

Leadership Effectiveness: an Analysis of Transformational Leadership and Organizational Commitment (Studies at the State University of Jambi Province)

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Abstract: The study aims to analyze the influence of the leadership of the transformational and organizational commitment to leadership effectiveness at State Universities (PTN) Jambi province. The unit of analysis is the tenured faculty with additional duties, population 134 lecturers and after formulated using Taro Yamane formula then sample of 100 people. Method of quantitative analysis using path analysis (Path Analysis), followed by analysis of determination (R Square), testing the hypothesis partially (t test) and simultaneous (test F) with alpha 5 percent (0.05). Before analyzed first questionnaire was tested with validity and reliability analysis and testing requirements. Analysis tools using SPSS version 22.0. The analysis result of determination R square of 0.401 that the leadership of the transformative variables and organizational commitment can explain leadership effectiveness by 40.1%, while the remaining 59.9% is influenced by other variables. The leadership of the transformative and organizational commitment significantly influence the effectiveness of the leadership either partially or simultaneously. The maximum height the leadership of the transformative and organizational commitment of the leaders PTN Jambi province, then the level of achievement of leadership in the work will be higher as well.

Keyword: Effectiveness Leadership, Transformational Leadership, Organizational Commitment.

I. Introduction

The college has a strategic role in creating qualified human resources (Qualified Human Resources), hereinafter referred to SDM. Human Resources in Higher Education is a personal ideal effective in the field. In this study, the college in question is the entire State Universities (PTN) PTN hereinafter contained in Jambi Province. Each personnel both leaders and subordinates should be able to carry out the duties and functions well. The effectiveness of particular leaders is a necessity that can't be avoided, if you want output (output) PTN directly proportional to the quality of graduates as users.

In the province of Jambi there are four state universities, namely the University of Edinburgh, the State Islamic Institute Jambi, Jambi Kemenkes Health Polytechnic and College of Islamic Religion of State Kerinci. If viewed from the interest of new students, the State is still a major target for new students to continue their studies. But unfortunately, today, the dream of the new students are not fully met. It is alleged that some of the courses proved they are predicated 'C' and no status expired in 2016, as follows:

Table 1. Predicate Prodi State Accreditation PTN

No	Name PTN	Total Prodi	Predicate B(%)	Predicate C (%)	Expiration (%)
1	Jambi University	85	34 (28,9)	7 (5,95)	5 (4,25)
2	Jambi IAIN STS	28	14 (3)	5 (1,4)	1 (0,28)
3	Kerinci STAIN	14	7 (0,91)	7 (0,91)	-
4	Jambi POLTEKES	7	1 (0,07)	1 (0,07)	-

Source : BAN PT, 2016

The Table above is a real condition in 2016. At the University of Edinburgh found that 28.9% of study programs predicated B, 5.95% predicated C and contained 4.25% of study program accreditation has expired. Meanwhile, the STS Jambi IAIN there are 3% of courses predicated B, and 1.4% of courses predicated C and 0.28% of study programs have expired. Later in the Kerinci STAIN, each predicate B and C, amounting to 0.91% and POLTEKES are respectively 0.07% of courses predicated B and C. In fact, when checked at BAN PT, to POLTEKES only have 2 an accredited institution, while in the field POLTEKES has seven courses. See the above phenomenon, researchers believe that the role of leadership becomes the most significant factor. In line with the quality of state universities, researchers believe that several aspects have contributed to other determinants. In line with the effectiveness of the leadership, then there are several contributing factors, such as:

transformational leadership, organizational commitment, achievement motivation. This assumption is of course based on the results of previous studies. James Edward Talber (2014) revealed that transformative leadership positive effect on leadership effectiveness. Furthermore, Chun Fang Chiang, et al, (2012) proved that transformative leadership correlates with commitment.

Referring exposure of relevant theory and research in the above ideal conditions Effectiveness of State leadership. However, these ideal conditions are not owned by the state universities in the province of Jambi. This means that although higher education institutions are State Universities but it does not guarantee all the important aspects in a PT class both nationally and internationally owned by the university. For example, that not all study programs at public universities that have accredited predicate good or superior. Even pointed out, there are some courses that are not accredited (expired). Moreover, a comparison with the title of the best universities in Indonesia and the world.

