

THE EFFECT OF PERSONAL POWER LEADERS TOWARDS COMMITMENT ORGANIZATIONAL IN PT. TELKOM TBK. KANDATEL BANDUNG

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ABSTRACT

The aim of this research is to analyze the influence of leaders' use of personal power with partially and simultanly on organizational commitment at PT. Telkom Tbk. Kandatel Bandung. This research is explanatory survey on 82 respondents which spread over employees at seven divisions by using stratified random sampling. This research used analyze the testing of leaders' use of personal power which consist of expert and referent power to organizational commitment by using multiple regression analysis. Based on the multiple regression analysis, simultanly analysis found were leader' use of personal power significantly influenced to organizational commitment. Individually, expert and referent power were found to be positively influenced of organizational commitment.

Keywords: *Personal Power, and Organizational Commitment*

Introduction

Meyer, at. al., (1989) describes commitment as a tendency to participate in "continuous activity boundaries", the activity refers to the engagement to stay with the organization. Committed and dedicated employees to their companies tend to work in harmony with strategic goals and make decisions with great interest and enthusiasm (Lee and Miller, 1999). Companies need to think about the implications of organizational commitment of employees as a demand to sustain the activities of companies in the midst of increasingly fierce competition by paying attention and respond to the linkage of factors causing organizational commitment so that employees can behave best because employees as the main asset in determining the company's success.

Commitment is the most common consequence of expert and referent power "(McShane and Von Glinow, 2000). Some researchers prove the results of his research, professional (expert) power positively correlated to organizational commitment (Wilson, 1995); strong relationship of experts and referent power with employees' emotional commitment and involvement to their work (Gibson et al., 1996), and; Jahangir's (2003) research finds that expert power and referent power are positively influenced by organizational commitment.

Experts and referent power derive from the personal characteristics of the holder of power, or in other words people bring this personal power into the organization. Some experts suggest the superiority of expert power as "the capacity to influence others by possessing knowledge or the skills that they want" (McShane and Von Glinow 2000); High skill use of expert power plays a key role in the effectiveness of lead groups in their study of health diagnostic groups (Kinicki and Kreitner, 2006), and; leaders can do their work efficiently using expert power (Jahangir, 2003).

Another personal power factor that gives positive influence to organizational commitment is referent power which says that referent power is typically associated with charismatic leadership, employees will follow a charismatic leader and do more than is asked because this power base evokes commitment rather than compliance or resistance (McShane and Von Glinow (2000), and referent power, which can be described as the power of "identification" or charismatic power, is based on the attractiveness of a particular person or group to another (Huse and Bowditch, 1977). who have referent power identified by his subordinates because of a particular personal interest that can lead to commitment to the employee rather than rejection or resistance.

Based on the results of interviews on the Human Resources Division of PT. Telkom Tbk. Kandatel Bandung, obtained information that the placement of leadership positions more based on the core competence of individuals but still often occurs only within a year in relation to the success rate in the work unit, other than that employees feel the leadership who tend to behave rather formal. This phenomenon will of course affect the level of organizational commitment of employees which will then impact on the performance of employees as a whole. Because relatively many of PT. Telkom Tbk. Kandatel Bandung who feel less passionate in doing the task and responsibility, this can be seen from the frequent late employees enter the office, slow in repair of damaged public phones, and provide services that have not been in accordance with expectations and has not achieved the target achievement of performance as predetermined. Weak personal leadership power can be a cause for the weakening of organizational commitment of employees, even though the leadership structurally has formal authority within the company to realize its legitimate power. Thus, the leader as an important component in the organization must have the ability and expertise (expert power) in their respective fields, have charisma, good personality and support interpersonal to subordinate (referent power) to strengthen organizational commitment of employees as subordinate so that can support the achievement company performance.

This research focuses on personal power leadership because based on the study by Podsakoff and Schriesheim (1985) entitled "Field Studies of French and Raven's Bases of Power: Critique, Reanalysis, and Suggestions for Future Research" concluded that

in general personal power consisting of expert and referent power are positively related to the subordinate function criteria variables such as organizational commitment. Empirical studies related to the personal power of leadership presented in this study are those proposed by Jahangir (2003) and Wilson (1995) research which focuses on expert power. Both of these results show a positive effect on organizational commitment. This study aims to test and analyze the influence of personal power leadership consisting of experts and referent power partially or simultaneously to organizational commitment at PT. Telkom Tbk. Kandatel Bandung.

