The Influence of Leadership and Organizational Support on Community Commitment and City Image of Bandung

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ABSTRACT

Brand became something very important for a city. With an interesting brand, it would invite many visitors such as investors, business, as well as tourists. This was related to the expected revenue would increase along with the increase of a city brand. Bandung as a unique city in Indonesia was one of cities that was trying to improve its brand image with various leadership efforts and community commitment. These efforts had resulted in a significant change in visitor interest. This was evident through the results of research on 150 respondents, which showed that leadership and community commitment had a major impact on improving the City Image of Bandung. This research was conducted by distributing questionnaires and interviews on several stakeholders. Several findings had been produced and recommendations had been given for leadership and community commitment to support the improvement of Bandung's city brand image.

Keywords: City Image, Organizational Support, Leadership, Community Commitment
JEL Classifications: L2, M3

1. INTRODUCTION

The image and reputation of a city affects its ability to acquire the necessary resources (Popescu, 2012). According to Allan (2011), a city currently competes to develop, acquire and maintain competent human resources, investors, corporations and tourists, as well as opportunities to sell products and services as well as values and lifestyles to people outside the city. The city's brands help distinguish it from other cities and create different identities. Furthermore, saying that giving a city brand is more complex than giving a product brand. (Allan, 2011; Hankinson, 2001).

Based on Law no. 32 of 2004 on Regional Government, states that regional autonomy is the right, authority, and obligation of autonomous regions to regulate and manage their own governmental affairs and interests of local communities in accordance with legislation. With the law, it requires every city to rely on its potential to advance its region in showing the characteristics of each city.

Several major cities in Indonesia have been doing city branding, one of its goals is to attract domestic and foreign tourists. However,

in Indonesia, there is no city that has a strong brand in the eyes of visitors, especially internationally. At an international meeting of creative economy-based cities in Yokohama followed by 11 countries in 2007, the city of Bandung was declared as one of the creative cities in the Asia Pacific region and was selected as a creative city pilot project in East Asia. Starting in 2008, the city brand of Bandung as Emerging Creative City began to echoed mainly in the community of BCCF (Bandung Creative City Forum).

Preliminary study results state that the city of Bandung attracts less visitors from abroad because hotels and other public facilities have a less attractive quality. In fact, according to the results of research by Dragolea and Cotîrlea (2012), tourists make a return visit due to satisfactory service and in accordance with needs. Preliminary study results show that the identity of the city has not been supported by any parties involved.

Communities that contribute to the establishment of Bandung's identity such as businesses, cultural activism, entertainment services, and restaurants have no commitment to reinforce the desired city image. This requires the efforts of leaders to socialize

the city's brand and make policies that can increase community commitment. Therefore need to first identify how the image of Bandung today. Then, to know how far influence of leadership and community commitment to image formation of Bandung.

The main purpose of this study is to measure how much influence the leadership and organizational support on community commitment in improving the city image of Bandung. Through this research, it is expected to know how the leadership and organizational support can affect the city image of Bandung and how important the role of leadership and organizational support in influencing community commitment to improve the city image of Bandung.

2. CONCEPTUAL FRAMEWORK

2.1. Brand Image

The concept of "place marketing" emerged in the early 1990s as a marketing effort that emphasized the marketing of a region. Kotler et al. (1999) describes some of the key issues of marketing of a place up to the notion of the importance of paying attention to a city's market. Urban marketing is a sub concept of place marketing. In this case, branding is the first step in place marketing. According to the American Marketing Association, a brand is defined as a name, form, design, symbol or anything that gives the identity of an item or service sold as a differentiator from goods sold by other sellers. Legally called a trademark.

The brand of a city provides several benefits to the visitor: Getting the required staff, opportunities for school, training and research, adequate housing, reasonable living expenses, salary, transportation system, culture and recreation, public security, taxes, and a stable economic climate (Popescu, 2012). Therefore, a city brand is a form of place branding. However, the characteristics of an area are largely determined by the stakeholders involved in the process, while management's socialization is often not always understandable (Petrea et al., 2014).

Hospers (2004) argues that the marketing of a location (city) is important to cover the gap between the city's identity and the image of the people outside the city and how the city wants to be known by the outside community (city reputation or brand). This is a major part of place branding.

