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### **The Aftermath of Deal and Change Leadership on Individual Lecturers' Job Comfort and Individual Lecturers' Task Achievement in Panca Bhakti University, Pontianak**

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# THE AFTERMATH OF DEAL AND CHANGE LEADERSHIP ON INDIVIDUAL LECTURERS JOB COMFORT AND INDIVIDUAL LECTURERS TASK ACHIEVEMENT IN PANCA BHAKTI UNIVERSITY, PONTIANAK

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**Abstract.** Development of a service industry in education does not only promote the quality, timeliness and quality of service, but also requires the appropriate management of human resources. This can be improved by considering factors such as Deal and change leadership, and work comfort. The intention of this paper is to get across the aftermath of Deal and change leadership, and work comfort on the lecturers' achievement in Panca Bhakti University in Pontianak. The population used in this study is all individual lecturers of Panca Bhakti University in Pontianak, amounting to 50 people. The sampling technique used is Purposive sampling. The study findings are that change leadership influences the lecturers' work comfort and lecturers' task achievement positively, and the work comfort has a positive aftermath on the lecturers' achievement in Panca Bhakti University Pontianak. But the Deal leadership does not have an influence on the lecturers' work comfort and lecturers' task achievement. Our findings may help the management of Panca Bhakti University design and implement intervention and program policies for the management of Deal leadership, the change leadership, and job comfort of the individual lecturers, not only for the sake of improving the lecturers' work achievement but also for improving their well-being at work.

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**INTRODUCTION**

Leadership is one of the aspects examined in organizational behaviour which talks about the traits, styles and the situational approach to leadership. As a result, to predict the leader's behaviour, many behavioural scientists and sociologists are more and more interested in analyzing the consequences of leadership, its behaviour and its variables. A particular leader perceives the Leadership style as an approach. It might be included into the Deal or change style. It can also be declared that it is the leader with a visionary style or coaching-centered. We might add many other style labels for leadership. Style of leadership in a company plays a very important role because it affects the working climate. The Working climate within a company will affect, motivation and employee morale. According to Robbins and Judge (2008) leadership is the ability to influence a group to reach a certain vision or set of goals. It means that the leader must be able to establish direction by developing a vision for the future then they bring people together to communicate this view and inspire the people to get the better of the handicaps. If the leadership style that is applied is in accordance with the situation facing the company, it will create a conducive working environment, and will ultimately provide high motivation for employees to give their best achievement in doing the job. The role of a leader not only indicates the direction of a company in achieving its vision and mission,

but the role of a leader should be able to take part in the face of changes that occur continuously and erratically. At present and in the future, research on Deal and change leadership is indispensable. Some studies show that these leadership behaviors can affect the subordinates' job comfort and achievement positively (Bartram & Casimir, 2007; Bycio, Hackett & Allen, 1995; Dionne, Yammarino, Atwater & Spangler, 2004; Griffith, 2004; Howel & Avolio, 1993; Koh, Steers & Terborg, 1995; Podsakoff, MacKenzie & Bommer, 1996; Chi & Pan, 2012).

In the practice of human resources, one of the efforts to improve the achievement of employees in an organization or company can be conducted by enhancing the leadership role. Leadership in some studies can improve the achievement and productivity of the organization. The Leadership has a dominant role to improve the productivity of the personal labor and the labors in team, as well as, organizational productivity. The leader plays an important role in setting the goals, allocating the scarce resources, focusing training on the company goals, coordinating the changes that occur, fostering the personal contacts with his followers, and setting the right or the best direction when the failures occur (Gibson, Ivancevich & Donnelly, 1997). The importance of the leader role has put leadership into a complex phenomenon.

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Researchers have often conducted the research on Deal and change leadership but the empirical evidence on the research of job comfort and achievement is not found consistent. Bass and Avolio, (1994) found that related to contingent reward, deal leadership has a positive relationship with group productivity. While Howell and Avolio (1993) showed that there was no positive correlation between Deal leadership and the achievement of the business unit.