In order to complete the statement of researchers at the top, it has carried out a baseline studies of empirical research to get the facts associated with ideal conditions at the sites. Preliminary studies of this research has been carried out since May 25, 2015 until July 10, 2015 at the four state universities spread across the province of Jambi, namely; 1) University of Edinburgh, 2) State Islamic Institute SulthanTaha Sarifuddin, 3), the Polytechnic of Health Ministry of Health of Jambi, and 4) Islamic University Kerinci. In general, the average pre-research results can be seen in the following table:

Table 2. Effectiveness of Leadership

PT	Leadership Effectiveness	Transformative Leadership	organizational commitment	Achievement Motivation
UNJA	85,2% (CB)	74% (CB)	73,8% (CB)	76,7% (CB)
IAIN	78,5% (B)	57% (B)	55,9% (B)	70% (B)
STAIN	80,7 (B)	59% (B)	65,5% (B)	71,3% (B)
POLTEKES	73,3% (B)	66% (B)	64,1% (B)	69,3% (B)

Note: CB= Pretty Good; B= Good

Source: Data processed researchers

The data illustrates that the entire leadership effectiveness have not getting optimal ratings (excellent) from subordinates. The average achievement of leadership is only at good level. Breakthroughs leaders discovered that the average is still at a good level. Likewise with the leadership aspect of attachment to the institution on average also remained at a good level. Similarly, motivational leadership to the task on average remained at a good level. In general, some indicated as follows:

- 1) not maximal achievement of leadership in the management of PTN this case there are indications of some courses were predicated B and C and some have already expired. This is of course an important role of leadership in controlling the performance of subordinates, especially for more serious in regard to obtaining accreditation;
- 2) not maximal breakthrough-a breakthrough by the leadership is still very minimal it is evident from the study program accreditation. Let increase in predicate accreditation, which happened just a few courses have expired accreditation. Though the title of the accreditation is essential for graduates;
- 3) there are still weaknesses in the structure of the task by the leadership to subordinates so that subordinates' performance can't be monitored which then affected the inability of institutions to accredit the entire course with honors superior;
- 4) support is still low subordinate to the leader, which once again became evident that the loyalty and performance of subordinates is still far from optimal. So in these conditions is much needed leadership effectiveness is very high to optimize the performance unit program of study to work hard in the maintenance of accreditation;
- 5) in some State leaders have not been able to become a top role model for subordinates. So that the level of performance of subordinates become very low because of the absence of an exemplary figure.

Based on the identification of the issues mentioned above, the purpose of the study was to analyze: 1) Effect of transformative leadership to leadership effectiveness; 2) The effect of organizational commitment to leadership effectiveness; 3) The effect of transformational leadership and organizational commitment to leadership effectiveness simultaneously.

The benefits of this research can certainly provide information as a basis for determining the strategy to improve the effectiveness of the leadership as well as provide an alternative in the management of State in improving the quality of education.

II. Literature Review

Effectiveness, according to (Gibson, Ivancevich, Donnelly, and Konopaske, 2003) and (Fiedler, 1967), is an achievement in completing one or several tasks with compatibility between planning, process and the work, with dimensions; leader-subordinate relationships, duties and authority of the leadership structure. This is consistent with the view. He has identified three dimensions of the possibility to define the main situational factors (key) which determine the effectiveness of the leadership of the. These three dimensions are:

- 1) The leader-subordinate relationship. Relations subordinate leaders indicate the extent to which the leaders get the support and loyalty rather than subordinate and subordinate relationships with the friends and help each other.
- 2) The structure of the task. In the structure of the task there are standard operating procedures to complete the task and objective indicator of how well the task was done. High duty structure will contribute to the favorable situation because of the leadership of the leadership will be easier to monitor and influence the behavior of subordinates on high structured task. While the task is unstructured will contribute unfavorable leader, so the ability of leaders to control the lower subordinates
- 3) The authority of the leadership. On the strength of leadership positions are authorized level of leadership to evaluate the implementation of the work of subordinates, rewards, promotion, punishment, and demotions. The greater the formal power of the leaders to impose penalties and rewards, the stronger the control of the leadership, and this makes the situation allows.

