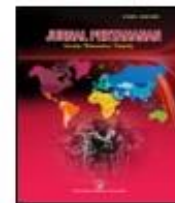




## Jurnal Pertahanan

Media Informasi tentang Kajian dan Strategi Pertahanan  
yang Mengedepankan Identity, Nationalism & Integrity  
e-ISSN: 2549-9459

Journal Homepage : <http://jurnal.idu.ac.id/index.php/DefenseJournal>



### THE EFFECT OF LEADERSHIP STYLE AND COMPENSATION ON ORGANIZATIONAL COMMITMENT OF BABINSA IN JAKARTA

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#### Article Info

##### Article history:

Received 23 August 2018

Revised 29 August 2018

Accepted 30 August 2018

##### Keywords:

*Babinsa,*

*Compensation,*

*Leadership Style,*

*Organizational Commitment*

#### Abstract

This study investigates the conceptualization of the leadership style and compensation within organizational commitment of *Babinsa* in Jakarta as well as examining the leadership style and compensation on organizational commitment by previous researchers. This study uses qualitative method by reviewing and integrates previous studies to point to the significance of the leadership style and compensation towards organizational commitment of *Babinsa* specifically in Jakarta. This study proposes a research framework to investigate the relationship of leadership style and compensation on organizational commitment of *Babinsa* in Jakarta. The study is particularly useful for practitioners by identifying advantages of suitable organizational commitment of *Babinsa* in Jakarta.

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#### INTRODUCTION

Organizational commitment is important for organizations that it have to investigate by researchers around the world. The relationship between organizational success and organizational commitment is very important to discuss. Many highly committed employees are employed by companies or organizations as an important part of their human resource management strategy.

“Organizational commitment reflects how strongly a person identifies with an organization and is committed to its goals. It is influenced by a host of factors in the Organizing Framework, including personality, leader behavior, organizational culture, meaningfulness, organizational climate, and psychological contracts. Committed individuals tend to display two outcomes: a. likely continuation of their employment with the organization, b. Greater

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motivation toward pursuing organizational goals and decisions” (Kinicki, A., & Kreitner, 2018).

Military commitment research has not tended to utilize estimates created inside a theoretical setting. Thus, not as much as the perfect of consideration has been given to build improvement and validation, an issue that is considerably more organizational research (Gade, Tiggler, & Schumm, 2003).

The Village Counselor Officer abbreviated as Babinsa is the spearhead of the Indonesian Army which has duties in the field and shading of regional coaching, in managing territorial potential, population, and socio-cultural conditions that are capable of producing regional power as a form, a tool and a formidable condition in overcoming various threats, challenges, barriers, and disruption to the life of the state and national development. Based on the Parent Guidance Book on Territorial Guidance, endorsed by Kasad Skep Number Skep / 98 / V / 2007 dated May 16, 2007, Babinsa is the Koramil executive in the territorial guidance in the village. (Wahyudin, 2013) In managing territorial potential, territorial development becomes very important because its power is prepared to prevent the emergence of various threats that will arise, both threats of war and other threats. The position of the TNI Territorial Development function has a very complex task, namely the task of community security services.

Leadership is the specialty of inducing the other individual to need to do what you need him to do. The leader therefore not just needs to have faith in his men, and have that conviction responded; he must have the capacity to move them to risk their lives for some more noteworthy end which they may just faintly see, and he must have himself the fearlessness to request that they do as such. To be fit for incredible military leadership a man must be something of an actor. If that were unqualifiedly valid, at that point it would be an alluring system similarly for any

lesser officer, he, as well, ought to figure out how to wear a false face and have an influence that shrouds his genuine self (Taylor & Rosenbach, William E, Rosenbach, 2009). Babinsa's leadership ability greatly determines the success of village territorial guidance where in carrying out his duties coordinating with relevant officials in the village such as community leaders, religious leaders and youth leaders so as not to fail in their duties

The President of Republic of Indonesia confirmed that the government would increase the allowance for village supervisors (*Babinsa*) by 771% or around eight times, from IDR 310,000 to IDR 2,7 million per month (Abraham Utama, 2018). The President of Republic of Indonesia said that the number of *Babinsa* which reached more than 60 thousand personnel, they got many challenges in the field and limited facilities in the village, so it is normal if *Babinsa* is given an incentive in the form of an increase in performance allowances from IDR.440 thousand raised to IDR 1,2 million which is applied as of July 2018 (Redaksi, 2018). To 4,500 *Babinsa* members from all parts of Indonesia, Tuesday (17/07), the President of Republic of Indonesia stated the type A *Babinsa* performance allowance increased from IDR 104,000 per month to IDR 900,000 per month. Meanwhile, *Babinsa* type B increased from IDR 440,000 per month to IDR 1,2 million per month.

Based on the analysis of several journals, this research has novelty from the framework model offered. *Babinsa's* high salary increase of nearly 700% is one of the main factors of researchers in conducting this research, in order to examine the impact of compensation and the style of the leadership style toward the commitment organization of *Babinsa*.