The research conducted by Judge and Bono (2000) stated that change leadership had a convincing and absolute correlation with the comfort of the leaders but there was no convincing correlation between deal leadership and job comfort. In the research conducted by Podsakoff et al. (1996), overall comfort was affected by the change leadership convincingly.

Based on the above understanding, the university is required to gradually and continuously meet all the needs of teaching staff (lecturers) so that the faculty comfort can be realized in the workplace because lecturers' job comfort will have a direct impact on their work achievement. When a lecturer is comfortable with the work, his or her viewpoint of the lecturer toward the work is good. Such conditions are highly conducive to achieve the university objectives, because these conditions can make the lecturers able to optimize their achievement.

Optimal achievement is expected to reflect the overall achievement of the organization. Without the lecturers' optimal achievement, it is impossible that the university will have high achievement. Therefore, the deal leadership, change leadership and subordinate's job comfort can be improved by enhancing the lecturers' task achievement by management of Theuniversity.

### **Problem Statement**

The personal labor productivity, the productivity of labor in team and organization can be improved through Leadership. The role of leader is needed in efforts to set goals, allocate scarce resources, focus training on company goals, coordinate changes that occur, foster personal contacts with his or her followers, and set the right and the best direction when the failures occur (Gibson et al., 1997). The importance of the leader role has put leadership into a complex phenomenon. Based on the research background above, there are five problem statements formulated. They include:

- Does the Deal leadership have an aftermath on the individual lecturers' job comfort?
- Does the Deal leadership have an aftermath on the individual lecturers' task achievement?
- Does the change leadership have an aftermath on the individual lecturers' job comfort?
- Does the Change leadership have an aftermath on the in-

dividual lecturers' task achievement?

- Does the Job comfort have an aftermath on the individual lecturers' task achievement?

### **The Objectives of Study**

The study sought to answer questions to the aftermath of the Deal leadership and change leadership on the individual lecturers' job comfort and lecturers' task achievement and also to the aftermath of lecturers' job comfort on the lecturers' task achievement.

## **LITERATURE REVIEW**

### **Deal and Change Leadership**

Burns (1978) first formulated the generality of Deal leadership based on descriptive study of the political leaders and then Bass refined and introduced it into the context of the organization. The Deal leadership by Burns (1978) motivates followers to show self-interest. Political leaders exchange jobs, subsidies and favorable government contracts to acquire voice and contribution to the campaign. Corporate leaders often redeem wages and status for their work efforts. Deal leadership is concerned with values that are correspondent with the exchange process, such as honesty, fairness, responsibility and exchange. In Deal leadership, the leaders and the followers base their relationship on a series of exchanges or agreements (Howell & Avolio, 1993). The Deal leadership is someone who leads his or her followers towards the goal set by clarifying the requirements of the roles and tasks (Robbins, 2008).

According to Gibson et al. (1997) Deal leaders identify the desire or choice of subordinates and help them achieve the achievement that generates rewards that can satisfy subordinates. Bass (1990) defines the Deal leadership as a model of leadership that involves a process of exchange where followers receive immediate and tangible reward after doing the leader commands. Furthermore, McShane and Von Glinow (2003) defined the Deal leadership as leadership that helps people achieve their goals more efficiently, like connecting the job achievement with the bonuses given and the necessary resources for the employees to complete the job.

Bass (1990) further states that change leader has the ability to encourage his or her followers to obtain the outputs greater than what has been planned originally. By expressing his or her view, followers can be encouraged by the change leaders to work hard towards the goals described. View-oriented leaders encourage his or her followers to work hard by giving self-appreciation or rewards.

The awareness of followers can be created by the Change leaders based on the higher mental images and worth, such as

self-determination, conformity to truth and fact, peacefulness and equality (rights) (Sarros & Santora, 2001). Followers are motivated and transformed by the Change leaders by (a) making them more aware of the significance of the job results, (b) asking the individual concerned with the team's interests above personal interests, and (c) changing subordinates' levels of need (Hierarchy of Maslow) or expanding the subordinates' needs. The Change leader receives a greater commitment from subordinates and encourages them to commit to their organization not only by his charisma but also by acting as a coach, teacher or mentor (Yukl, 1994).

