

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND LEADER-MEMBER EXCHANGE ON ORGANIZATIONAL COMMITMENT IN MUHAMMADIYAH WAQF ORGANIZATION

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Abstract

Muhammadiyah, as one of the oldest Islamic organizations in Indonesia, is an organization that has been active in the management of waqf for a long time, which has a tremendous social impact on Indonesian society. However, this organization is still facing obstacles in the direction of reliable human resources for waqf managers. Organizational commitment is a vital aspect in shaping this superior human resource, and social exchange theory has long been recognized as a critical factor in explaining the formation of this organizational commitment. By focusing on perceived organizational support (POS) and leader-member exchange (LMX) factors, this study offers research results in the form of proven influence of POS on organizational commitment, the absence of LMX influence on organizational commitment, POS influence on LMX, and no evidence of LMX impact as a mediating variable on the effect of POS on organizational commitment.

Keywords: Perceived Organizational Support (POS), Leader-Member Exchange (LMX), Organizational Commitment, Muhammadiyah Waqf

Introduction

Waqf is an action to hold and preserve an asset and provide benefits to help those in need, as well as for other good intentions (Rizal & Amin, 2017). In the context of legislation in Indonesia, waqf is interpreted specifically by finding common ground from the various opinions of classical fiqh scholars, and this can be seen from the formulation of the definition of waqf in Law Number 41 of 2004 (Rusydia & Devi, 2017).

Following Law Number 41 of 2004, nazhir of waqf has the task of administering waqf property, managing and developing waqf assets by its purpose, function and designation, supervising and protect waqf property, and report the implementation of their duties to the Indonesian Waqf Board (BWI). Although waqf—as one of the Islamic financial instruments—has a broad scope of the study, there are still few studies that have reviewed it in-depth (Hoexter, 1998), including topics related to nazhir of waqf. Hasan (2011), for example, states that nazhir's role has not been appropriately implemented, and several factors are still a problem in this field, namely knowledge, coaching, recruitment, rewards, competence, and supervision. According to a study by the Center for Language and Culture (PBB) of State Islamic University (UIN) Syarif Hidayatullah Jakarta in 2016, 84% of nazhirs only carry out their duties as part-time work and do not get paid, and 16% of nazhir work entirely and focus on managing and developing waqf (Utsman, 2011). While Rusydia & Devi (2017) found that the most common problem faced in developing cash waqf in Indonesia is a problem of trust, where the donors of waqf still do not fully trust the manager of the waqf in terms of spending their assets in cash, due to the low quality of work of the waqf manager, there are still cases of corruption and misuse of waqf funds, lack of cash waqf education to donors, and debates on the halal aspects of the cash waqf contract are still ongoing.

As one of the Islamic organizations in Indonesia that manages many waqf assets, Muhammadiyah assigns the task of managing waqf to the Central Executive of Muhammadiyah (PP Muhammadiyah) with the assistance of the Waqf and Material Council (MWK), to carry out some of Muhammadiyah's main tasks (Anggaran Dasar Muhammadiyah, 2010). The primary function of the MWK is an extra element of PP Muhammadiyah's duties in the field of waqf includes land affairs (waqf and non-waqf) and property, where the hierarchy of these assemblies is stratified from the central leadership branches throughout Indonesia (Laporan Majelis Pimpinan Pusat Muhammadiyah Periode 2010-2015, 2015a).

Based on a simple study and inventory conducted by the Economic and Entrepreneurship Council (MEK) of PP Muhammadiyah, there is around 3,717 ha of assets and waqf of the organization's land, which 24% (about 895 ha) of the assets and land waqf have been used for universities, 61% (around 2,260 ha) was used for thousands of schools, 6% (about 219 ha) was used for hospitals, 0,81% (about 30 ha) was used for orphanages, about 3,4% was used for plants, while 8,64% (about 321 ha) are still in the form of shrubs, forests, and empty land(Laporan Pimpinan Pusat Muhammadiyah, 2015b).However, currently, Muhammadiyah is still facing several problems in its waqf assets, such as the absence of several waqf certificates or property rights which always lead to several disputes (Laporan Pimpinan Pusat Muhammadiyah, 2015b).Besides, until now, the correct amount of Muhammadiyah assets has not been well documented, so MWK continues to strive to develop a Muhammadiyah asset data system(Laporan Pimpinan Pusat Muhammadiyah, 2015b).

