational behavior, Nzulwa (2014) concluded that organizational behavior has a positive influence on professionalism. Inasoria (2014) also in his research shows that professionalism is influenced by organizational behavior. As for the influence of persuasive communication to professionalism shown by Li. (2016) and Atambo & Momanyi (2016). Furthermore, the influence of organizational commitment to professionalism is shown by Sheikhy et al (2015), Syahrial and Chalidyanto (2014) and Abugre (2011).

In the context of Institute of Islam Religion of the Country Sulthan Thaha Saifuddin Jambi, to measure the professionalism of honorary employees is done only with electronic attendance (handkey), with the schedule of the morning absence at 7.30 WIB, and the afternoon at 16.WIB. Each month the attendance is evaluated to see the attendance and activeness of the honorary staff, and this is the basis for the leadership to measure professionalism as well as payroll. As professionalism is not adequately measured through absenteeism, the research of the factors that have an influence on it is one of the most useful attempts to find things that can improve the professionalism of honorary employees and in the sequence can drive optimal performance in Institute of Islam Religion of the Country organization Sulthan Thaha Saifuddin Jambi overall.

The purpose of this study is to know: (1) Direct influence of visionary leadership on organizational commitment, (2) direct influence of organizational behavior toward organizational commitment, (3) direct influence of persuasive communication toward organizational commitment, (4) direct influence of visionary leadership on professionalism , (5) Direct influence of organizational behavior on professionalism, (6) Direct influence of persuasive communication on professionalism and (7) Direct influence of organizational commitment to professionalism.

METHOD

The method of analysis in this study is quantitative-associative using Path Analysis. The population of the object of research or unit of analysis in this study are all employees of Institute of Islam Religion of the Country Honor Sulthan Thaha Saifuddin Jambi totaling 90 people. The sample in the study amounted to 87 people taken using Simple Random Sampling technique. The place of research is Institute of Islam Religion of the Country Sulthan Thaha Saifuddin Jambi. The time of this study was conducted in March - December 2017.

Figure 1 below is an empirical model of structural relationships between variables based on the results of path analysis.

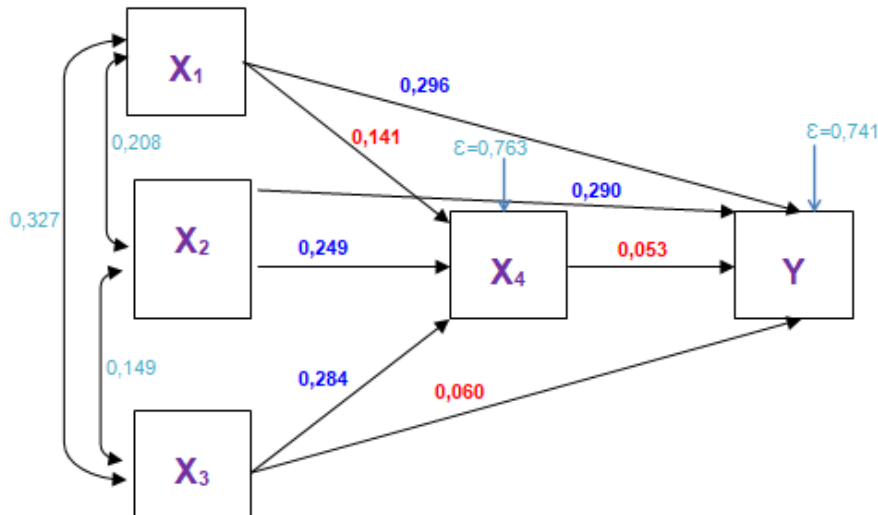


Figure 1. Model of Inter-Variable Structural Relationships based on Results of Path Analysis Calculation

RESULT AND DISCUSSION

Based on the research findings, in figure 1 above, it can be seen that there are 4 (four) significant path coefficients at the level of $\alpha = 0.05$ because it has a $t\text{-count} > t\text{-table}$ of pY1, pY2, p42, p43, and 3 (three) path coefficients are not significant ie pY3, pY4 and p41. Detailed explanations are described as follows.

Visionary leadership (X1), organizational behavior (X2), persuasive communication (X3) have direct effect on organizational commitment (X4)

The path diagram consists of a sub-structure 1 containing three exogenous variables X1, X2, X3 and one endogenous variable, X4. The structural equation for the path diagram above is: $X4 = pY1X1 + pY2X2 + pY3X3 + \epsilon$. Results of data processing research using SPSS version 20.0, obtained as follows.