### Job Comfort

Job comfort is the employee attitudes toward the work (Kondalkar, 2007). In line with Kondalkar's opinions above, Gibson et al. (1997) defined job comfort as an attitude which belongs to the workers about the job. This resulted from the perception of workers on the job, based on the work environment factors, such as the style of supervisors, policies and procedures, an affiliate of the working group, working conditions and benefits. This means that job comfort is not the same for every worker or relative. Comfort for a worker is not necessarily satisfied for other workers, depending on the perception of the workers. From some definitions of job comfort above, it can be formulated into a lecturers' job comfort in performing his or her duties. Thus, the lecturers' job comfort is a positive or negative attitude of the lecturers toward a job for the fulfillment or non-

fulfillment of some or all needs of the lecturers in performing their duties in a certain time.

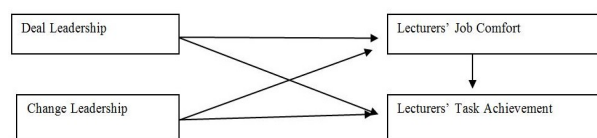
### Achievement

According to Rivai (2004), the achievement can be obtained through motivation and ability to complete the task or job, supported by the degree of willingness and a certain level of ability. Because of the level of willingness and ability of each individual in different organizations, the achievement is also different. Furthermore, according to Robbins (2008), the achievement is obtained through the interaction among the ability, motivation, and opportunity. Robbin's opinion about the achievement complements the generality expressed by Rival. Achievement which is determined by the level of capability and willingness is also determined by chance that employees in working are taking an advantage of the time and opportunity to achieve certain results. Chance-level achievement is a high level of achievement which is partly a function of the absence of obstacles facing employees. While according to Ainsworth, Smith and Millership (2002) achievement is a function of clear role, competence, environment, values, preferences, and rewards.

### RESEARCH MODEL AND RESEARCH HYPOTHESIS

Based on the information in the research background, literature review, and the previous research, the research model in this paper is arranged as follows:

**FIGURE 1**  
**The Research Model**



Based on the research model as mentioned in figure 1, there are five hypotheses that can be formulated. The five hypotheses are presented and explained below.

### The Aftermath of Deal Leadership on the Lecturers' Comfort

In Deal leadership, the leaders identify the willingness and the choice of the subordinates that will help employees identify their job adequately so that they will feel the directives or guidelines to determine the planning and work procedures to be completed. The followers/subordinates with roles and tasks are guided and motivated towards the objectives set to increase creativity and the use of all the potential capabilities possessed by the employees to achieve their best, so that they will psy-

chologically feel satisfied in their work (Gibson et al., 1997). Furthermore, by making the use of the potential ability possessed by the employees to achieve the best, eventually the employees will receive remuneration from the organization so that they will psychologically feel satisfied with the leaders and the reward earned. According to Gibson et al. (1997), Deal leaders identify the desire or choice of the subordinates and help them achieve the achievement that generates rewards that can satisfy them. Viewed from information above, we propose the hypothesis as follows:

Hypothesis 1: Deal leadership has a convincing influence on the job comfort of the individual lecturers of Panca Bhakti University, Pontianak.

### **The Aftermath of Deal Leadership on the Individual Lecturers' Task Achievement**

Deal leadership has an influence on the employee achievement because as a leader who identifies the desire or choice of the subordinates will help the employees gain direction in doing an adequate job. They will be able to take action in accordance with the directives so as to produce the desired outcome and select a range of possible actions or the desired tasks. All of this will ultimately improve the employee achievement both in quality and quantity. The results of research conducted by Suharto (2005) stated that Deal leadership had a convincing positive aftermath on the achievement of the subordinates in the State Islamic High School in East Java. Viewed from the information above, we proposed the hypothesis as follows: Hypothesis 2: Deal leadership has a convincing influence on the individual lecturers' task achievement in Panca Bhakti University, Pontianak.