According to Petrea et al. (2014), the most important physical images are downtown cityscapes, regional arts, infrastructures and industries, historic buildings, parks and landscaping, historic and non-historic flagship buildings and places, public facilities, themed environments/amusement parks, sports stadiums. For immaterially image, built through art, culture, official events, heritage and ethnic events, and symbols, gastronomy, sports competition. To improve the brand of a place, Kotler et al. (1999) states the need to consider several aspects as a foundation in building competitive advantage, namely: Design, infrastructure, basic services, and attractions

2.2. Leadership

Providing a brand will help the city in ensuring its identity, promoting, focusing attention, and distinguish the city with others.

Behind the brand development, there are management ambitions and visions related to economic aspects (Dragolea, Cotîrlea 2012,)

In marketing, a city needs support from leaders, communities, and some departments as a form of internal branding process. Therefore explanations of the city's values have not guaranteed any commitment from them. Leaders need to ensure subordinates pay attention to and understand the brand and the values of the city. Usually, once the values and brand are well communicated, the community will be committed to the city brand.

Morhart et al. (2009) through his research on 269 employees indicating that leaders can build brands through employee engagement. Transactional leadership styles affect employees through a process of fulfilling needs, leading to increase attention and decrease inconsistent behavior associated with established brands. Conversely, transformational leadership affects subordinates through internalization processes and reduces inconsistent behaviors associated with established brands. Both types of leadership in the process of influencing are mediated by employee perceptions. These perceptions are autonomy, competence, and the relationship between brands built with work. His research results show that transactional leadership strengthens transformational leadership.

The purpose of marketing a city is to improve people's living standards (Kavaratzis, 2004). It is very important to be understood in determining the marketing and planning strategy. If people do not know and understand how to reinforce the values of the city, then the public commitment in the form of communication of brand and values to the external party is not achieved.

Petrea et al. (2014) and Kavaratzis (2004) argue that the difficulty in building a city brand is the complex challenge and process as it relates to numerous and diverse stakeholders with their various interests.

Internal communications to the community must clearly state the description of what the community plays in delivering the promised brand. This will increase the commitment and motivation of the population. Through community commitment, the city can improve its brand image.

Transformational and transactional leadership theory are theories that have been widely adopted by researchers, including by Blankenship (2010), Basham (2010), Ho et al. (2008), and Kim (2009). Characteristics of transformational leadership are described by Bass (1990), including:
- Charisma is defined as a process of a leader influencing subordinates by creating strong emotions so that subordinates identify themselves to the leader.
- Intellectual stimulation shows a process where leaders increase subordinate awareness of problems and influence subordinates to view problems from different perspectives.
- Individual attention describes the behavior of leaders who give support and attention to subordinates personally.

Transactional leadership characteristics according to Bass (1990) are:

- Contingent rewards indicate the rewards offered as a result of a certain performance achievement. This component requires clarity of rewards from a job.
- Active management by exception in form of proactive action to prevent violation indicates monitoring of subordinate activities to ensure that work has been carried out effectively.
- Passive management by exception indicates corrective action in response to violation from performance standards.

Most previous studies have shown that transformational leadership characteristics proved effective in encouraging subordinates to achieve goals (Avolio et al., 1999). Transformational leaders interact using emotional approaches to stimulate subordinate intellectual development (Ho et al., 2009; Saǧnak, 2010).

2.3. Organizational Support
According to Brazier (2005), a supportive environment positively affects the transformational style. Organizational climate variables are related to exchanges between leaders and subordinates. A supportive environment consists of a clear vision, providing access to information, providing support, providing resources, role clarity, and broad span of control are a participatory climate that encourages subordinates to grow and develop. The conclusions of this study indicate that a favorable organizational climate tends to increase the exchange between leaders and subordinates. This research also shows that if the organization's climate supports, then the power and more influence comes from within the leader (informal), not from formal power and influence. A good organizational climate also enhances the creativity and innovation of subordinates. Brazier's research proves that one's leadership style is inseparable from the influence of organizational environmental factors. A supportive organizational environment will encourage a leader to apply the transformational style and encourage good relationships with subordinates

Research by Aiken, et al.(2002) on the effect of staffing and organizational support on employee dissatisfaction with work, burn out, and reports on service quality. The results showed that service quality was three times lower if staffing and organizational support were lower than in organizations with high staffing and organizational support.