LITERATURE REVIEW

Understanding Power

Cobb (1984) explains that "the concept of power wishes to understand the role of plays in social relationships," and; Pfeffer (1992) The concept of power is then developed in line with research and studies in industry / organization and social psychology. Among the many concepts of power, many concepts and accepted by the concepts developed by French and Raven (1959) in McShane and Von Glinow (2000) Many studies and studies that explain the impact of power associated with subordinate outcomes within the organization Power is often described as the capacity of a person or group to influence the will of others The effect of power depends on the type of power itself, can have positive impacts such as compliance and commitment or negative impacts such as resistance.

Power is defined as a potential force to influence behavior, change certain events, overcome resistance, and or ask people to do something they do not want to do (Pfeffer, 1992) This definition implies that within an organization consisting of a variety of people and different perspectives on an interest. Pfeffer (1992) argues that by learning how to manage power, leaders will be better able to achieve their goals and company goals.

McShane and Von Glinow (2000) argue that "power is the capacity of a person, team or organization to influence others. "Power is not the act of changing others' attitudes or behavior; it is not only the potential to do so. People frequently have power they do not use; they might not even know they have power ". In this case power is connected with one's dependence on the value (value) owned by the power holders (power holders). Dependent dependence on a leader because of the privilege of the leader to control the resources desired by the subordinates such as the assignment of tasks, important information and other resources. Thus the leadership power exists because the subordinates believe that the leader has the privilege of controlling resources.

Power Resources

French and Raven (1959) suggested sources of power within the organization consisting of legitimate, reward, coercive, expert and referent (McShane and Von Glinow, 2000). Legitimate power, reward power, and coercive power are classified into organizational power or usually called position-based power.

While the second source of power is a personal power consisting of expert or expert power and reference power (referent power) which is categorized as personal power (person-based), which is the power that a person takes power to the organization as stated McShane and Von Glinow (2000) that personal power derives from the characteristics of power holders. In other words, people bring expert power and referent power into the organization.

Power of Experts

Beekun and Badawi (1999) provide an overview of leaders who have expert power that is, "leaders who possesses valuable expertise and information have expertise with respect to their followers who need this information to perform their task". Leaders with valuable expertise and information have an expert power with respect to their followers who need this information to carry out their duties. In this case they give an example of an expert power in Islam that in a congregational prayer, one may be chosen as a priest to lead the prayer because of his knowledge in Islam. There is no priesthood in Islam.

Relation with expert power Wilson (1995) call it the concept of leadership power. "The concept of leadership power". The concept of leadership power includes both technical and conceptual skills, as well as political expertise. In relation to technical and conceptual abilities, bosses with leadership powers have the ability to organize information, knowledge or expertise for others. In the context of the political environment, Wilson (1995) says that leadership power implies different not only on conceptual skills and techniques alone. Leadership power contains two meanings: "professional (expert) power", and "political power". Professional authority is concerned with the ability (boss in the work units) to organize information, knowledge or expertise (subordinates) others. Political power is related to the capabilities of senior members of Executive Service (SES) officers to attract the financial support and general voter support necessary for the sub-unit to succeed.

In the organizational context, some researchers define expert power as the ability to control the behavior of others because of having knowledge, experience, or decisions that others do not have but are required for example, subordinates adhere to superiors with expert power because the boss usually knows more about what to do and how to implement it (Schermerhorn et al., 2005); expert power comes from within individuals who are individual capacities or units of work to influence others by possessing the knowledge or skills they possess McShane and Von Glinow (2000); expert power is based on the authority of knowledge, an important feature in the process flow. In organizations people with expert power can have a lot of influence; in meetings with colleagues and higher people in the hierarchy, in fact computer experts may become more powerful because he is the only person who has the potential and knowledge of computers. Similarly, expert knowledge has a lot of influence on market research analysts in determining the future direction of the organization (Huse and Bowditch (1977): expertise is judged to have

knowledge or understanding only in certain areas, this means that expert power is related to the capacity or capacity of the holder of power. In an organization, a leader or supervisor in section A may have different capacities or abilities with superiors or leaders in section B (Luthans, 2006), therefore the skills are not absolute but relative. Expert power is a self-characteristic that shows how people have attributes of knowledge and expertise to hold power.