Furthermore, the effectiveness of leadership by Chester Barnard (1992) is the completion of tasks by prioritizing process for achieving goals. Then, McEwan's (2004) stated that there are seven steps into effective leadership, as follows:

- 1) Establish, implement and Achieve academic standards,
- 2) Be an instructional resource for your staff,
- 3) Create a school culture and climate conducive to learning (for everyone),
- 4) Communicate the vision and mission of your school,
- 5) Set high expectations of your staff and yourself,
- 6) Develop teacher leaders, and
- 7) Establish and maintain positive relationships with children, staff and parents.

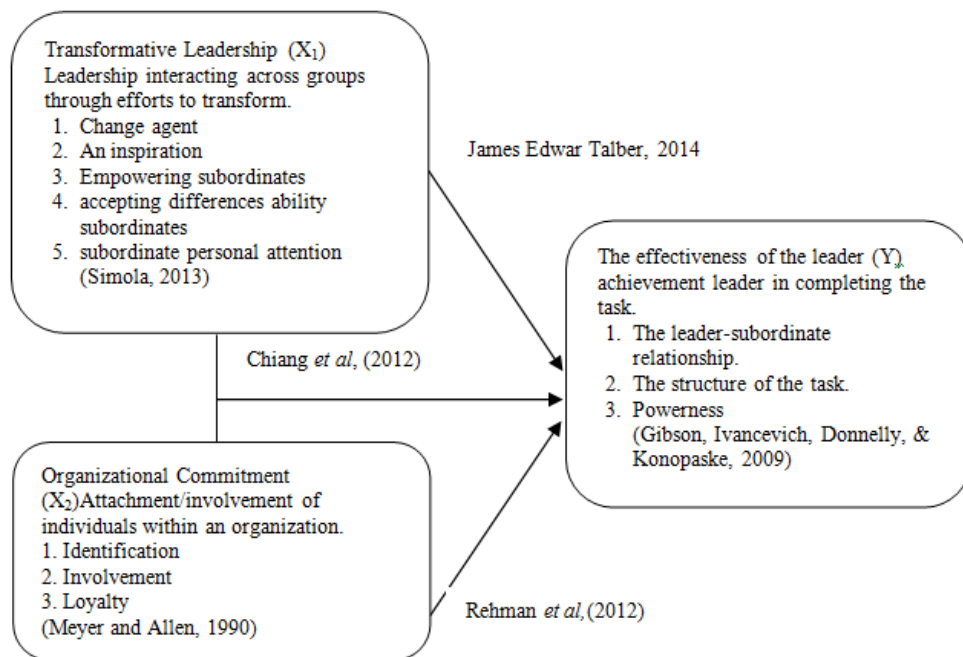
And then the effectiveness of the leadership can be seen from several indicators; acceptance, trust, loyalty, work standards and the authority of the leadership. Ineffectiveness leadership will cause a variety of problems, one of which is not achieving a good quality PTN regional, national or international.

Transformational leadership theory developed by James McGregor (1960). He stated that transactional leadership is influenced by the strength of the relationship between the leader and members. While transformational leadership is determined by changes in the value of leadership, beliefs and needs of the members. Similar views expressed by (Northouse, 2013), that transformational leadership concerned with emotions, values, ethics, standards, and long-term goals.

Then according to (Bernard M. Bass and Ronald E. Riggio, 2006); (Simola, 2009) transformational leadership is the leadership exercised with various breakthroughs in order to adapt to the development and educational needs very rapidly. Tichy and Devanna (2006) identify the characteristics of transformational leadership as follows: a) as an agent, b) bold, c) trust with the team, d) can solve complex problems, and the visionary. Based on the above theory, it can be synthesized that transformational leadership indicators as follows: 1) as agents reformer, 2) an inspiration, 3) empowering subordinates, 4) accept the differences in the ability of subordinates, and 5) subordinate personal attention. Organizational commitment, an attachment to the leadership of the institution that has the dimensions; 1) identification, 2) involvement, and 3) loyalty to the indicators; 1) conformity with the institution of a personal vision, 2) participate actively in the institution, 3) feel comfortable in institutions will be able to increase its effectiveness in the lead.