The results of research by Fu et al. (2009) explain that perceptions of organizational support as employees' perceptions of the extent to which the organization appreciates their contribution and the extent to which the organization cares for their well-being. POS raises perceptions of increased expectations, and signs of organizational support when needed, Indicators of organizational support consist of:
1. The company is very considerate of my goals and values
2. The company prepares to help if I'm dealing with problems
3. The company cares with my welfare
4. The company wants to help me if I want to get comfort / special income
5. The company cares about my general job satisfaction

According to Yoon (2004), organizational support affects the efforts of employees to provide good service and on employee satisfaction. Among the supervisory support, organizational support, and consumer participation, the greatest effect on job satisfaction is supervisor support. Based on the research, the employee's perception of organizational support becomes a very important factor for the participation in the achievement of the objectives. If the case in Yoon's research (204) is attributed to a city, then the role of leadership is important so that the public will be involved in achieving the city's goals.

2.4. Community Commitment
Prophet (2002) states that community commitment to the brand is important to:
- Give people a reason of the importance of city image so that people are motivated and excited
- The public can assess the extent of its compatibility with large schemes of promised trademarks to external parties and their impact on the achievement of city goals
- Reward the city that is able to achieve the desired brand
- Ensure that any aspect of effort needs to be focused

Prophet (2002) argues that brand assimilation is a set of programs designed to ensure that all societies understand and remember and carry it both in life both inside and outside the city.

Commitment to the city shows successful brand assimilation. People understand the meaning of brand and how to translate it in real behavior. Society think, talk, and act in the direction of the brand to be achieved. The community's commitment to the brand will make the connections between people and visitors a very good impact on the city. This can be achieved with an example leadership.

Organizational commitment is a commitment shown by an employee who looks through the relationship between himself and the organization. Organizational commitment theory is the foundation of the theory to discuss community commitment. According to Choi (2006), organizational commitment is to what extent a person on their goals, values, commitments, and engages in the organization and with processes within the organization. Meanwhile, Chen (2004) states that organizational commitment demonstrates a person's strong belief in and acceptance of the organization's objectives and values, has the will to give maximum effort, and a strong desire to stay in the organization..

Organizational commitment is also defined as the level of employee confidence, acceptance of organizational goals, and desire to be part of the organization (Kumar et al., 2009). Another definition explains that organizational commitment is one's self-investment in organization and self-engaging attitude that results in better social quality (Jafri, 2010; Noordin et al., 2010; Sihombing and dan Gustam, 2007). Based on some of the above definitions, people who are committed to the city are people who have confidence in the city government, acceptance of goals, and the desire to be part of the city in which they live, an attitude of self-involvement that produces better social quality.

Organizational commitment according to Allen and dan Meyer (1990) consists of three components. These components can be

psychologically seen as variables that are mutually independent or shared. Blankenship (2010) states that the component contains two characteristics, namely the relationship of employees with the organization and its influence on the decision whether to remain as a member in the organization. Furthermore, Blankenship which refers to Porter's opinion states that, there are three factors related to organizational commitment, namely strong belief in organizational goals and values, willingness to give great effort to the organization, and a strong desire to remain a member in the organization.

Organizational commitment theory by Allen and Meyer (1990) shows that organizational commitment can be divided into three parts, namely: Continuance commitment, normative commitment, affective commitment. Each component is different, but in terms of community commitment then affective commitment is the most appropriate part to use. Kulkalyuenyong (2012) describes affective commitment showing emotional involvement of employees, and self-identification with the organization. People with strong affective commitment will remain members of the organization for their own consciousness. Affective commitment can be grouped into three parts, namely:

- Personal characteristics. In this case, it describes personal trends, including achievement needs, affiliation and autonomy needs, higher need strength, personal work ethic, locus of control, life goals associated with work.
- Structural characteristics. Affective commitment relates to decentralization in decision making and formalization of policies and procedures but is mediated by work experience, such as relationships with colleagues and leaders, task clarity, and recognition of employee presence.
- Work experience. Affective commitment is generated from the experience of employees in the fulfillment of needs and values of life. This work experience can be divided into the need to feel comfortable in the organization, and the need to feel competent at work. Aspects relating to affective commitment include fairness in the distribution of rewards, organizational support, clarity of duties, and freedom from conflict, and leadership attention. On the other hand, competence relates to experience in achieving autonomy, performance-based rewards, job challenges, the scope of work, opportunities to grow, opportunities for self-expression, participation in decision-making, and the level of personal interest in the organization.