- 1) Path coefficient $p41 = 0,141$ and $t\text{-count} = 1,286$; $p\text{-value (Sig)} = 0.202 / 2 = 0.101 > 0.05$ or H_0 is accepted. Therefore the value of $t\text{-count} (1.286) < t\text{-table} (1.663)$, then the coefficient of the path is not significant. This means that the visionary leadership variable (X1) has no direct positive effect on the organizational commitment variable (X4).
- 2) Path coefficient $p42 = 0,249$ and $t\text{-count} = 2,535$; $p\text{-value (Sig)} = 0.013 / 2 = 0.006 < 0.05$ or H_0 is rejected. Because of the value of $t\text{-count} (2,535) > t\text{-table} (1.663)$, the path coefficient is

significant This means that organizational behavioral variable (X2) has a positive direct effect on the organizational commitment variable (X4).

- 3) Path coefficient $p_{43} = 0,284$ and $t\text{-count} = 2,614$; $p\text{-value (Sig)} = 0.011 / 2 = 0.005 < 0.05$ or H_0 is rejected. Because of the $t\text{-count} (2,614) > t\text{-table} (1.663)$, the path coefficient is significant. This means that persuasive communication variables (X3) have a direct positive effect on organizational commitment (X4).

The error value (ϵ) is determined by referring the output of the SPSS v.20 program as follows: $\epsilon = 1 - R^2 = 1 - 0.237 = 0.763$.

Leadership (X1), organizational behavior (X2), persuasive communication (X3) and organizational commitment (X4) have direct effect on professionalism (Y)

The path diagram is a sub-structure 2 consisting of four exogenous variables X1, X2, X3 and X4 and an endogenous variable, Y, and the structural equation for the path diagram is: $Y = p_{Y1}X_1 + p_{Y2}X_2 + p_{Y3}X_3 + p_{Y4}X_4 + \epsilon$. Results of data processing research using SPSS version 20.0, obtained as follows.

- 1) Path coefficient $p_{Y1} = 0,296$ and $t\text{-count} = 2,688$; $p\text{-value (Sig)} = 0.009 / 2 = 0.00045 < 0.05$ or H_0 is rejected. Because of the $t\text{-count} (2,688) > t\text{-table} (1.663)$, the path coefficient is significant. This means that visionary leadership variable (X1) has a direct positive effect on professional variables (Y).
- 2) Path coefficient $p_{Y2} = 0,290$ and $t\text{-count} = 2,873$; $p\text{-value (Sig)} = 0.005 / 2 = 0.00025 < 0.05$ or H_0 is rejected. Because of the value of $t\text{-count} (2,873) > t\text{-table} (1,663)$, the path coefficient is significant. This means that the organizational behavior variable (X2) has a positive direct effect on the professional variables (Y).
- 3) Path coefficient $p_{Y3} = 0,053$ and $t\text{-count} = 0,532$; $p\text{-value (Sig)} = 0.596 / 2 = 0.298 > 0.05$ or H_0 is accepted. Because the value of $t\text{-count} (0,532) < t\text{-table} (1,663)$, the path coefficient is not significant. This means that persuasive communication variables (X3) have no direct effect on professionalism (Y).

Path coefficient $p_{Y4} = 0,060$ and $t\text{-count} = 0,488$; $p\text{-value (Sig)} = 0.627 / 2 = 0.3135 > 0.05$ or H_0 is accepted. Since the value of $t\text{-count} (0.488) < t\text{-table} (1.663)$, the path coefficient is not significant. This means that persuasive communication variables (X4) have no direct effect on professionalism (Y) The summary of the calculation results and the path coefficient testing in sub-structures 1 and sub-structure 2 can be seen in Table 1.

1. Leadership Visionary (X1) direct influence on Organizational Commitment (X4)

According to Yukl (2010: 198), the essence of leadership. is influence. The result of this influence there are three namely: commitment, commitment and compliance. In this context, this means leadership has a direct influence on one's behavior whether he or she will be committed, obedient or rejected. Yukl (2010: 296-297) also emphasizes the importance of the leader's responsibility in leading change that influences his followers to commit to the change.

Table 1. Summary of Calculation Results and Tests of Path Coefficients

No	Path Coefficient	T _{count}	t _{table}	
			$\alpha=0,05$	$\alpha=0,01$
1	$p_{41} = 0,141$	1,286 ^{ns}	1,663	2,370
2	$p_{42} = 0,249$	2,535 **	1,663	2,370
3	$p_{43} = 0,284$	2,614 **	1,663	2,370
4	$p_{Y1} = 0,296$	2,688 **	1,663	2,370

5	$p_{Y2} = 0,290$	2,873 **	1,663	2,370
6	$p_{Y3} = 0,060$	0,532 ^{ns}	1,663	2,370
7	$p_{Y4} = 0,053$	0,488 ^{ns}	1,663	2,370

Description:

** = very significant at the error rate $\alpha = 0.01$ and $\alpha = 0.05$

^{ns} = Non Significant at error level $\alpha = 0,01$ and $\alpha = 0,05$

According to Colquitt, LePine and Wesson (2014: 9), organizational commitment indicates an employee's desire whether he or she is staying in the organization or leaving it for another job. Uncommitted employees are categorized in withdrawal behavior. This withdrawal behavior is defined as the actions of employees who seek to avoid work situations that eventually withdraw from the organization.