This synthesis is derived from the theory of (Allen and Meyer, 2007). Then (Bateman and Strasser, 1984) found related to the organizational commitment; a) the behavior and performance of effective work, b) attitudes, affective and cognitive such as job satisfaction, c) characteristics of the job and a subordinate role, such as responsibility, d) special features reports such as the age and tenure. Porter (2007), states that the commitment can be characterized by at least three factors: 1) acceptance of goals and values of the organization, 2) a willingness to work on behalf of the organization, and 3) a strong motivation to remain in the organization. Also added by Wong (2007) that the commitment is the ability to with trust. As a supporter of the entire variable reference study, researchers helped refer to some results of empirical studies, for example; James Edward Talber (2014) revealed that transformational leadership positive effect on leadership effectiveness. Furthermore, Chun Fang Chiang *et al.*, (2012) proved that transformational leadership correlates with commitment.

From the study of theory and previous research results above, the framework of this study as shown below:



Figur 1. Framework

Based on the research objectives, the research hypothesis taken are as follows: 1) leadership transformative effect on leadership effectiveness partially; 2) organizational commitment influence the effectiveness of leaders partially; and 3) the transformative leadership and organizational commitment affect the effectiveness of the leadership simultaneously.

III. Methods

This study uses survey research methods using path analysis tool. The unit of analysis is the study of the tenured faculty with additional tasks. Proportional random sampling is a technique in sampling. Population 143 lecturers and 100 sample analysis by using SPSS version 21.00, in which prior to analysis conducted by validity and normality and testing requirements on dimensional analysis, indicators and variables of the study.

Path analysis is a method of multivariate data analysis in order to know the influence of the direct and indirect causes of multiple variables (exogenous) to the endogenous variables (result) with the pattern of all the variables are recursive and can be observed directly. Are recursive meaning, the relationship between variables is one way, there is no reciprocal relationship. If declared A causes B, then B can not cause A, (Hapzi Ali and NandanLimakrisna, 2013: 137).

Basis for a decision on the validity of the test is if the result $r_{value} > r_{table}$ then declared invalid item. Values in r_{table} to 30 respondents with a significance level of 0.5% is 0.3061. While the basis for a decision on a reliability test is when $r_{value} > r_{table}$ with an alpha of 0.5, the point statement declared in the questionnaire is reliable and if $r_{value} < r_{table}$ with alpha 0.05 then point statement in the questionnaire declared unreliable. Overall, test results of specific instruments for point declaration invalid based on the calculation results can be seen as follows:

Table 3. Results of validity and reliability

Var	Item	Value rcount	r table 5% (n=30) n-2	Descriptions	r ₁₁ value	Desc.
X1	X1_26	0,209	0,3061	Invalid	0,977	Reliable
	X1_31	0,116		Invalid		
	X1_33	0,116		Invalid		
X2	X2_25	0,175	0,3061	Invalid	0,978	Reliable
	X2_28	0,040		Invalid		
	X2_31	0,000		Invalid		
Y	Y_14	0,116		Invalid	0,977	Reliable

Source: processed questionnaire data, 2016

From the table above it is known that from the total of 122 grains whole instrument variables tested are 7 items declared invalid. Then the reliability test results, it is known that all variables are declared reliable.

IV. Results and Discussion

From the research results in the table below with variable coefficients transformative leadership (X_1) and organizational commitment (X_2) is ($\rho X_1 = 0,293$ and $\rho X_2 = 0,363$ and $rX12 = 0.778$).

Table4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3,085	15,894		-,194	,846
	Transformative Leadership X_1	,479	,184	,327	2,603	,011
	Organizational Commitment X_2	,496	,181	,344	2,743	,007

a. Dependent Variable: Leadership Effectiveness_Y

Source: SPSS Output

Based on the above coefficient table then know the value of each coefficient as follows:

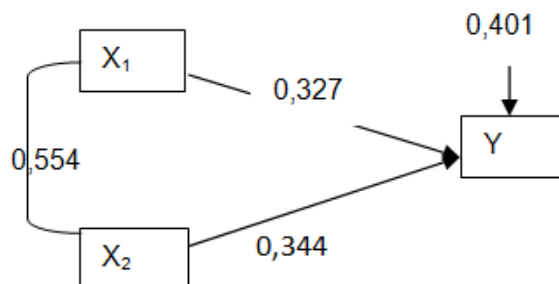


Figure 2.Results of data processing, 2016

Rom the table above were obtained results of path analysis coefficient: $Y = \rho YX_1 X_1 + \rho YX_2 X_2 + e = 0,293X_1 + 0.364X_2 + 0,616$. The coefficient of the variable path transformative leadership to leadership effectiveness variable is equal to 0.293. The coefficient of the variable path variable organizational commitment to leadership effectiveness is equal to 0.364 coefficient is positive, meaning that the organization's commitment has positive influence on leadership effectiveness. And then to find out the total effect of variable transformative leadership and organizational commitment to leadership effectiveness can be seen from the summary table, as follows:

Table 5. Test R and R Square

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,633 ^a	,401	,389	4,279

a. Predictors: (Constant), Transformative Leadership X_1 , Organizational Commitment X_2

Source: SPSS process results

Rated R for addressing multiple correlation of 0.633 (transformative leadership and organizational commitment) with leadership effectiveness. Taking into account the variations in the value of R Square of 0.401 Addressing the magnitude of the role or contribution of transformative leadership and commitment to the organization is able to explain the variable effectiveness of leadership by 40.1% and the remaining 59.9% is influenced by other variables.

Test Results Effect of Partial (t test) and Simultaneous Effect (Test F)

Assessment of the effect of partial aims to test whether each independent variable (exogenous) significantly influence the dependent variable (endogenous) partially with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer a hypothetical one and two of this study.

Table 6. Test Results t (Partial)

Independent Variables	t value	Sig
Transformative Leadership X_1	2,603	,001
Organizational Commitment X_2	2,743	,007

Source: SPSS output

Based on the results obtained by statistical calculation coefficient t account track Transformative Leadership variable (X_1) to variable Leadership Effectiveness (Y) of 2.603 with sig = 0.01. So as to test the hypothesis partially by t test on the path coefficient β_{31} , by comparing the value tcount and ttable. Due to the value of $t = 2.340$ and $t_{table} = 1.980$, or in other words that $t \text{ value} > t_{table}$ then H_0 and H_1 accepted. Then $\text{sig } 0.01 > 0.05$ is significant. This means that there is a significant influence Transformative Leadership variable (X_1) of the Effectiveness of Leadership (Y). So the first research hypothesis is accepted.

Furthermore, based on the calculation of the above statistics are also variable coefficient obtained t count Organizational Commitment (X_2) on Leadership Effectiveness variable (Y) of 2.743 with sig = 0.007. Further testing the hypothesis partially by t test on the path coefficient β_{32} , by comparing the value tcount and ttable. Due to the value of $t = 2.743$ and $t_{table} = 1.980$, or in other words that $t \text{ value} > t_{table}$ then H_0 and H_1 accepted. And the value of sig $0.007 < 0.05$ was significant. This means that there is a significant influence Organizational Commitment variable (X_2) of the Effectiveness of Leadership (Y). So the hypothesis 2 Research accepted. To answer the third hypothesis that transformative leadership and organizational commitment influence the effectiveness of leaders simultaneously can be seen from Table 7 below.

Table 7. F Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1188,613	2	594,307	32,459	0,01
	Residual	1776,027	97	18,310		
	Total	2964,640	99			
a. Dependent Variable: Leadership Effectiveness_Y						
b. Predictors: (Constant), Transformative Leadership_X1, Organizational Commitment_X2						

Source: Results of SPSS

Based on the calculation above statistics obtained by the path coefficients simultaneously transformative leadership variable (X_1) and organizational commitment (X_2) on the effectiveness of the leadership (Y) with the coefficient F count of 32.459 with sig = 0,000. Hypothesis test simultaneously with the F test against β_{3412} path coefficients, by comparing the calculated F value and the value of F table. Due to the value of F count = 32.459 and $t \text{ table} = 3.09$, or in other words that the $F \text{ count} > F \text{ table}$ then H_0 and H_1 accepted. Sig 0.01 and the value of < 0.05 was significant. This means that there is a significant influence transformative leadership variable (X_1) and organizational commitment (X_2) simultaneously on the effectiveness of the leadership (Y). Three studies so hypotheses can be accepted. Meanwhile, to see the effects of direct and indirect, can be seen in the following table:

Table 8. Summary of Coefficients Line

Koefisien				
Lane	Direct Impact	Indirect Impact	Sub Total	Total
Impact ₄₁	0,106	0,062	0,168	0,168
Impact ₄₂	0,118	0,062	0,18	0,18
Total Impact X_1, X_2				0,348
The influence of other variables				0,652

Source: results of SPSS

In line with the research method path analysis that has been stated in the previous section, then from the table above is known that the total effect of transformative leadership on the effectiveness of the leadership, both directly and indirectly X_1 is equal to 0,348 difference is only 0,053 due to rounding as the model table summary in on. This process aims to determine the effect of direct and indirect inter exogenous variables. But this does not mean variable transformative leadership and organizational commitment into intervening variables but only to test the value of R square is equal to the total direct and indirect influence.