As an area where Muhammadiyah was founded, the management of waqf in Yogyakarta is interesting to observe. The Management of Muhammadiyah waqf in the Special Region of Yogyakarta (DIY) is among the best. One of the indicators of its excellence is the initiation of the Muhammadiyah Asset Management Information System (SIMAM) program by MWK of Muhammadiyah Regional Management (PWM) DIY, where this program has been decided by MWK PP Muhammadiyah to be used nationally. However, even though they are superior in managing their waqf assets, the management of Muhammadiyah waqf managers in the DIY environment is still facing challenges, especially in the midst of the MWK PWM DIY plan to develop a productive waqf model which has yet to be realized. Among the problems in human resources is the inactivity of some of the core board members of the MWK, the limited number of council administrators, and the dominance of management by elderly human resources, where these factors have an impact on the lack of speed in implementing the Muhammadiyah waqf management program in DIY.

This study aims to present a discussion of the challenges of human resources for Muhammadiyah waqf managers in DIY, especially in the issue of organizational commitment. Organizational commitment is a psychological relationship between employees and their organization so that employees are less likely to voluntarily leave the organization(Allen & Meyer, 1996), and this issue has been extensively researched in the administrative literature because of its urgency for improving organizational performance and effectiveness(Irshad & Naz, 2011). This concept has also long been developed in the

literature on industrial/organizational psychology and organizational behavior, and the discussion of this issue has been studied empirically, both as a consequence and as an antecedent of other variables related to work(Mathieu & Zajac, 1990). As a variable that acts as an antecedent to other variables, organizational commitment has been linked to various personal variables, role status, and aspects of the work environment, ranging from job characteristics to the dimensions of organizational structure, and as an antecedent, organizational commitment has been used to predict absenteeism from work. , performance, employee turnover, and other behavior(Mathieu & Zajac, 1990).

In the organizational behavior approach, organizational commitment is focused on the process by which a person thinks about their relationship with the organization, taking into account the extent to which their values and goals are in line with the organization's values.(Meyer & Allen, 1991). In this approach, research has been directed mostly at the identification of antecedent conditions that contribute to commitment development, as well as on the consequences of this commitment behavior in organizations(Meyer & Allen, 1991).

In understanding the mechanism for the formation of organizational commitment from the perspective of organizational behavior, social exchange theory has been considered a reasonably comprehensive approach to use. According to Settoon, Bennett, & Liden (1996), a social exchange can be conceptualized into two categories, namely global exchange and a two-way exchange between superiors and subordinates (Mushonga, 2017). Perceived organizational support (POS) and leader-member exchange (LMX) factors are two variables that currently have a close relationship with the social exchange theory. Because POS and LMX are based on social exchange theory and have many similarities, it is necessary to study the integration of POS and LMX into one research model(Wayne, Shore, & Liden, 1997a).

LMX is a variable that involves a personal relationship between superiors and subordinates(Lee, 2005). The decision of a subordinate to actively participate and survive in the organization of his work is the result of the interaction between superiors and subordinates(G. Graen & Novak, 1982). Research on the role of LMX in organizations has shown a consistent pattern, which can be related to the job output of superiors and subordinates in the organization. The quality of the LMX has a significant effect on both subordinates and the organization(Nystrom, 1990; Scandura, Graen, & Novak, 1986), where a good LMX quality can be formed through a really contractual relationship within the organization(Nystrom, 1990).

Based on the basic assumptions regarding POS, in a high-quality exchange relationship,

a subordinate will feel obliged to not only do the job adequately, but also to engage in behavior that directly benefits the leader, and at the same time, the leader will feel obliged to reciprocate such actions by providing rewards and privileges to employees (Wayne et al., 1997a). In line with Blau who argues about the critical role of distributive justice (Blau, 1961), Wayne et al. also stated that one crucial aspect which is relevant to the underlying of POS and LMX is organizational justice (Wayne, Shore, Bommer, & Tetrick, 2002).