Referent Power

Referent power as the ability to manage the feelings of others to agree or accept personally based on the desires of subordinates to identify a superior due to their admiration or personal delight from superiors (Begum, 2005); is the ability to control the behavior of others due to the individual's desire to identify the source of power, in which a subordinate obeys his superior because he wants to show, to be sure his boss has a good personality (Schermerhorn et al, 2005), and; capacity to influence others through the admiration of the good nature or the respect and identification of the holders of power (McShane and Von Glinow, 2000).

Reference power is specifically associated with charismatic leadership. Charisma is defined as a form of interpersonal attraction in which followers develop a sense of respect and trust in charismatic individuals (McShane and Von Glinow, 2000); charismatic leaders often provide an exciting future vision for subordinates who can give more meaning to their work and make the subordinates feel enthusiastic and enthusiastic, and; the impact of charismatic leaders on their subordinates relating to organizational mission (Rupert et al., (2000), and a person with charisma is admired for an interesting personality. In organizations, bosses are respected as a charismatic subordinate, have a pleasant personality and can build a relationship personally (Gibson et al., 1996), as the power of "identification" or "charismatic" power based on the attraction of a particular person or group to others such as Mahatma Gandhi and Martin Luther who had little legitimate power but for many of their followers, they have a very high level of referent power (Huse and Bowditch, 1977).

In Islamic concepts, called ethical charismatic leaders like Prophet Muhammad SAW and other prophets, use power for the good of mankind, learn from criticism, work to develop followers into leaders and rely on moral standards. In the same source exemplified Malcolm X as a highly charismatic American Muslim leader. Many people embraced Islam in the United States for hearing or reading about him. What can be gained from the Islamic view of leadership and power in which one assures a leader must be ethical and moral (Beekun and Badawi (1999).

Understanding Organizational Commitment

Experts provide a diverse definition of organizational commitment: as the relative strength of one's involvement and togetherness within a given organization (Porter et al., 1974) in Begum (2005), referring to the degree of involvement of people with their organizations and interested as part of themselves (Greenberg, 2005) as an obligation of feelings to remain as members of the organization. The emphasis of the word "feeling" in that sense is more a result of the pressure of normative internalization on a person before or after entering an organization. that an employee is committed to the organization as it ought to or as a duty to the organization in which it works (Allen and Meyer (1990) in Gbadamosi (2003); and "the level of trust and acceptance of labor towards the goals of the organization and has the desire to remain in the organs the aforementioned ". Organizational commitment places particular emphasis on the continuance of commitment factors that suggest decisions to keep or leave organizations that are ultimately reflected in attendance statistics and labor turnover. A person less committed to an organization would withdraw from the organization through absence or entry-out (Mathis and Jackson, 2002).

Dordevic (2004) explains that organizational commitment has two major dimensions: a) organizational commitment is characterized as an association of employees with the organization, and, b) organizational commitment has implications for the decision to continue or cease as a member of the organization. Organizational commitment shows the passion of a company's employees to stay and work and to devote themselves to the company. In other words, an attitude that reflects employees' loyalty to the organization and the process of success and continuous progress. If employees are committed to the organization, they may be involved and willing to sacrifice in organizational activities, resulting in low employee absenteeism and low turnover rates and higher productivity to the organization. While Gibson et al (2003) argues that commitment to an organization involves three attitudes: (1) identification with organizational goals; (2) feelings of involvement in organizational tasks, and; (3) feelings of loyalty to the organization. This means that employees committed to the organization perceive value and importance to integrate personal and organizational goals, so that the goals of the organization are their personal goals. Jobs that are his job are understood as personal interests, and have a desire to always be loyal for the sake of organizational progress.

