



Increased Organizational Commitment through Transformational Leadership, Procedural Justice, Employee Engagement, and Work Environment

Maulida Anisa✉, S Martono

Management Department, Faculty of Economics, Universitas Negeri Semarang, Semarang, Indonesia

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Abstract

The purpose of this study are to determine the effect of transformational leadership, procedural justice, employee engagement, and work environment on organizational commitment. The type and design of the research used in this study is quantitative research. The population of this study is employee of the editorial department of Merdeka Press Semarang. Sampling in this study is using a saturated sampling system and obtained the sample size that must be used in this study is 124 employees. The application method of data collection using a questionnaire with a interval. The analytical method used is the test instruments (validity and reliability), hypothesis testing with SPSS 22. The results of the study show that all hypotheses are accepted. Therefore could be known that transformational leadership has a effect on organizational commitment. Procedural justice has a effect on organizational commitment. Employee engagement has a effect on organizational commitment. Work environment has a effect on organizational commitment

INTRODUCTION

In the midst of a constantly changing environment and conditions that experiencing uncertain turmoil, competition between organizations is inevitable (Purnamasari & Palupiningdyah, 2016). In dealing with situations like this the company inevitably needs to follow developments that occur, in order to be able to maintain competitive advantage. Competitive advantage is at the heart of organizational performance in a competitive market (Yuniawan, Putri, & Udin, 2017). Competitive advantage in organizations can be maintained or enhanced by the role of human resources.

Human resources have an important role either individually or in groups and human resources are one of the main drivers of the smooth running of business activities, even organizational

success is determined by the existence of human resources (Ghonyah & Masurip, 2011). Superior human resources with high quality are the demands of every organization to be able to achieve the goals set (Sudarma, 2012). The existence of human resources in the organization must be managed properly. One of the management activities that can be done is to build organizational commitment. The importance of organizational commitment stems from the need to improve the performance of employees in a highly competitive environment and to prevent the frequent employee turnover that interferes with organizational routines (Beduk & Kilinc, 2015).

Commitment is an individual's tendency to survive in organization because of the perception that he will suffer losses if he leaves the organization, better known as continuity commitment (Chalimah & Sakhowi, 2014).

This form of commitment not only shows the meaning of passive loyalty, but also involves active relationships and a desire to make a meaningful contribution to the organization (Fitriastuti, 2013). Employees who have a strong commitment, will be able to find their identity in the organization, so that employees will be involved and united in the organization, and enjoy being a member of the organization (Feizi, Ebrahimi, & Beheshti, 2014).

There are several factors that can affect organizational commitment, including transformational leadership, procedural justice (Luo, Marnburg, & Law, 2017), employee engagement, and work environment (Hanaysha, 2016). Transformational leadership refers to leaders who move the personal interests of followers through ideal influence (charisma), inspirational motivation, intellectual stimulation, and individual attention (Bass, 1999). This means that leadership occurs when someone uses their influence on others to achieve organizational goals (Martono, 2013). Through transformational leadership, followers feel trust, admiration, loyalty and respect for leaders, and they are motivated to do more than what was previously expected (Yukl, 2009). There are differences in research results between transformational leadership and organizational commitment. Batool (2013) revealed that transformational leadership style has a significant effect on organizational commitment. Meanwhile, Lai, Luen, Chai, & Ling (2014) stated that transformational leadership only affects affective commitment and continuance commitment.

Procedural justice is a strong predictor of organizational commitment (Januriastuti, 2017). Procedural justice is perceived justice from the procedures and processes that must be passed by employees and the consequences that have been determined (Rafei-dehkordi, Mohammadi, & Yektayar, 2013). When employees consider procedural fairness high, employees will be motivated to participate more in activities, follow rules, and consider relevant results to be fair. Conversely, if employees perceive an injustice, employees tend to withdraw to participate, ignore rules and policies, and assume if the achievements in the organization are not fair (Suryani & John, 2018). There are differences in the results of research between procedural justice and organizational commitment. Budiarto and Wardani (2005) state that procedural justice influences organizational commitment. However, the results of Wiwiek and Sondakh (2015) study stated that procedural justice did not significantly influence organizational commitment.