### **The Aftermath of Change Leadership on the Individual Lecturers' Comfort**

Change leadership has an influence on job comfort. In change leadership, leaders influence their followers to give rise to strong emotions and transform values by acting as a guide. The leader always encourages a subordinate to use new approaches in doing the job. The leader is always listening and caring, encouraging, and providing his followers with experiences to get further achievement. This will increase trust, admiration, loyalty and respect toward leaders, which ultimately can create a change for the better so as to create employee productivity and ultimately create comfort over the work (intrinsic job comfort), (Pawar & Eastman, 1997; Utomo, 2000; Suharto, 2005). In change leadership, inspiration is also provided to settle down more difficult goals, to find a solution to problems in makeshift ways, and improve the ability of the subordinates. By using inspiring, charismatic, individual attention or intellectual stimulation, leaders help followers have more confidence to achieve specific goals and work in accordance with a direction that will lead to the higher target achievement. This will result in the subordinates' comfort. The Comfort of the subordinates is related to feeling of the subordinates toward their organizational expectations, like regarding the amount of compensation, leadership, pattern supervisors and others (Luthans, 2002). Yukl (1994) concluded that the followers were empowered to perform well through the commitment to the new values, develop their crafts and self-assurance, and make a good atmosphere to do innovation. Hypothesis 3: Change leadership has a convincing aftermath on the lecturers' job comfort.

### **The Aftermath of Change Leadership on the Individual Lecturers' Task Achievement**

The empirical evidence also concluded that change leadership and its components may have a positive correlation with the achievement in the area of different researches, like the field studies which were conducted by Curphy, (1992), Howell and Merenda, (1999), Howell and Avolio, (1993) and Keller, (1992), as well as the laboratory research conducted by Howell and Frost (1989), and meta-analysis conducted by Lowe, Kroeck and Sivasubramaniam (1996).

More than 35 studies on the aftermath of leadership concluded that change leadership had a positive relationship with employee's achievement (Kirkpatrick & Locke, 1996). While Shamir, House and Arthur (1993) found that charismatic or change leadership has a positive correlation with achievement, attitudes, and perceptions of employees.

Hypothesis 4: Change leadership has a convincing aftermath on the achievement of the individual lecturers' of Panca Bhakti University Pontianak.

### **The Aftermath of the Lecturers' Job Comfort on the Individual Lecturers' Task Achievement**

Job comfort has an influence on employee achievement because the employees who have high job comfort on the job will be able to work calmly, handle the issues rapidly, and have good psychological maturity in working so that the quality and quantity of the work produced will be in accordance with the standards that have been determined and in turn all of this will improve the achievement of the employees. This is supported by the findings of the previous research conducted by Baltagi, (2005) which concluded that job comfort had a positive and convincing aftermath on employee achievement.

A similar opinion was also said by Dessler (2007), which stated that the employees who obtained job comfort usually had better achievement than those who did not get job comfort. The employees who obtain job comfort will be more motivated to work with high achievement.

Hypothesis 5: Job comfort has a convincing aftermath on the achievement of the individual lecturers of Panca Bhakti University.

## **RESEARCH METHOD**

This paper evaluated the relationship among the Deal leadership, the change leadership, work comfort, and task achievement in Panca Bhakti University. This research uses descriptive design. The data were collected by means of survey. There were 50 respondents sampled in this study. The study took place in Panca Bhakti. University. Purposive sampling was used to select the respondents within the selected organization.

60 questionnaires were distributed to all lecturers in Panca Bhakti University, There were only 50 questionnaires returned and analyzed by using SPSS Version 16.

## RESULTS AND DISCUSSION

### Results

#### Profile of Respondents

General overview of the respondents generally reported that 58% of the respondents in this study are male, and 42% respondents are female. 90% of the respondents in this study are master degree holders, only 10% of the respondents have obtained their doctorate degree. 75% of the respondents are between 40 and 50 years, and 25% of them are between 50 and 60 years of age.