Referring to the understanding and description of organizational commitment proposed by these experts can be seen important aspects of organizational commitment that can be measured based on the attitudes and behavior of individuals in an organization that is attachment, involvement, togetherness, loyalty and self-identification that has implications on the decision to remain as a member of the organization or leave the organization. Based on the construct of organizational commitment understanding by experts in general they view organizational commitment that is characterized as: 1) a strong desire to remain as member of a particular organization; 2) the desire to strive according to the wishes of the organization; and 3) certain beliefs, and acceptance of organizational values and goals.

ORGANIZATIONAL COMMITMENT MEASUREMENT

Measurement of organizational commitment in this study refers to Meyer and Allen (1990) in Begum (2005) suggests components of organizational commitment consisting of: (1) affective commitment such as employee affection, identification and involvement in the organization. This effective commitment shows emotional bonding and identification and member involvement of organizational values and goals; (2) "continuance commitment" (commitment continuous) is a commitment based on consideration of costs or losses that must be borne if out of the organization. In other words, because they need together

with the organization; and (3) "normative commitment" (a normative commitment) is a commitment that is influenced by social values that feel the necessity to remain a member of the organization.

RESEARCH HYPOTHESES

Based on theories and results of empiric research put forward, the hypothesis proposed in this study as follows:

Personal power consisting of expert power and referent power simultaneously have an effect on organizational commitment of employees of PT. Telkom Tbk. Kandatel Bandung.

Personal power consisting of expert power and referent power partially have a positive influence on the organizational commitment of employees of PT. Telkom Tbk. Kandatel Bandung.

RESEARCH METHODS

Population and Sample

Population in this research is all employees of PT. Telkom Tbk. Kandatel Bandung spread in seven parts, from all parts of the total number of employees is 448 people. The sampling used in this study is stratified random sampling, with proportional allocation. Population grouping based on part consisting of seven part which is work units that exist in PT. Telkom Tbk. Kandatel Bandung is intended to ensure that the sample size of each important segment of the population is better represented and varies with each group. The number of samples in this study amounted to 82 employees with precision used 10% of the total population of 448 employees.

Table 1. Definition and Measurement of Variables

| Variable | Sub Variable Or Dimention | Indicator |
|--|--|---|
| 1 | 2 | 3 |
| <p>Personal Power Pimpinan (X) Source of power originate from the power holder's own characteristics. France dan Raven (McShane dan Von Glinow, 2000)</p> | <p>Expert power (X₁) <i>The capacity to influence others by possessing knowledge or skill that they want.</i></p> | <p>1) Ability to share knowledge or experience adequate to employees. 2) Ability to provide technical advice needed by employees. 3) Ability to give important advice related to the field. 4) Ability needed by employees in completing work.</p> |
| | <p>Referent power (X₂) <i>The capacity to influence others by virtue of the admiration and identification they have of powerholder.</i></p> | <p>1) Appreciation of employees. 2) Identify subordinates who perceived similar or agree with the leadership. 3) Acceptance or relationship in person. 4) Identify subordinates who are perceived as important parties.</p> |
| <p>Organizational Commitment (Y) The level of trust and acceptance of labor to the goals of the organization and have a desire to remain in the organization (Meyer et al., 2003)</p> | <p>▪ Affective Commitment ▪ It reflects an emotional bond, characterized by positive feelings of identification and closeness and involvement in the organization.</p> | <p>1) The employee's desire to spend the rest of his career in this company. 2) The employee's emotional attachment as a belief in his attachment to the company 3) Emotional ties in the face of problems facing the company.</p> |
| | <p>▪ Continuous Commitment ▪ Based on the perceived losses associated with outgoing / moving employees.</p> | <p>4) Objection to leave this organization, because the risk is too great. 5) The desire to leave the organization, although there is little choice for consideration. 6) The disadvantages or chaos that will occur when deciding to leave this company.</p> |

| | | |
|--|--|---|
| | <ul style="list-style-type: none"> ▪ Normative Commitment ▪ Relates to maintaining its membership in the organization. | <ul style="list-style-type: none"> 7) Strong conviction to remain loyal in this company. 8) Employee reluctance to leave the organization after working in this company. 9) Employee obligations to stay on the job now. 10) The pride felt to be a member of this company. |
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Analysis Method