Several previous studies have shown the importance of organizational commitment to waqf organizations. Ridwan in his research said that the development and decline of waqf asset management depend on nazhir, because nazhir of waqf has a strategic position and function in the management and development of waqf (Ridwan, 2012). A study conducted by Jahar on the critical role of nazhir of money waqf in Indonesia concluded that the primary key to the success of developing waqf is the ability of nazhir to invest waqf for productive purposes (Jahar, 2011). Ilyas stated in his study that efforts to empower the community's economy require a professional waqf management system that has reliable human resources, which can be pursued by developing nazhir's knowledge and capacity to build robust, professional and responsible managerial abilities, as well as by strengthening waqf institutions, coaching waqf management (Ilyas, 2017), whereas Habibaty argues that the ability to manage waqf assets requires nazhir to have a strong desire to learn, be broad-minded, open up, have unique skills, and have a strong desire to study matters related to administration, management, and development of waqf (Habibaty, 2017).

Specifically, research on the organizational aspects of non-profit organizations such as Muhammadiyah is an exciting theme to explore. This organizational aspect can be felt in the form of organizational support for its employees, where it is transformed into a POS. When viewed from the perspective of superiors and organizations, the organizational commitment given by subordinates is an essential asset for achieving organizational goals. On the contrary, when viewed from the perspective of subordinates, subordinates are generally more concerned with an organizational commitment to them (Rhoades & Eisenberger, 2002). This is due to the perception that being valued by the organization can produce benefits for subordinates, such as approval and respect, payment and promotion, access to information, and other forms of assistance needed to carry out work better (Rhoades & Eisenberger, 2002).

Besides, LMX at Muhammadiyah is also interesting to observe, because this organization has a leader-subordinate interaction model with a collective-collegial style, where strategic decisions are not taken by only one leader, where for example, MWK always

works together (strategic intake decisions) with elements of PP Muhammadiyah in charge of waqf and materiality with the principle of kinship. The term "collective" in leadership implies that organizational leadership involves all members of the group, and not just one or a few individual members (Ospina & Foldy, 2016), whereas the term "collegial" can be defined as the application of structures and practices of sustainable political leadership, where formal decision-making authority is under a small body that meets people who are legally equal, without a single member dominating the decision-making process (Baylis, 1980). However, collective leadership is in fact not easy to apply, because this leadership model requires monitoring, wisdom, and considerable thinking skills (Mumford, Friedrich, Vessey, & Ruark, 2012). This point is critical, because collective leadership may not be possible all the time, in all teams, in all situations, or in all organizations (Mumford et al., 2012).

This study will focus on the role of POS in influencing LMX and organizational commitment, as well as the role of LMX in mediating the effect of POS on organizational commitment. The hypothesis regarding the effect of POS on organizational commitment is strengthened by research conducted by Garg & Dhar (2014), Wayne et al. (1997b), Wayne et al. (2002), Loi et al. (2006), Aube et al. (2007), Leveson et al. (2009), Nazir & Islam (2017), and Ahmed et al. (2015). While the hypothesis about the impact of LMX on organizational commitment is based on relevant previous studies, as can be seen from Truckenbrodt (2000), Lee (2005), Islam et al. (2013), Jaiswal & Dhar (2016), Srivastava & Dhar (2016), Feng et al. (2016), and Megheirkouni (2017). The hypothesis that contains the novelty of this study is the effect of POS on LMX and the role of LMX as a mediator on the impact of POS on organizational commitment, both of which are based on the results of the study by Wayne et al. (2002, 1997b) which shows that LMX is positively related to POS, and vice versa, POS also has a positive effect on LMX. Some of these explorations of the roles of POS and LMX also offer novelty in the object of research, because the study aims to test social exchange theory in the context of non-profit organizations; a new approach amidst many previous studies examining social exchange theory only in the context of profit organization.

Methods

Samples

Respondents in the study were stakeholders of waqf management in Muhammadiyah around DIY, whose population consisted of PWM DIY leaders (Waqf and Material Affairs), Heads and Members of MWK PWM DIY, PDM and PCM leaders (Endowments and

Literature Areas) throughout the City and Districts in DIY (consisting of PDM of Yogyakarta City, PDM of Kulon Progo Regency, PDM of Gunungkidul Regency, PDM of Sleman Regency, and PDM of Bantul Regency), as well as leaders and members of MWK PDM and PCM in all Cities and Regencies in DIY.