Kulkalyuenyong (2012) states, organizations with human resources with strong affective commitment tend to have low levels of employee turnover. HR performs better on key tasks as well as on additional tasks.

3. RESEARCH METHODS

The method used in this research is verificative method. Verificative analysis was used to test/verify research hypothesis that explained whether there was or not causality relationship between variables. While the type of relationship between the variables used in this study was associative causality, which was to test the causal relationships between variables. In this study there were four variables in the test which are Leadership, Organizational Support, Community Commitment and City Image. Each as an independent variable, an intervening and a dependent variable. Data collection techniques used in research using three approaches which were by observation, interviews, and questionnaires. The purposive sampling method was used to select the respondent. A total of 150 questionnaires had been distributed to the recipients of tourists, businessmen, and employees of Bandung city administration. Instruments were developed using an interval scale approach (differential semantics). Technique testing hypothesis research using Structural Equation Model (SEM). In SEM method, the processing was through two stages, namely Confirmatory Factor Analysis and Path Analysis, these methods were used to analyze the pattern of relationships between variables with the aim to determine the influence of direct or indirect.

4. RESULTS AND DISCUSSION

The resulting structural model can be seen in Figure 1. By using the help of AMOS 22 Software, the contribution of each indicator and the magnitude of the path coefficient between variables can be seen in Figure 1.

Prior to testing the research hypothesis, the measurement of validity test and the relativity of variable concept were done. Testing the validity and reliability of the concept of variables adopted a confirmatory factor analysis approach. Confirmatory factor analysis results showed that the measurement model of Transformational Leadership, Organizational Support, Community Commitment and City Imagery was acceptable. Based on the test results can be concluded that the measurement matching model match can be accepted. In other words, the model's overall parameters showed that the data supported the model well.

The results of confirmatory factor analysis were used to test the Goodness of Fit Index. Based on the test results can be concluded that the measurement matching model match can be accepted. In other words, the model's overall parameters showed that the data supported the model well. Results of confirmatory model for exogenous variables on Goodness of Fit Index addressed Chisquare 133.721, Probability = 0.026 CMIN/DF = 1.286, RMSEA = 0.053, TLI = 0.945, CFI = 0963. As for Model confirmatory for endogenous variable on Goodness of Fit Index addressed Chisquare 321.768, Probability = 0.05 CMIN/DF = 1.240, RMSEA = 0.049, TLI = 0.923, CFI = 0942. The Cuff off Value for Goodness of Fit Index is expected small chi square, Significance probability $\geq$ 0.05, RMSEA $\leq$ 0.08, CMIN/DF $\leq$ 2.00, TLI $\geq$ 0.9, CFI $\geq$ 0.9

Model Confirmatory factor Analysis of Research Variables are presented in Tables 1-4.

4.1. Hypothesis Testing
Hypothesis testing was done by analyzing the value of Critical Ratio (CR) and Probability (P) value of data processing, compared with the required statistical limitation, that is above 1.96 for CR value and below 0.05 for P Value. If the results of the data show the value that meet the requirements, then the proposed research
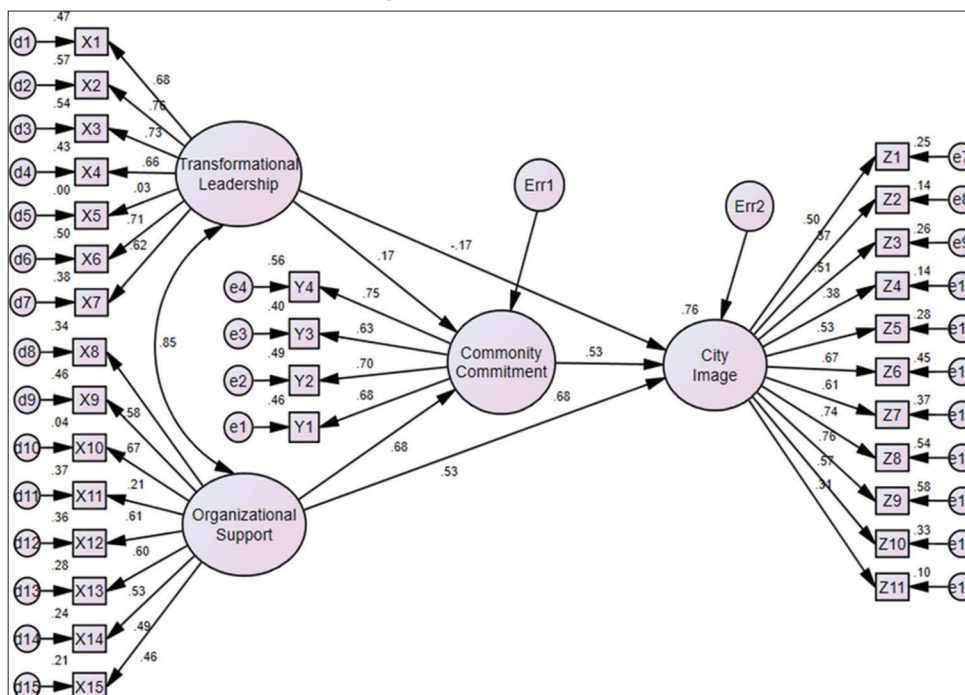
Figure 1: Structural model