#### The Outputs of the Questionnaire

This deals with the output of the questionnaire used by the lecturers to assess their superiors. This also gives the descriptive

outcomes on the means and standard deviations of the study variables. Reliability with respect to the variables investigated in this paper is also discussed. Deal leadership and job comfort and also lecturers' task achievement, Change Leadership and Job comfort, as well as lecturers' task achievement, lecturers' job comfort and lecturers' task achievement are also shown by the relationship.

#### Reliability Analysis of Deal Leadership, Change Leadership, Work Comfort and Lecturers' Task Achievement

This section provides details on the descriptive statistics and internal consistency reliability estimates of the study variables namely Deal leadership and its characteristics, Change Leadership and its characteristics, job comfort and its characteristics, as well as task achievement and its aspects in Panca Bhakti University. The following table is about the reliability analysis of Deal leadership, Change leadership, work comfort and lecturers' task achievement.

**TABLE 1**  
**Seeing Intangible Assets**

Variable	Cronbach's Alpha	Statistical Reliability	Table r	Information
Deal Leadership:	0.524		0.2787	Reliable
a. Contingent Reward	0.576		0.2787	Reliable
b. Management by Exception	0.505		0.2787	Reliable
Change Leadership:	0.813		0.2787	Reliable
a. Inspirational Motivation	0.812		0.2787	Reliable
b. Charisma	0.784		0.2787	Reliable
c. Individual Consideration	0.796		0.2787	Reliable
d. Intellectual Stimulation	0.803		0.2787	Reliable
Job Comfort	0.679		0.2787	Reliable
Task Achievement	0.866		0.2787	Reliable

Note: Cronbach's Alpha Statistical Reliability > Table r = Reliable.

Table 1 above shows the reliability analysis of scale on the dimensional constructs of the variables of Deal leadership and its attributes, Change leadership and its attributes, its characteristics, job comfort, and task achievement, using Cronbach's alpha.

From the Table 1 above, it can be known that Cronbach's alpha estimates how well a set of items (or variables) estimates a single unidirectional latent construct. Usually a good statistic is equal to or greater than .2787. The Cronbach's alpha statistical reliability for Deal leadership is 0.524 and Table r is 0.2787. The Cronbach's alpha (0.589) is more than the Table r (0.2787) and the variable of Deal leadership is reliable. The characteristics of the Deal leadership, including contingent reward, management by exception Active are 0.576 and 0.505 respectively.

This shows a good reliability of the variables (or items) of measurement for these characteristics. The Cronbach's alpha statistical reliability for change leadership is 0.813 and Table r is 0.2787. The Cronbach's alpha (0.524) is more than the Table r (0.2787). The variable of change leadership is said to be reliable. Inspirational motivation, charisma, individualized consideration, and intellectual stimulation are .812, .784, .0.796 and .803 respectively. This shows a high reliability of the variables (or items) of measurement for these characteristics. Also the coefficient of reliability or Cronbach's alpha for Job comfort and its aspects was .0.697 which is more than the Table r, that is 0.2787 which means that job comfort is reliable. The Cronbach's alpha statistical reliability for task achievement is 0.866 which is more than the Table r (0.2787). The variable

of task achievement is reliable. Notwithstanding the reliability results, descriptives are produced for reliability because the

Cronbach's alpha is more than the Table r that is 0.2787 which means that all the variables are reliable.

**TABLE 2**  
**The Results of the Hypothesis on Deal leadership, Change Leadership, Work Comfort and Lecturers' Task Achievement**

Coefficient between Variables	Significance	<i>p</i>	Notes of Hypothesis
Deal Leadership-Job Comfort	0.020	0.005	Accepted
Deal Leadership-Task Achievement	0.772	0.005	rejected
Change Leadership-Job Comfort	0.000	0.005	accepted
Change Leadership-Task Achievement	0.000	0.005	accepted
Job Comfort-Task Achievement	0.000	0.005	accepted

## DISCUSSION

### Relationship between the Deal leadership and Job Comfort

The Table 2 above shows the Value of the calculated-T 0.328 with its significance of  $0.020 < 0.05$ , indicating that the hypothesis is accepted. From the result showed on the influence of Deal leadership on Job comfort that Deal Leadership has an aftermath on the individual lecturer's work comfort. This findings was supported by the previous research conducted by Emery and Barker (2007), which stated that there was a correlation between deal leadership and job comfort although Deal leadership was the weak predictor of job comfort. Atmojo, (2012) supported this findings which stated that the job comfort was significantly influenced by deal leadership. This shows that the precision of deal leadership style's implementation will result into a successful attempt in making the individual lecturers more satisfied with their work.