1. Leadership Transformative Effect on Leadership Effectiveness.

Transformative leadership have a positive impact on the effectiveness of leadership. Furthermore (Ivancevich, 2008) in his research that then was poured into his book entitled 'Organization'. In the book stated by (Ivancevich, 2008) in a chart, where the leadership of the transformative helped determine effective results. Where the intended results can be output, quality, efficiency, flexibility, satisfaction, competitiveness, developing and durability in many obstacles. This result is also supported by the results of research (Amir Sadeghi and ZaidatulAkmaliahPihieLope, 2012), transformative leadership predicted to be effective against the leadership of variable effectiveness. This is because the transformative leadership able to encourage all units without coercion willing to participate optimally in achieving the objectives of the institution. Leaders were able to empower their subordinates, creating change, initiated the organization's vision of success that shows that

these leaders have a high level of effectiveness. Leaders transformative has a characteristic charismatic, has the inspiration and intellectual stimulation as agents reformer, has properties brave, trusting others, acting on a value system, improve continuously, able to face situation tough, has a vision of the future, to guide the behavior of subordinates, flexible and open and analyze carefully. The results of this study are consistent with the opinion of (Bernard M. Bass and Ronald E. Riggio, 2006: 128) who argued that transformative leadership is a charismatic leader, has a central and strategic role, has the ability to make the vision and mission of the future subordinate, be a motivator for undertake responsibility over subordinates had hoped, and the leadership of such a leader with a high degree of effectiveness.

This shows that the leadership of the transformative by the head of State is one factor that can improve the effectiveness of leadership. In line with this, (Bernard M. Bass and Avolio, 1994) proved that the leadership of the transformative is an important factor in improving the effectiveness of leadership. This occurs because that's transformative leadership to make many changes PTN strategy. The leaders are also able to innovate, to plan for the achievement of common goals, committed and determined to satisfy his subordinates. Transformative leadership also pays special attention to the subordinate personal, so intertwined relationship and sense of family that is closely (Bernard M. Bass and Ronald E. Riggio, 2006). Further, a transformative leader has the ability to respond quickly to a variety of changes. Besides the transformative Leadership also able to create a working environment in which individuals interact with each other like fellow colleagues, share and collaborate in developing solutions rather than following the tradition that is more rigid and hierarchical (Issa M. Saleh and MiyntSweKhine, 2011), This is because a transformative leader able to give effect individually. He became a role model both in act and speak. So he is admired, respected and trustworthy at the same time.

Leadership transformative effect on leadership effectiveness, it is interpreted that the better transformative leadership that is owned by the lecturer it means that the higher the level of achievement in leadership work. The findings of this study, reinforced by research conducted by James (Edward Talber, 2014). Manager or leader to manage five types of resources, namely: man (man); money (money); machines (machine); method (method) and Information Technology (Information Technology), (Hapzi Ali, 2009: 49).

2. Organizational Commitment Effect on Leadership Effectiveness.

Effective leadership seen from the achievement of leadership in solving one or several tasks and Effectiveness of leadership can also be seen from the satisfaction gained by his followers (Gibson, Ivancevich, Donnelly, & Konopaske, 2003). The results are consistent with the findings of (Rehman *et al*, 2012) states that organizational commitment significantly related to transactional leadership. Leaders who are highly committed to the PT he led was also able to increase effectiveness in the lead. This is because these leaders would be willing to work voluntarily for the future of his organization. Leaders will do many things for the sake of progress and achievement of organizational goals. Furthermore, leaders who are committed to the organization also has a desire voluntarily to follow the rules, giving contribute, fulfill all the tasks, loyal, and bound in the organization.

Effective leaders are leaders who work hard and meticulous and appreciate the time. Islam teaches that every second of the time should be filled with three things; to increase faith, charity build and foster social communication. This is in accordance with the word of Allah (QS. Al Asrhverses1-3), which means: 1. for the future. 2. Behold, the man is really in loss, 3. Except those who believe and do righteous deeds, and counsel advised in order to adhere to truth and counsel advised that fulfill patience (Zuhri, 2007). Organizational commitment affect the effectiveness of the leadership, it is interpreted that the higher commitment led organization, the higher the level of achievement of leadership in the work. The results of this study are supported by research (Nanda Limakrisna, ZulkiZulkifli, Hapzi Ali, 2016), That Organizational Commitment influenced also by Organizational Culture, Organizational Climate and Leadership Style either partially or simultaneously and have a positive impact also on Employee Performance.