Table 1: Confirmatory test of transformational_Leadership concept

	Estimate	SE	CR	P
X1	0.681			
X2	0.756	0.06	14.017	***
X3	0.729	0.071	13.582	***
X4	0.656	0.062	12.378	***
X5	0.028	0.274	0.556	0.578
X6	0.708	0.077	13.252	***
X7	0.619	0.063	11.749	***

SE: Standard error, CR: Critical ratio

Table 2: Confirmatory test of commonity_Commitment concept

	Estimate	SE	CR	P
Z6	0.671	0.138	9.66	***
Z5	0.528	0.152	8.4	***
Z4	0.381	0.129	6.67	***
Z3	0.503	0.124	8.139	***
Z2	0.37	0.106	6.525	***
Z1	0.502			
Z7	0.606	0.14	9.132	***
Z8	0.738	0.143	10.117	***
Z9	0.76	0.166	10.259	***
Z10	0.573	0.133	8.837	***
Z11	0.311	0.154	5.661	***

SE: Standard error, CR: Critical ratio

hypothesis can be accepted. Detailed testing of research hypotheses will be discussed gradually in accordance with the hypothesis that has been proposed.

Based on the results of data processing from the hypotheses to be verified from the five hypotheses showed, only four hypotheses that showed a significant impact which were Influence of Transformational Leadership on Community Commitment by

0.176, Influence of Organizational Support on Community Commitment by 0.669, Influence of Organizational Support on City Image by 0.541 and Influence of Community Commitment on City Image by 0.532, while the hypothesis of Influence of Transformational Leadership on City Image was not significant (Table 5).

4.2. Indirect Influence Analysis and Total Influence

This analysis was used to see the strength of influence between constructs, based on their indirect influence and total influence. Indirect influence is the effect that arises through a variable between and the total influence is the influence of various relationships. Direct influence, indirect influence and total influence of this research model as presented in the Table 6.

Based on the results of the analysis above, it is shown that Organizational Support had an indirect impact greater than Transformational Leadership on City Image through Community Commitment. The Influence of Organizational Support on City Image through Commonity Commitment was 0.356, while the Influence of Transformational Leadership on City Image through Community Commitment was only 0.093. The total effect of Organizational Support on City Image was 0.897 and the total influence of Transformational Leadership on City Image ws -0.092.

5. CONCLUSIONS AND PRACTICAL IMPLICATION

Based on the results of research that had been done, it is known that the City Image was influenced Organizational Support where the value of Community Commitment variable proved as a mediation variable that connects Organizational Support variable to City Image. Based on the results of this analysis, it can be

concluded that the City Image was influenced by Organizational Support through Community Commitment. If Organizational Support gets bigger, Community Commitment will be higher so that indirectly will have an impact on the improvement of City Image.

Another result is that Leadership had a less direct effect on Community Commitment, so its impact on City Image became small. This indicated that Leadership did not directly affect the City Image but will have a significant impact if the community also had a strong commitment (Yoon, 2004). Based on these results, the role of the leader was to determine how to encourage the community to have a high commitment, so that with high commitment, community will be involved in efforts to improve the image of the city (Prophet, 2002). The society's view of the city's image was explained by Lynch (1960) that perceptions of the city's image were derived from the perceptions and experiences passed by the community. Assessment of good or bad society was emphasized on the existence of facilities, comfort, buildings and others ultimately form the image of the city. Therefore, the government, especially the leaders of the city of Bandung must

have a program on various aspects of both infrastructure and community programs.