Because the scope of the DIY population is so broad, with the location of districts and cities that are relatively far away, and the large number of PCMs, so that cluster sampling becomes inefficient (Ferdinand, 2014), this study uses a non-probability sampling approach, with a convenience sampling technique. The use of this technique is used by taking samples only from stakeholders who manage waqf within Muhammadiyah around Yogyakarta who are willing to become respondents, which is obtained through media coordination meetings and location affordability. In determining the sample size, this study used criteria developed by Roscoe (1975 and 1982), in which sample sizes greater than 30 and less than 500 are sufficient for most studies, as well as in multivariate studies where the sample size should be several times is greater than the number of variables in the study (Ferdinand, 2014: 173; Sekaran, 2006: 160; Sugiyono, 2015: 164-165). Through this sampling method, the total number of respondents in this study was 63 respondents, consisting of 7 leaders and members of MWK PWM, 2 leaders of PDM, 20 leaders and members of MWK PDM, 5 leaders of PCM (in the field of endowments and waqf affairs), and 29 leaders and Members of the PCM MWK.

Variable Measurement

This study uses three research instruments to measure the variables; organizational commitment, POS, and LMX. Organizational commitment is measured using an instrument that has been developed by Allen & Meyer (Allen & Meyer, 1996). According to Allen & Meyer, organizational commitment can be measured using three scales, namely the affective commitment scale, the sustainable commitment scale, and the normative commitment scale (Allen & Meyer, 1996). This study only uses the affective commitment scale because this scale is more in line with the character of work in non-profit organizations. In addition, members of the organization who have committed affectively to the organization will remain in the organization for their own interest (Meyer & Allen, 1984). To measure POS, this study uses a scale developed by Eisenberger et al. (Eisenberger, Huntington, Hutchison, & Sowa, 1986), while to measure LMX, this study uses the 7-Item LMX scale that has been developed by Graen & Uhl-Bien (G. B. Graen & Uhl-Bien, 1995).

Data Analysis

Data analysis in this study used the Partial Least Square (PLS) approach. PLS is a variance-based Structural Equation Modeling (SEM) method that can be used to solve the problem of finding relationships between variables that are very complex, but the data sample size is small (Haryono, 2017: 366). On PLS, there are three sets of relationships, namely: an inner model that specifies the relationship between latent variables, an outer model that identifies the relationship between the latent variable and the indicator or manifest variable, and the weight relation which can estimate the case value of the latent variable (Haryono, 2017: 36). Based on these procedures, there are two forms of evaluation models that will be used in this study; first, evaluation of the outer model (measurement model), which consists of individual item reliability, internal consistency or construct reliability, average variance extracted, and discriminant validity (Haryono, 2017: 372). Second, evaluation of the inner model (structural model), which consists of evaluating the significance of the relationship between variables, assessing the value of R^2 , evaluating the Goodness of Fit Index (GOFI), and evaluating Q^2 predictive relevance (Haryono, 2017: 374-375). The mediation hypothesis testing in this study is a procedure developed by Sobel (1982), known as the Sobel test, by testing the strength of the indirect effect of the independent variable on the dependent variable through the intermediation variable (Ghozali, 2013: 248-249).

Result and Discussion

Outer Model Evaluation

The number of samples in this study was initially 63 respondents. SmartPLS 3 (Student Version) software is used to calculate data that has been entered into the model construct so that its validity and reliability can be seen. The process of evaluating individual item reliability is carried out repeatedly to get the loading factor of all indicators in each construct with a minimum value of 0,5, where this value is a minimum standard that is still acceptable (Haryono, 2017: 372). Therefore, indicators that have a loading factor value below 0,5 must be removed, so that the individual item reliability of the measurement model can be obtained. From the data from 63 respondents, only 55 respondents' data can be used to obtain results that match these criteria, and the loading factor of the indicators on each variable that meets these criteria is shown in Table 1.