Still according to Colquitt, LePine and Wesson (2014: 483), transformational leadership has a strong positive influence on organizational commitment. For example, employees led by transformational leadership tend to feel more optimistic and less frustrated during their work, which of course makes them easier to commit to work.

Another similar opinion expressed by Luthans (2011: 148), namely that the commitment of employees is determined by, among others, leadership style. The style of leadership in question is authentic leadership (Luthans, 2011: 448). This authentic leadership comes from positive organizational behavior and transformational leadership (Luthans, 2011: 430).

Based on Yukl's opinion in Leadership in Organizations, Colquitt, LePine and Wesson in Organizational Behavior and Luthans in Organizational Behavior, theoretically it has been shown that leadership has a positive influence on organizational commitment.

Relevant research results showing the influence of leadership on employee commitment are carried out by: (1) Sayadi (2016) who draws the conclusion that visionary leadership has a positive influence on organizational commitment, (2) Kala et.al (2015) in his research concludes that visionary leadership (transformational) has a positive influence on organizational commitment (3) Al-Quraan (2016) shows in his research that visionary leadership positively impacts organizational commitment. The results of this study, after tested statistics, obtained path coefficient $p_{41} = 0.141$ and t-count = 1.286 and obtained t-table = 1.663. Since the value of t is smaller than t-table, the path coefficient is not significant. It can be concluded that the direct effect of visionary leadership on organizational commitment is not supported by empirical data in this study.

Based on the above findings, organizational commitment is influenced indirectly by visionary leadership. Colquitt, LePine and Wesson (2014) in his Organizational Behavior creates an integrative model that shows that leadership indirectly affects organizational commitment. Further research results Chiang and Wang (2012) also showed leadership indirectly affect the organizational commitment with the mediator of trust.

Many factors influence the strength or weakness of organizational commitment. In addition to job dissatisfaction, leadership quality factors are also a strong trigger or lack of organizational commitment. Therefore, if the leadership fails to pay serious attention to the condition of the employee in the environment, then it may affect the level of organizational commitment of its members. In the condition of employees who already have a strong organizational commitment, then the leadership factor becomes insignificant or give no effect at all. Yukl (2010: 179) mentions this condition with the theory of leader substitutes.

From the above discussion we have described conceptual, theoretical, relevance of previous relevant research results and the results obtained in this study on the direct influence of visionary leadership (X1) on organizational commitment (X4).

2. Organizational Behavior (X2) has a direct effect on Organizational Commitment (X4)

Conceptually, organizational behavior is how the thoughts, feelings and actions of a person in doing activities or work related to the organization shown by the indicators: make efforts to improve understanding of the organization, carry out tasks established by the organization and carrying out the rules outlined by the organization both internally and externally while organizational commitment is the involvement of individuals in organizational activities and the desire to actively participate in them.

The results of Tolabi et al. (2015) concluded that organizational behavior (religious behavior) has a positive effect on organizational commitment. Liana and Irawati (2014) in his research drew the conclusion that organizational behavior (work discipline) has a positive influence on organizational commitment.

The result of this research, after tested statistic with path analysis obtained $p_{42} = 0,249$ with $t\text{-count} = 2,535$ and $t\text{-table} = 1,663$. This means that the value of $t\text{-count}$ is greater than $t\text{-table}$, so the path coefficient is significant. The results of this study are in accordance with the theories discussed above. Based on the result of research, it can be concluded that there is influence of organizational behavior toward organizational commitment.

From the results of the above discussion has been described conceptual linkages, theoretically, the results of previous relevant research and results obtained in this study on the direct effect of organizational behavior (X2) on organizational commitment (X4).

3. Persuasive Communication (X3) has a direct effect on Organizational Commitment (X4)

Conceptually, persuasive communication is the delivery and exchange of information between two or more persuasive persons indicated by indicators: good attention, the influence on trust, the influence on attitude, the influence on behavior and the emergence of good social relationships while the commitment organizational is the involvement of individuals in the activities of the organization and the desire to participate actively in it.