## LITERATURE REVIEW

### Organizational Commitment

Organizational commitment is at the level at which employees' personal values are in line with the values surrounding the company's organizational culture. For example, if a boss can respect employees who achieve achievement as an organizational goal, then employees tend to commit to the company. Commitment depends on the quality of the psychological relationship of an employee. Psychological contracts represent an individual's perception of reciprocal exchanges between himself and the company. In a work environment, a psychological contract represents an employee's trust in what he has the right to receive in return for what he gives to the organization. Steven L McShane and Von Glinow said that: "Organizational commitment represents what some experts call overall job attitude. Affective organizational commitment is the employee's emotional attachment to, involvement in, and identification with an organization. Affective commitment is a psychological bond whereby one chooses to be dedicated to and responsible for the organization. Affective commitment differs from continuance commitment, which is a calculative attachment to the organization. This calculation takes two forms. One form occurs where an employee has no alternative employment opportunities. This situation occurs where unemployment is high, employees lack sufficient skills to be attractive to other employers, or the employee's skills are so specialized that there is limited demand for them nearby. The other form of continuance commitment occurs where leaving the company would be a significant financial sacrifice. This perceived sacrifice condition occurs when the company offers high pay, benefits, and other forms of economic exchange in the employment relationship, or where quitting forfeits a large

deferred financial bonus" (McShane, S. L., Von Glinow, M. A. Y., & Von Glinow, 2018).

### The Village Counselor Officer (*Babinsa*)

Based on the *Babinsa* Task Implementation Guidebook, the definition of The Village Counselor Officer or *Babinsa* is the implementation of *DANRAMIL* in carrying out the function of rural territorial coaching, whose main task is to train the people and provide counseling in the field of national defense and supervision of facilities for national defense in the countryside. *Babinsa* is a territorial development executive who deals directly with rural communities with all the problems that are full of pluralism. Therefore, in accordance with the determination of the Army Force in order to play an active role in the implementation of national development, which relies on the development of rural communities, *Babinsa* must have sufficient capacity to be able to spur the village community active in development. *Babinsa* is required to have a mental condition, strong motivation, an adequate level of professionalism and reliable abilities.

The existence of *Babinsa* in villages is very important in order to anticipate the environmental security situation, by finding and reporting quickly. Therefore, *Babinsa* is the backbone in creating regional resilience (Puspen TNI, 2018)

### Leadership Style

Leadership is a very important factor because it determines the success of cooperation, which has been done by members of a group or organization to achieve task success. Yukl stated that leadership is "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objective" (Gary A. Yukl, 2013)

Military leadership is worldwide in degree, and senior leaders must exhibit multinational experience. An assortment of multicultural and culturally diverse issues is tended to every day, and this decent variety adds complex measurements to leadership adequacy. Inside the military, and with the individuals who are companion and adversary, valuing the diverse commitments and points of view of legacy, attributes, qualities, and standards aggravates the challenges of executing leadership. Military organizations must manage consistent social and technological change with powerful procedures that permit the adjustment of techniques and strategies to those progressions. In spite of the modernity of our weapons, pinpoint focusing on regularly results in auxiliary harm to individuals and nature. Military leaders must foresee all results and be set up to acknowledge obligation when technology comes up short. Data technology is both an asset and an imperative. Impact depends on our capacity to access, dissect, and spread data (Taylor & Rosenbach, William E, Rosenbach, 2009)

### **Relationship Between Leadership Style and Organizational Commitment**

Previous researchers have demonstrated that leadership styles have an impact on the level of organizational commitment. In a study of employee's in University of Somalia in Somalia, Dahie, Abdi, Aligees, & Mohamed (2017) found leadership could support organizational commitment using transformation and transaction styles, the first dimension of independent variable which transformation style has positive relationship with organizational commitment, the second dimension of which transaction style has positive relationship with organizational commitment (Dahie, Abdi, Aligees, & Mohamed, 2017).

Al-Yami, Galdas, & Watson (2018) conducted a study in the hospital in Saudi

Arabia. Their result indicates that transformational leadership was the most dominant leadership style. After controlling for the influence of manager/staff status, nationality and hospitals, transformational leadership was the strongest contributor to organizational commitment. Perceptions of both transformational and transactional leadership styles, increased with age for nurse managers and nursing staff.

In a study of principals and teachers at secondary school level, both from public sector and private sector school District Karak, Khyber Pakhtunkhwa, Saleem, Batool, & Khattak (2017) found that democratic leadership style was dominant leadership style of principals. A significant relation was found between leadership styles and organizational commitment

Based on the above arguments, we posit the following hypothesis:

H1: Leadership styles has positive affect on Organizational commitment.

### **Compensation**

Compensation is normally tended to in the human asset administration strategic plan to help organization objectives prompting organizational development. Numerous organizations see compensation as an arbiter to draw in gifted laborers, inspire and increment the consistency standard of their employee's to remain with the organization (Ahmad, R., Toh, E.P.Y., Bujang, 2013).