In this study, multiple linear regression test equipment tested the effect of expert power and referent power on organizational commitment by using. Multiple linear regression with OLS (Ordinary Least Square) method with equation model as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

- Y = Organisation Commitment
- X1 = *Expert power*
- X2 = *Referent power*
- β_0 = Constant
- β_1, β_2 = Coefficient of regression for each variable X
- ϵ = Standard error

RESEARCH RESULT

Validity test

Correlation technique used in doing validity test is product moment correlation technique from Pearson. In this study the number of respondents 82 respondents, and obtained t-table value for 80 degrees and $\alpha = 0.05$ of 1.664. Since t-count for each statement used in each research variable is greater than t-table it can be concluded that all question items are valid and can be passed to the reliability test. This means the question item of the research questionnaire has been able to measure the research variables.

Test Reliability

Reliability test in this research is done by using Spearman-Brown coefficient of reliability method with split half method (split half method). Based on the result of the calculation, the reliability coefficient of X1, X2, and Y shows that the measuring instrument used in this research has a high reliability value (more than 0.7) and the value obtained has been in line with the provisions of Kaplan and Saccuzza (1993) that an acceptable reliability value of at least 0.70 or between (0.70 - 0.80). so it can be said that the measuring tool has a good reliability to measure the variables studied. Thus it can be used as an instrument in measuring the variables specified in this study.

Classic assumption test

Normality test used in this study is Kolmogorov Smirnov Test. Obtained value Dhitung = 0.079 with significance value (asympt Sig) of 0.686. The D value of the Kolmogorov Table for $\alpha = 0.05$ and $n = 82$ is 0.150. Because the value of Dhitung < Dtable or seen from the value of significance greater than 0.05. Thus the normality test results show that the residual value of the model is normally distributed. This is shown from the significance value (sig.) Kolmogorov-Smirnov Test obtained by 0.686 greater than 0.05.

While the multicollinearity test results obtained VIF value is smaller than 10 so it can be concluded that no high collinearity between independent variables in the regression equation obtained. Similarly with the result of heteroskedasticity test, it can be concluded that the residual (error) that emerged in the regression equation has the same variance (no heteroskedasticity), because the result of correlation coefficient test of each independent variable with absolute value is not significant (p-value greater than = 0.05).

RESULTS AND DISCUSSION

Direct Expert Power and Referent Power Effects on Organizational Commitment

Expert power and referent power are part of the personal power of leadership that is personal characteristics brought into an organization. Expert power is a capacity to influence the behavior of others because of having knowledge, experience, or important decisions needed by others / subordinates. While referent power is a capacity to influence others through admiration of good nature, respect, can build relationships personally, and identified by others / subordinates to the holder of power.

Hypothesis proposed in this research states that personal power consisting of expert power and referent power simultaneously affect the organizational commitment of employees at PT. Telkom Tbk. Kandatel Bandung. By testing the hypothesis simultaneously that Test F obtained result Fcount = 128,272 bigger than Ftable = 3,112 and value of significance 0.000 less than error level 5% ($\alpha = 0,05$) and degree of freedom (2; 79), so based on provisions in the test criteria value Fcount greater than Ftable or seen value significance smaller than alpha value, then H0 which states there is no influence of expert power and referent power to organizational commitment, rejected and accept H1. This means that based on the results of the research, the

expert power (X1), and referent power (X2) simultaneously significantly (significant) effect on organizational commitment. Next the calculation of the coefficient of determination (R Square) of 0.765. This means that 76.5% change in organizational commitment of PT. Telkom Tbk. Kandatel Bandung can be explained (influenced) by expert power and referent power, while the remaining 23.5% is the influence of other factors not examined in this study, such as motivation and job satisfaction.

Based on the results of multiple regression analysis, the coefficient of determination and hypothesis testing shows that personal power consisting of expert power and referent power has significant effect on organizational commitment. In general, the results of this study indicate that personal leadership of PT. Telkom Tbk. Kandatel Bandung is in the high category. This is indicated by the recapitulation of expert distribution scores and referent power at PT. Telkom Tbk. Kandatel Bandung has an average weighted score of 3.70. which, when consulted with the scoring scale used, then personal leadership leadership is in the high category. So it can be concluded that personal power leadership at PT. Telkom Tbk. Kandatel Bandung included in the high category.