Relevant research results that show influence, persuasive communication to organizational commitment are conducted by: (1) Femi (2014) which draws the conclusion that persuasive communication has a positive influence on organizational commitment, (2) Engin and Akgöz (2013) conclude that Persuasive communication has a positive effect on organizational commitment.

The results of this study, after statistical test, obtained path coefficient $p_{41} = 0.284$ and $t\text{-count} = 2.614$ and obtained $t\text{-table} = 1.663$. Because the value of $t\text{-count}$ is greater than $t\text{-table}$, the path coefficient is significant. It can be concluded that persuasive communication has a direct positive effect on organizational commitment.

From the results of the above discussion has been described conceptual linkages, theoretically, the results of previous relevant research and the results obtained in this study on the direct influence of persuasive communication (X3) on organizational commitment (X4)

4. Leadership Visionary (X1) direct influence on Professionalism (Y)

As stated Yukl (2010: 198), the fundamental thing in leadership is the influence and the outcome of the influence there are three namely: commitment, obedience and rejection. In this context, this means leadership has a direct influence on one's behavior whether he will commit, obey or reject.

Furthermore, still according to Yukl (2010: 31), leadership can be viewed from 5 (five) approaches: (1) traits approach, (2) behavior approach, (3) force-influence approach, (4) situational approach and (5) integrative approach. Briefly, a description of the five approaches is described in the following paragraphs.

Traits approach emphasizes the characteristics of leaders such as personality, motives, values and skills. Behavior approach related to the pattern of activity, responsibilities and functions in work, including how to resolve conflicts, meet demand, see opportunities and overcome obstacles.

The power-influence approach concerns the process of influencing leaders and others. The assumption of this approach is one-way (unidirectional) ie leaders of action and followers react. Strengths here are seen as important not only affecting subordinates but also colleagues, bosses, and people outside the organization including customers and suppliers.

The situational approach emphasizes the importance of contextual factors that influence the leadership process. The main situational variables include the characteristics of the followers, the nature of the work performed within the unit, the type of organization and the circumstances of the external environment. The integrative approach involves all the above mentioned variables, namely the nature, behavior, influencing process, situational variables and outcomes.

Based on the description of the five leadership approaches above, it is understood that the characteristics of the leader, his behavior, the process as he influences and the situational factors will result in outcomes which in this context is a change in the quality (professionalism) of subordinates or persons associated with it.

According to the Colquitt, LePine and Wesson (2014: 33) categories, this professionalism can be incorporated into a "good performer" behavior that contributes positively to the organization. Good performer behavior produces job performance that has a correlation with leadership. Specifically, Colquitt, LePine and Wesson state that transformational leadership has a positive effect on performance. In the context of this study, visionary leadership has an effect on professionalism.

Relevant research results that demonstrate the influence of leadership on professionalism are conducted by: (1) Emmanouil, Osia and Paraskevi-Ioanna (2014) who draw the conclusion that visionary leadership has a positive influence on professionalism, (2) Ross and Gray (2004) concluded that visioner leadership (transformational) has a positive effect on the professionalism of teachers in the organization (commitment to professional learning community).

The results of this study, after statistical test, obtained path coefficient $pY1 = 0.296$ and t-count = 2.688 and obtained t-table = 1.663. Because the value of t-count is greater than t-table, the path coefficient is significant. It can be concluded that visionary leadership has a positive direct effect on the professionalism of honorary employees. Thus the results of this study in accordance with the theory and support the results of previous studies that have been described above.

From the above discussion we have described conceptual, theoretical, relevance of previous relevant research results and the results obtained in this study on the influence of visionary leadership (X1) on employee professionalism (Y).

5. Organizational Behavior (X2) has a direct effect on Professionalism (Y)

Colquitt, LePine and Wesson (2014: 4) create an integrative model that connects individual characteristics (ability, personality & cultural values) with individual mechanisms (job satisfaction, stress, motivation, trust, justice & decision making) resulting in job performance and organizational outcomes commitment. Based on this model, it can be implicitly interpreted that organizational behavior (individual mechanism) affects professionalism (job performance)

Based on previous relevant research on the effect of organizational behavior on professionalism has been done by Nzulwa (2014). From the results of this study concluded that organizational behavior has a positive influence on professionalism (the underlying motivational factors affect the professional conduct of teachers).

The result of this research, after tested statistic, obtained path coefficient $pY2 = 0,290$ with t-count = 2,873 and obtained t-table = 1,663. Because the value of t-count is greater than t-table, the path coefficient is significant. From these findings it can be interpreted that leadership positively affects professionalism.