3. Organizational Leadership and Commitment Transformative Effect on Leadership Effectiveness

Transformative leadership was doing much improved organization, able to innovate, to plan for the achievement of common goals, committed and determined to satisfy his subordinates. He also always empower subordinates, so that subordinates have the independence and autonomy in charge. Transformative leadership also pays special attention to the subordinate personal, so intertwined relationship and a strong sense of family. Then, led by high commitment to the organization, have a similar parable with someone who believed in God would not be easily influenced on momentary interests (vested interest) is tempting the short dimension. This study is also similar to the study by (Khasawneh *et al*, 2012; (Bass and Avolio, 1994); (Sadeghi and Pihie, 2012, James Talber, 2014). Transformative leadership and commitment of influential organizations together, both directly and indirectly on the effectiveness of leadership. Where if transformative leadership and organizational commitment of the higher, the higher the level of achievement of leadership in the work. The findings of this study, reinforced by research conducted by (Chiang *et al*, 2012) that transformative leadership

has a correlation with organizational commitment. This study is in line also with the research (Mukhtar, Risnita, M. ShoffaSaifillah, Hapzi Ali, 2016), That Work Commitment positive and significant impact to the satisfaction of Service. Leaders will be able to carry out their duties well if it has the commitment and provide good service on its staff.

4. Correlation Between of Dimensions

Based on Table 7 can be seen the relationship between the variables X₁ and X₂ dimensions to the dimensions of the variable Y as indicated by the value of the Pearson correlation between dimensions respectively. The greater the value of Pearson correlation, the stronger the relationship, it can be seen the dimensions of variables that have the highest R value and dimension variables that have the lowest value of r.

Table 9. Matrix Correlation Between of Dimensions

Variable	Leadership Effectiveness	
	Dimension/Indicator	Coleration (r)
Transformative Leadership	<i>Agent of change</i>	1
	Inspiration	-,237
	Empowering subordinates	-,151
	Accepting differences ability subordinates	-,250*
	Pay attention to subordinate	,040
Organizational Commitment	<i>Identification</i>	,115
	<i>Involvement</i>	,072
	<i>Loyalty</i>	,129

Source: Data processing (2016)

Based on Table 9 above, obtained figures for the value of r where the highest for the variable X₁ is the correlation between the indicators of “agent of change” (Variable Transformative Leadership) with the effectiveness of the leadership that is equal to 1 or 100%. This condition illustrates that changes in leadership effectiveness variable (Y) predominantly influenced by the indicator “agent of change” in the variable transformative leadership. The highest correlation value is a correlation between the dimensions “Loyalty” (variable organizational commitment) with the effectiveness of the leadership that is equal to 0.129 or 12.9%. This condition illustrates that changes in leadership effectiveness variable (Y) predominantly influenced by the dimension of “Loyalty”.

V. Conclusions and Recommendations

Conclusion: In conclusion analysis Transformative Leadership and Organizational Commitment to the Effectiveness of the Leadership of PTN’s Jambi Province are:

- 1) Leadership Transformative significantly influence the effectiveness of the leadership, the maximum transformative leadership that is owned by the head of State, the higher the level of achievement of leadership in the work,
- 2) Commitment Organizations significantly influence the Effectiveness of the Leadership, the higher the Organizational Commitment of the leadership of state universities will increase the achievement of leadership,
- 3) leadership and Transformative Commitment of the organization influence simultaneously both directly and indirectly to the effectiveness of the leadership, in which when the Transformative Leadership and Organizational Commitment higher the higher the level of Leadership Effectiveness PTN Jambi Province.

Recommendations:

- 1) Head of State who become agents of change make changes according to the needs and demands of the times that a positive impact on the progress of PTN;
- 2) Opening of new courses that suit the needs of people and improve accreditation;
- 3) Leadership empowers subordinates to program a variety of training in order to improve the skills of subordinates and Leadership build reward and punishment system more thoroughly.

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