Table 1. Loading Factor

No.	Variable	Number of Indicator	Loading Factor	Criteria	Description
1	Organizational Commitment (OC)	OC-1	0,505	0,5 (Min.)	Accepted
		OC-5	0,879	0,5 (Min.)	Accepted
		OC-6	0,882	0,5 (Min.)	Accepted
2	Perceived Organizational Support (POS)	POS-11	0,609	0,5 (Min.)	Accepted
		POS-14	0,760	0,5 (Min.)	Accepted
		POS-4	0,733	0,5 (Min.)	Accepted
		POS-7	0,718	0,5 (Min.)	Accepted
3	Leader-Member Exchange (LMX)	LMX-3	0,707	0,5 (Min.)	Accepted
		LMX-4	0,668	0,5 (Min.)	Accepted
		LMX-5	0,768	0,5 (Min.)	Accepted
		LMX-6	0,743	0,5 (Min.)	Accepted

The next stage is to evaluate the internal consistency reliability of the composite reliability value. This study uses a standard composite reliability value in measuring internal consistency reliability, where the criterion for the limit value is $\geq 0,7$ (acceptable) (Haryono, 2017: 373). In evaluating averaged variance extracted, the AVE size is used, with a minimum value of 0,5, which means that convergent validity is considered acceptable (Haryono, 2017: 373). Finally, discriminant validity analysis is evaluated through cross-loading, which requires that the correlation between the indicator and its construct is higher than the correlation with other block constructs (Haryono, 2017: 373). In detail, the results of the evaluation of composite reliability and averaged variance extracted will be shown in Table 2, while the results of the assessment of discriminant validity are shown in Table 3.

Table 2. Composite Reliability and Averaged Variance Extracted

No.	Variable	Composite Reliability	Criteria	Description	Averaged Variance Extracted	Criteria	Description
1.	Organizational Commitment (OC)	0,811	$\geq 0,7$	Accepted	0,602	0,5 (Min.)	Accepted
2.	Perceived Organizational Support (POS)	0,799	$\geq 0,7$	Accepted	0,500	0,5 (Min.)	Accepted
3.	Leader-Member Exchange (LMX)	0,813	$\geq 0,7$	Accepted	0,522	0,5 (Min.)	Accepted

Table3. Discriminant Validity

No.	Number of Indicator	OC	LMX	POS	Evaluation of the Correlation between Indicators and their Constructs Compared to Correlation with Other Block Constructs
1.	OC-1	0,505	0,018	0,270	Accepted
2.	OC-5	0,879	-0,018	0,373	Accepted
3.	OC-6	0,882	0,032	0,423	Accepted
4.	POS-11	-0,046	0,707	0,213	Accepted
5.	POS-14	-0,153	0,668	0,251	Accepted
6.	POS-4	-0,150	0,768	0,365	Accepted
7.	POS-7	0,218	0,743	0,520	Accepted
8.	LMX-3	0,405	0,305	0,609	Accepted
9.	LMX-4	0,539	0,286	0,760	Accepted
10.	LMX-5	0,139	0,482	0,733	Accepted
11.	LMX-6	0,161	0,430	0,718	Accepted

The internal consistency reliability evaluation in Table 2 shows that the composite reliability on all variables has met the requirements because it has completed the limit value $\geq 0,7$, and the assessment in averaged variance extracted shows that the constructs of all variables have also met the minimum value of 0,5. The evaluation in discriminant validity in Table 3 also shows results that meet the criteria, where the cross-loading of each correlation between the indicator and the construct already has a higher value than the correlation with other block constructs.

Inner Model Evaluation

This study has four hypotheses that will be proven, namely: H1 (the effect of POS on organizational commitment), H2 (the impact of LMX on organizational commitment), H3 (the impact of POS on LMX), and H4 (the role of LMX as a mediating variable on the effect of POS on organizational commitment). The inner model evaluation in this study was carried out by looking at the significance test through the path coefficient estimation and the level of significance of each model. Significance testing aims to test the hypothesis, in which PLS-SEM is carried out by means of a bootstrapping process so that the relationship between exogenous variables and endogenous variables is obtained. As for testing the hypothesis, a test process is needed on the path coefficient value, so that the significance of the influence between constructs is known, by looking at the parameter coefficient value and the t-statistical value (t-count), with the criteria for the α value of 5%, and the t-table of 1,96

(Ghozali, 2014: 232). If the t-statistic value is more than 1,96, then the hypothesis can be accepted, but if the t-statistic value is less than 1,96, the hypothesis will be rejected. Meanwhile, the R-square (R^2) test in this study uses criteria consisting of three types of classification, namely 0,67 (substantial), 0,33 (moderate), and 0,19 (weak)(Haryono, 2017: 374).