Based on the results of research showed that the City Image with Community Commitment was very high, it indicated that the image of the city would be more quickly formed because it was influenced by community commitment. The bonding strength that connects the city's image with community commitment was determined by three dimensions of community commitment, namely: Continuance, affective, and normative (Allen and Meyyer, 1990). Continuance occurred because the bonds between community members and certain communities in the city of Bandung rose from the belief of members that their involvement in building the image of the city would give them an advantage that was not easily obtained in other places. This indicated that the community commitment constructed a rational dependence on the economic benefits generated from the city's image. They invested a lot of effort in the city, trying to establish an identity there and to learn the customs of society. This investment, in turn, increased the commitment or loyalty of community members to the city's brand.

Another dimension of commitment was affective. Affective commitment occured because of the bond between community members and certain communities in the city of Bandung, which came from the emotional attachment of individuals to the city of Bandung. This indicated that the community commitment to construct more emotionally, where members of the Bandung community were personally involved in a community, and the level of trust and commitment that they gave to the community to build the image of Bandung (Kulkalyuenyong, 2012). Members with high affective desired to continue their relationship with the community in the future, and their participation and interaction, with other members helping to strengthen their brand experience and value, leading to enhanced brand commitment or loyalty.

The last dimension of commitment is normative. Normative commitment occurred because bonds between members of a community and a particular community rose from a sense of individual obligation to urban development. This indicated that community commitments occurred individually that internalize loyalty and duty or feel they have a debt to the city where they

Table 3: Confirmatory test of organizational_Support concept

	Estimate	SE	CR	P
X12	0.599	0.087	10.097	***
X11	0.605	0.082	10.176	***
X10	0.205	0.102	3.971	***
X9	0.675	0.102	10.979	***
X8	0.582			
X13	0.528	0.101	9.192	***
X14	0.491	0.089	8.685	***
X15	0.463	0.094	8.28	***

SE: Standard error, CR: Critical ratio

Table 4: Confirmatory test of city_Image concept

	Estimate	SE	CR	P
Y1	0.679			
Y2	0.697	0.096	12.783	***
Y3	0.633	0.097	11.75	***
Y4	0.746	0.084	13.526	***

SE: Standard error, CR: Critical ratio

Table 5: Standardized regression weights: (Group number 1 - Default model)

Hypothesis			Estimate	SE	CR	P
Commonity_Commitment	<---	Transformational_Leadership	0.176	0.103	1.467	0,142
Commonity_Commitment	<---	Organizational_Support	0.669	0.515	3.265	0.001
City_Image	<---	Commonity_Commitment	0.532	0.109	5.118	***
City_Image	<---	Transformational_Leadership	−0.185	0.095	−1.739	0.082
City_Image	<---	Organizational_Support	0.541	0.505	2.810	0.005

SE: Standard error, CR: Critical ratio

Table 6: Standardized indirect effects (Group number 1 - Default model)

Endogenous variable	Exogenous variable	Direct influence	Indirect influence	Total influence
Transformational_Leadership	Commonity_Commitment	0.176	-	0.176
Organizational_Support	Commonity_Commitment	0.669	-	0.669
Commonity_Commitment	City_Image	0.532	-	0.532
Transformational_Leadership	City_Image	−0.185	0.093	−0.092
Organizational_Support	City_Image	0.541	0.356	0.897

live and grew up. For people with high norms, the "right thing to do" was to consistently make the city a part of themselves so that everything that was done was really for the enhancement of the image of the city. They tend to be reactive to the disruption of the image development of the city.

6. LIMITATIONS

This study has some limitations, one of them is that this study was done on one city. For this reasons, future studies can take them into account. Some policies that are needed in the analytical generalization of the study's result should be interpreted carefully. All comparisons and correlations with existing studies in this field or extrapolation of tendencies toward studies conducted in other circumstances should pay special attention.

This is study proposes an explanatory model of the studied themes, we consider that it is appropriate to extend this study to other cultural cities, by increasing the population's and sample's number, to confirm and validate the model, with the intend of incorporating the results presented in this study. Therefore, this framework should consider the development of multiple city/district studies.

Finally, we consider that it is important to analyze other types of leadership, as well as other dimensions besides organizational support and community commitment, to study how leadership can influence communities' behavior to achieve good city image.

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