The tests result on The Deal leadership and Task Achievement shows that deal leadership has no aftermath on the task achievement. This is shown by the Value of the calculated-T 0.328 with its significance of  $0.722 > 0.05$ , indicating that the hypothesis is rejected and this finding is supported by the previous research conducted by Brahim, Ridic and Jukic, (2015), which stated there was not a significant statistical correlation between transactional leadership style and organizational performance. Another high correlation value between transactional leadership style and performance showed that when employees had a sense of emotional attachment with their organization, it was due to the achievements that they acquired during course of time. The change leadership and Job comfort test results show that change leadership (X1) has a positive aftermath on the individual lecturer's work comfort (Y). This is shown by the Value of the calculated-T 0.563 with its significance of  $0.000 > 0.05$ , indicating that the hypothesis is accepted. This means that there is a positive aftermath of

change leadership on the Individual Lecturer's job comfort and this hypothesis is accepted. This result is consistent with the findings of the study conducted by Emery and Barker, (2007), concerning food and banking sector which found significant relationship between change leadership and job satisfaction. This finding is also supported by the previous research conducted by Hanaysha, Abdullah and Warokka (2011) which stated that there was positive correlation between change leadership and job satisfaction.

The change leadership and lecturers' task achievement test results show that the standardized regression coefficient, Gamma, is equal to 0.432 indicating that the increase in the change leadership will increase the individual lecturer's task achievement. In other words, the higher the change leadership, the higher the task achievement and the value of the t-statistic is equal to 0.563. This means that change leadership has a convincing positive impact on the lecturers' task achievement and the output of t-test also shows that change leadership (X1) has a positive aftermath on the individual lecturer's task achievement (Y). This is shown by the Value of the calculated-T 0.563 with its significance of  $0.000 > 0.05$ , indicating that the hypothesis is accepted. This result is also supported by the previous research conducted by Thamrin, (2012) which stated that change leadership had a positive influence on the employee's performance.

### The lecturers' Job Comfort and Lecturers' Task Achievement

Test results show that job comfort has a convincing positive impact on the lecturers' task achievement and the output of t-test also shows that job comfort has a positive aftermath on the individual lecturer's task achievement (Y). This is shown by the Value of the calculated-T 0.620 with its significance of  $0.000 > 0.05$ , indicating that the hypothesis is accepted. This

means that there is a positive aftermath of job comfort on the Individual Lecturer's Task achievement and this hypothesis is accepted. This result is consistent with the findings of the study conducted by Khan, Nawaz, Aleem and Hamed (2012), which showed that job satisfaction has a positive impact on the employee's performance.

### CONCLUSION AND RECOMMENDATIONS

The study was conducted to find out the aftermath of Deal leadership and the change leadership on lecturers' job comfort and lecturers' task achievement and the aftermath of the lecturers' job comfort on the lecturers' task achievement in Panca Bhakti University of Pontianak, Indonesia. It can be concluded

from the study that the Deal leadership has an aftermath on the lecturers' job comfort, but there is no aftermath between the Deal leadership and lecturers' task achievement, and the change leadership convincingly affects the level of job comfort and the lecturers' task achievement. The Change leadership and Job comfort have convincing impact on the lecturers' task achievement level as proved in this study. In the light of above results it is, therefore, recommended that in order to enhance the employee achievement in Panca Bhakti University, the management of Panca Bhakti University should focus on all facets of the lecturers' job comfort and the factors increasing the lecturers' job comfort.

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