Table 4. Path Coefficients

No.	Influence Between Variables	t-Statistics
1.	POS → OC	4,320
2.	LMX → OC	1,607
3.	POS → LMX	2,523

Based on Table 4, the results show that POS has a direct effect on organizational commitment (t-statistic of 4,320, which is greater than 1,96), LMX has no direct impact on organizational commitment (t-statistic is 1,607, which is smaller than 1,96), and POS has an immediate effect on LMX (the t-statistic is 2,523, which is greater than 1,96). These three results indicate that H1 is accepted, H2 is rejected, and H3 is accepted. The final step in the inner model analysis is the evaluation of the R^2 value, where the R^2 of this research model is below 0,33 and above 0,19, so that the contribution of all constructs to organizational commitment falls into the weak category.

Mediation Test

This study also proposes a hypothesis in the form of the influence of LMX as a mediating variable that mediates the effect of POS on organizational commitment. For this reason, Table 5 below shows the evaluation of the impact of mediation based on the Sobel test to prove this hypothesis.

Table5. Evaluation of Sobel Test

Sobel Test	Calculation
The Role of LMX Mediation	$t = \frac{P12}{Se12} = \frac{0.164}{0,120} = 1,368$

Based on the Sobel test above, the t-value is 1,368 (less than 1,96), so it can be concluded that LMX as a mediating variable on the effect of POS on organizational commitment is not significant. These results conclude that H4 is rejected.

Conclusion

Based on the quantitative data testing presented above, it can be concluded that POS has an influence on organizational commitment to waqf managers in the PWM/PDM/PCM environment in DIY, while LMX does not have the same effect as POS on organizational commitment. On the other hand, it was found that LMX could be influenced by POS, but LMX was proven unable to mediate the effect of POS on organizational commitment. The acceptance of the research hypothesis that POS affects organizational commitment directly provides confirmation that strengthens the findings of several previous studies that have been stable, but the effect of LMX on organizational commitment is not in accordance with several results in several previous studies which show the significance of LMX's ability to influence organizational commitment. The new findings from this study also indicate the ability of POS to influence LMX, which has not been explored much in previous studies. Meanwhile, in the role of mediation, this study proves that the LMX is not able to act as an intermediary for the effect of POS on organizational commitment. Through these research results, it can be said that POS is more dominant in influencing organizational commitment. It can be interpreted that the factor of organizational support for workers in Muhammadiyah waqf organizations is considered far more important than the model of superior-subordinate interaction in the organization. In fact, with the findings in this study, it can be concluded that good POS quality will actually improve LMX quality, although then LMX cannot be an intermediary for the effect of POS on organizational commitment.

Some of these findings have managerial implications for the importance of the Muhammadiyah waqf organization in DIY to provide all forms of maximum organizational support to support the duties of waqf managers from every level of leadership, from PWM, PDM, to PCM levels. Based on the theory of social exchange, waqf managers in the Muhammadiyah Yogyakarta environment are considered to have felt superiority in support of organizations that support the implementation of their duties, so that they have a social responsibility to commit to the organization. So far, MWK PWM DIY has provided various forms of support and convenience for the waqf managers under it, although this has not been applicable simultaneously to all levels of MWK PDM and MWK PCM below. Constraints on the limited human resources that can be assigned the task of managing waqf are still the leading cause, in addition to various other organizational supports that still need to be improved.

Researcher realizes that the limited number of samples is the limitation of this study.

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This implies that some of the findings in this study cannot be used to generalize to Muhammadiyah waqf organizations in other regions. However, through an exploratory analysis based on PLS-SEM, the results of this study are considered to have tried to present some recommendations for research models in non-profit organizations, particularly on how the direct and indirect influence of POS and LMX to form organizational commitment in the context of social exchange theory.

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