Based on Garry Dessler compensation is:

“Employee compensation includes all forms of pay going to employees and arising from their employment. It has two main components, direct financial payments (wages, salaries, incentives, commissions, and bonuses) and indirect financial payments (financial benefits like employer-paid insurance and vacations” (Dessler, G., & Tan, 2013).

Stephen P. Robbins and Mary Coulte stated “Compensation can include many

different types of rewards and benefits such as base wages and salaries, wage and salary add-ons, incentive payments, and other benefits and services. Some organizations offer employees some unusual, but popular, benefits” (Robbins, S., & Mary, 2016)

### **Relationship Between Compensation and Organizational Commitment**

Previous researchers have demonstrated that compensation have an impact on the level of organizational commitment. In a study of employee’s Malaysian Bank, Kee, Ahmad, & Abdullah (2016) found that there is a significant relationship between financial compensation such as salaries, bonuses and merit pay and organizational commitment. Besides that, merit-based pay is identified as the dominant factor in influencing the organizational commitment among the bank workers under study.

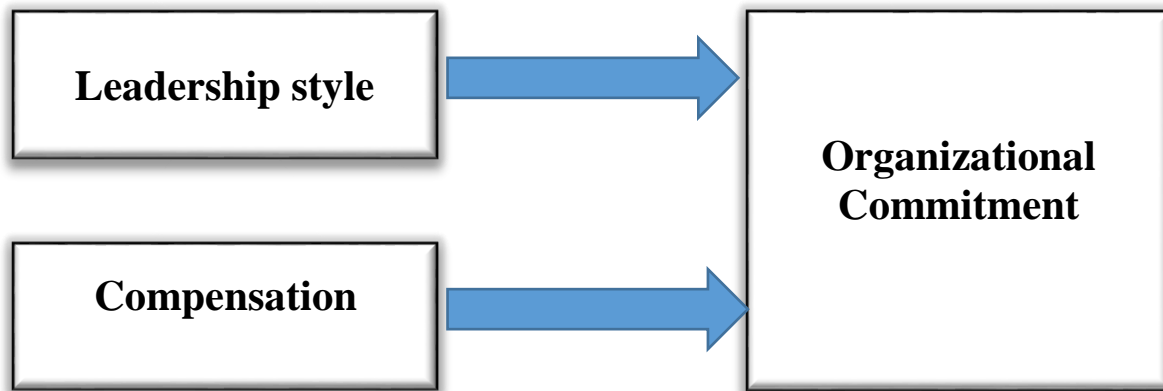
Based on the above arguments, we posit the following hypothesis:

H2: Compensation has positive affect on Organizational commitment.

### **RESEARCH METHODS**

The quantitative research methodology will use to approve the connection between the variables and confirm the research hypotheses as opposed to profundity understanding about complex situation. Therefore, with a specific end goal to decide the connection between leadership style, compensation, and organizational commitment, the most proper research methodology will use for this investigation is quantitative approach, in light of the fact that the quantitative research is a reasonable structure to investigate the connection between the variables.

This study will conduct on a total targeted population of 267 *Babinsa* in Jakarta. This research is based on simple random sampling technique. Based on the literature review and the proceeding discussions of the major concepts of leadership style and compensation on organizational commitment, a conceptual framework for this study was developed as in Figure 1.



**Figure 1.** Conceptual framework  
*Source:* Processed by Researchers

## DISCUSSION

Organizational specialists trust that organizational commitment is an imperative fixing to organizational achievement. Past studies demonstrate that profoundly dedicated laborers have an assortment of alluring qualities, which serve to upgrade the organization's capacity to accomplish its objectives. Profoundly committed staff are more engaged with their employments, less inclined to want to leave their organizations for new occupations, demonstrate less absenteeism, have high inspiration at work, and express high occupation fulfillment

Leaders ought to comprehend the impact of leadership style they are utilizing on organizational commitment and note that the achievement they accomplish on their endeavors is reliant on shared qualities and standards in the organization. So to expand their adequacy, leaders must change their leadership styles to make cooperative energy with the corporate culture

An adjustment in compensation influences change in performance subsequently compensation in light of the performance on their set of working responsibilities can be taken after to expand the commitment. The affective commitment of the Babinsa can be improved by following family agreeable strategies. Aside from financial compensation the administration can likewise give great workplace, increment lucidity and viability in communication, increment awareness of other's expectations and possession, and increment opportunities for personnel growth and this may increment normative commitment of the Babinsa

## CONCLUSION

At last, it will be imperative to look at every one of the antecedent and outcome issues as for the interaction between commitment in the organization (military) and other foci. One's commitment to the organization is critical to achieve organization objective. A

considerable lot of these issues can be enough studied just with the contribution of substantial, soldiers inspected after some time. Hence, there is gigantic potential inside the military. Indeed, given sufficient assets, there is each motivation to trust that military organizations can keep on playing a logical position of leadership in commitment research and, in the meantime, give particular and practical advice guidance to military leaders about the general population challenges confronting their organization. The Village Development Guards (Babinsa) were the spearhead of securing the area while helping to solve socio-economic problems in the field.

The study is particularly useful for practitioners by identifying advantages of suitable organizational commitment of *Babinsa* in Jakarta

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