From the results of the above discussion has been described conceptual linkages, theoretically, the results of previous relevant research and the results obtained in this study on the influence of professionalism (X2) on professionalism (Y).

6. Persuasive Communication (X3) has a direct effect on Professionalism (Y)

Simply stated that persuasive communication is how to persuade someone to do something through communication while professionalism is the quality of work produced by someone. Thus, it is clear that persuasive communication can affect professionalism.

The results of previous research conducted on the influence of persuasive communication to professionalism done by Li (2016). From the results of this study concluded that persuasive communication has a positive influence on professionalism (effective communication is a core condition for teacher professional learning)

The result of this research, after tested by statistic, obtained path coefficient $p_{31} = 0,060$ and $t\text{-count} = 0,532$., Obtained $t\text{-table} = 1,663$ at level $\alpha = 0,05$. Since the value of t is smaller than $t\text{-table}$, the path coefficient is not significant. It can be concluded that the direct influence of persuasive communication against professionals is not supported by empirical data in this study. This condition can be caused among others: (1) someone who has reached the level of professionalism, persuasive communication factors have not become influential in improving the quality of work; (2) With reference to the integrative model of Colquit, LePine and Wesson, it can be seen that communication affects indirectly on professionalism (job performance) and (3) In practice in the field, honorary employees work according to clear job description and standard operating procedure which has been established so that the persuasive communication factor becomes insignificant.

From the results of the above discussion has been described conceptual linkages, theoretically, the previous relevant research results and the results obtained in this study on the direct influence of persuasive communication (X3) on professionalism (Y).

7. Organizational Commitment (X4) has direct effect on Professionalism (Y)

Theoretically, according to Colquitt, LePine and Wesson (2014: 83), there are three types of organizational commitment: affective commitment, continuance commitment and normative commitment. Affective commitment is influenced by emotional bonds between employees, continuance commitment is influenced by salaries and benefits and the involvement (embedded) of employees in the surrounding community environment, normative commitment is influenced by organizations that invest for employees or conduct social activities (charitable efforts).

With reference to the above theory and associated with professionalism it can be argued that to improve the professionalism of employees can be done by investing for employees by providing training and development for them so they feel obliged to provide the best quality work for the organization. From this description it can be stated that organizational commitment, especially continuance and normative commitment can affect professionalism.

Luthan (2011: 149), citing Dessler, suggests that one way to increase organizational commitment is to support employee development such as providing employee development activities.

Thus, both Colquitt, LePine and Wesson as well as Luthans argue about the importance of employee development through training that in turn will improve the professionalism of employees.

Previous research conducted by Sheikhy et al (2015) states that organizational commitment has a significant effect on professionalism in the form of a discipline of the work.

In this study, after statistical test, obtained path coefficient $p_{Y4} = 0,053$ and $t\text{-count} = 0,488$, from $t\text{-table}$ obtained $t\text{-table} = 1,663$. Since the value of t is smaller than $t\text{-table}$, the path coefficient is not significant. These findings may be interpreted that the effect of organizational commitment to professionalism is insignificant.

From the above discussion we have described conceptual, theoretical, relevance of previous relevant research results and the results obtained in this study on the effect of organizational commitment (X4) on professionalism (Y).

CONCLUSION

Based on the results discussed in the previous chapter, the following conclusions can be drawn: first, visionary leadership has a direct positive effect on professionalism. The implications of employee professionalism can be enhanced by strengthening leadership through indicators of leadership that show task-oriented behavior, relationship-oriented behavior and change-oriented behavior. So, simultaneously the leadership assigns tasks to employees, maintains good relations with them, directs and guides them toward better change. Specifically, based on the weakest indicator, leaders often emphasize the importance of building a commitment to vision with a simple and easily understood language by honorary employees. Efforts that can be made are to give honorary employees the opportunity to conduct regular discussions on the understanding of the vision and ways of achieving that vision; second, organizational behavior has a positive direct effect on professionalism. The implication is that professionalism can be enhanced by developing employee behavior in the organization through indicators that make efforts to improve understanding of the organization, carry out tasks defined by the organization and implement the rules outlined by the organization both internally and externally. Specifically, based on the weakest indicator, employees are more likely to implement the rules outlined by the organization both internally and externally. Efforts that can be made by the company is to socialize again the importance of obeying the rules both internal and external, the next effort is reminiscent of regular meetings on the importance of enforcing rules outlined by the organization; third, organizational behavior has a direct positive effect on organizational commitment; fourth, persuasive communication has a direct positive effect on organizational commitment; fifth, professionalism is not significantly influenced by organizational commitment and persuasive communication; and sixth, organizational commitment is not significantly influenced by visionary leadership.

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