The results of this study provide the meaning that in an effort to increase organizational commitment high employees to be able to work effectively and efficiently and in order to provide good service to the average customer's personal power leadership of PT. Telkom Tbk. Kandatel Bandung has a high personal power. The results of this study are empirically consistent with the results of previous research that is, 1) Jahangir (2003) in his research found that the expert and referent power have a positive influence with organizational commitment; 2) Gibson et al. (1996) found a strong relationship of expert and referent power with the commitment and emotional involvement of employees to their work, 3) Wilson's (1995) research focusing on expert power also found that professional (expert) power positively correlated to organizational commitment.

Expert Power Effect on Organizational Commitment

This discussion refers to the second research hypothesis which states that personal power consisting of expert power and referent power partially have a positive influence on the organizational commitment of employees of PT. Telkom Tbk. Kandatel Bandung.

The results of multiple regression analysis obtained value of regression coefficient of expert power (X1) with positive sign of 0.601. This shows that if the expert power score goes up one unit will be followed by an increase in organizational commitment of 0.601 assuming that the other independent variable (X2) is considered constant or unchanged, so the better the expert power (X1) the higher the organizational commitment (Y).

By partial test of hypothesis of expert power variable that is t test is t-calculated = 9,393 bigger than t-table = 1,664 or if seen from significance value 0.000 less than 5% error rate ($\alpha = 0,05$) and degree of freedom = (df = 82-2-1 = 79), so that based on the provisions in the test criteria t-count value greater than t-table or seen the value of significance smaller than alpha value, then H0 which states there is no influence of expert power against organizational commitment, rejected and accepting H1. This means that based on the results of the research, the expert power (X1) has a positive influence on organizational commitment.

The amount of partial influence of expert power on organizational commitment can be calculated from the partial correlation value of 0.726. So partially shows the relationship of expert power with strong organizational commitment at PT. Telkom Tbk. Kandatel Bandung. The gained of partial influence of expert power on organizational commitment is $(0.7262 \times 100\%) = 52.8\%$. This indicates that if the higher the power expert, it will increase organizational commitment.

The factual condition is shown by the frequency distribution of respondents who illustrate that the variable of expert power of PT. Telkom Tbk. Kandatel Bandung with a weighted average score of 3.78, which when consulted with the scale of the assessment used, then the leadership expert leadership is in the high category. This means that in an effort to increase organizational commitment high employees to be able to work effectively and efficiently and in order to provide good service to the average customer expert power capability PT leadership. Telkom Tbk. Kandatel Bandung has a high expert power.

The description above shows that the organizational commitment of employees at PT. Telkom Tbk. Kandatel Bandung can already be explained (influenced) by the expert power of the head of its working units, but based on descriptive analysis of research data of expert power variables measured through 4 (four) indicators, there is 1 (one) indicator that is ability to share knowledge or experience to employees most of the responses of respondents are in enough categories. This shows that employees feel the leadership of the work units have not fully shared (sharing) knowledge or experience to employees as subordinates. Therefore, the company in this case the leadership of work units at PT. Telkom Tbk. Kandatel Bandung need to pay attention to these indicators so that it can increase organizational commitment which in turn can encourage employees to work more effectively and efficiently and can serve as customer wishes.

Based on the results of data analysis and hypothesis testing in partial variable of expert power have a positive influence on organizational commitment at PT. Telkom Tbk. Kandatel Bandung, this is empirically consistent with previous research results namely Jahangir (2003), Gibson et al., (1996), and Wilson (1995).

The Effect of Referent Power Against Organizational Commitment

Based on the results of multiple regression analysis, the value of referent power regression coefficient (X2) with positive sign of 0.322 indicates that if the referent power score goes up one unit will be followed by an increase in organizational commitment score of 0.322 with the assumption that the other independent variable (X1) is considered constant or unchanged, so the better the referent power (X2) the higher the organizational commitment (Y).

Through partial test of hypothesis referent power variable that is t test obtained t -hitung = 4,686 bigger than t -table = 1,664 or if seen from significance value 0.000 smaller than error level 5% ($\alpha = 0,05$) and degree of freedom = ($df = 82-2-1 = 79$), so that based on the provisions in the criteria of testing the value of t -count is greater than t -table or seen the value of significance smaller than alpha value, then H_0 which states no referent power influence organizational commitment, rejected and accepting H_1 . This means that based on research results then referent power (X_2) has a positive influence on organizational commitment. The magnitude of the influence of referent power partially on organizational commitment can be calculated from the partial correlation value of 0.466. So partially shows the relationship of referent power with organizational commitment is strong enough at PT. Telkom Tbk. Kandatel Bandung. Given the magnitude of the influence of partial referent power to organizational commitment is $(0.4662 \times 100\%) = 21.7\%$. This shows that if the referent power is higher, it will increase organizational commitment.

The factual condition is shown by the frequency distribution of respondents who illustrate that the referent power variable leadership of PT. Telkom Tbk. Kandatel Bandung with a weighted average score of 3.62, which when consulted with the rating scale used, then the referent power is in the high category. This means that in an effort to increase organizational commitment high employees to be able to work effectively and efficiently and in order to provide good service to customers average ability referent power leadership of PT. Telkom Tbk. Kandatel Bandung has a high referent power. So it can be concluded that referent power at PT. Telkom Tbk. Kandatel Bandung is included in either category.

The description above shows that the organizational commitment of employees at PT. Telkom Tbk. Kandatel Bandung can already be explained (influenced) by the referent power of the head of its working units, but based on the result of descriptive analysis of research data of referent power variables measured through 4 (four) indicators, there are 2 (two) indicators 1) about acceptance or relationship personal with employees as subordinates most of which states quite agree, and 2) identification of employees who are perceived as important parties are also far greater stated quite agree. Thus, the company in this case the leadership of work units at PT. Telkom Tbk. Kandatel Bandung needs to consider 2 (two) indicators in the referent power variable in an effort to increase organizational commitment of its employees which in turn can encourage employees to work more effectively and efficiently and can serve in accordance with the wishes of customers.

Based on the results of data analysis and hypothesis testing partially referent power variables have a positive influence on organizational commitment at PT. Telkom Tbk. Kandatel Bandung. The results of this study are empirically consistent with previous research results namely Jahangir (2003) and Gibson et al., (1996).

CONCLUSION

Based on the results of research conducted to determine the influence of personal power consisting of expert power and referent power to the organizational commitment of the discussion that has been described previously, it can be drawn some conclusions as follows:

Based on the results of descriptive analysis of the questionnaire results with the number of samples as many as 82 respondents indicate that personal power leadership consisting of expert power and referent power applied to PT. Telkom Tbk. Kandatel Bandung is good, it is seen through the distribution of frequencies performed, indicating the variable personal power is in good category. Level of organizational commitment perceived by employees at PT. Telkom Tbk. Kandatel Bandung is also in the high category.

Personal power consisting of expert and referent power influence simultaneously to organizational commitment at PT. Telkom Tbk. Kandatel Bandung. Personal power has a linear relationship with organizational commitment, so the better personal power will be followed by increased organizational commitment at PT. Telkom Tbk. Kandatel Bandung. So the better the employee's assessment of personal power leadership will increase organizational commitment.

Personal power consisting of experts and referent power partially influence the organizational commitment at PT. Telkom Tbk. Kandatel Bandung. Expert power positively affects organizational commitment at PT. Telkom Tbk. Kandatel Bandung, meaning that when the expert power increases then organizational commitment will also increase. Referent power also has a positive effect on organizational commitment at PT. Telkom Tbk. Kandatel Bandung, meaning that when referent power increases, then organizational commitment will also increase.

SUGGESTION

Based on the above conclusions, then there are some suggestions that can be put forward:

It is expected that the relationship between the leader and the subordinate can be further enhanced by sharing knowledge or experience, arousing the feelings of employees so that employees feel he is noticed and more actualize relationships in private without any discrimination of existing employee status.

Placement of leadership positions at different levels of the organization needs to take into consideration the personal power factor in order to mitigate the negative influences that may hamper the achievement of organizational goals.

This research is only focused on personal power. To find more comprehensive results about the effect of power, further research is suggested by adding organizational power.

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