Employee engagement is a variable that is able to influence organizational commitment in addition to transformational leadership and procedural justice variables. Employee engagement is an attitude in which a person is bound, satisfied, and enthusiastic about what is done (Tama & Hardiningtyas, 2017). There are differences in the results of research between employee engagement with organizational commitment. Venkatesh and Lissy (2014) research results state that there is a relationship between employee engagement and organizational commitment. However, the results of Albdour and Altarawneh (2014) research revealed that employee engagement only affects affective commitment and normative commitment.

The work environment is also a factor that can affect organizational commitment. The work environment is everything that is around workers and which can affect themselves in carrying out the tasks assigned (Nitisemito, 1982). In order for employees to be positive in their work, a healthy and conducive work environment must be created so that they strive to achieve organizational goals (Shalahuddin, 2013). There are differences in the results of research between the work environment with organizational commitment. Sunengsih (2014) states that the work environment has a direct positive effect on organizational commitment. However, the results of research by Bamgbose (2014); Faiqoh & Martono (2019) states that the work environment does not significantly influence organizational commitment.

This research was conducted on the editorial staff of the Suara Merdeka Press Semarang. The editorial department is the most important department in the company, where the editorial department is key in the newspaper income process. Editor is like a kitchen, because the information obtained by journalists will be collected at the editorial department to be further processed and selected which information is appropriate and interesting to be displayed in the newspaper. This is important because quality newspaper will attract readers.

Problems that occur in the company are an increase in the number of employees leaving during the last number of employees leaving in 2017 was only 0.34%, in 2018 it actually increased by 6.03% or experienced an increase of 5.69%. The increase is a problem in the organization and must be anticipated by the organization so that there is no increase in a larger number, because an increase in the number of employees leaving has a negative impact on the organization ie the quality of work is declining

and the organization needs to recruit new employees to replace employees out of the organization, so it takes time and money to recruit new employees. This is certainly detrimental to the company, because some employees who leave or resign are employees who are considered to have good skills.

Based on employee exit rate data, it indicates that the level of commitment of employees in the organization is classified as decreasing due to an increase in the number of employees leaving. If the data is reported with the organizational commitment dimension Meyer and Allen (1990) shows a discrepancy with the dimension of continuance commitment, because if employees have a continuance commitment will consider the loss that employees will receive if employees leave the organization. Losses to be received by employees can be in the form of material losses or non material losses (salary, status, pensions).

Based on preliminary observations obtained information that the leadership always provides motivation for employee, provides a fair compensation allocation, and creates a comfortable work environment. But, there are still employees who leave the company. This is certainly detrimental, because the employees of the Suara Merdeka Press Semarang editor who left the past 2 years permanent employees. Therefore, this research is the basis for examining the effects of transformational leadership, procedural justice, employee engagement, and work environment on organizational commitment.

Hypothesis Development

Transformational leadership is important in determining organizational commitment because leaders can lead individuals or groups to achieve goals and develop employee commitment to the organization (Almutairi, 2016). Sukanto (2017) states that transformational leaders are believed to be more successful in pushing organizational change because of the emotion of employees and the willingness of employees to realize the leader's vision. The presence of transformational leaders can provide the main motivation for employees. Because motivation is an internal drive to meet unsatisfied needs and to achieve certain goals (Martono & Wulansari, 2018). Some researchers have conducted research on the relationship of transformational leadership to organizational commitment. Among them are (Njoroge, 2015; Indra & Farida, 2016; Patriani & Astuti, 2016; Rakhmiyati & Martono, 2016; Dewanti & Palupiningdyah, 2017).

The results showed that organizations that have leaders with transformational leadership types will have a good impact on employees because transformational leaders always pay attention to their subordinates, so employees always feel happy because their presence in the organization is highly valued. Employees who have put pleasure in the organization for a long time. From the description above, the hypothesis can be formulated as follows:

H1 : The higher transformational leadership will increase employee organizational commitment

Procedural justice is related to the fair perception of decision making procedures and is assessed by measuring whether the procedures are accurate, consistent, unbiased, can be improved and open for input from employees (Colquitt, Scott, Judge, & Shaw, 2006). People in organizations are very concerned about making decisions fairly, and they feel that the organization and employees will benefit equally if the organization carries out procedures fairly (Hasmarini, 2008). Procedural justice is a strong predictor of organizational commitment. This statement is supported by some researchers who revealed that if procedural justice can be implemented well by the organization it will have an impact on the emergence of a sense to remain employees in the organization (Budiarto & Wardani, 2005; Hwei & Santosa, 2012; Raza et al., 2013; Darsana & Putra, 2017).

When employees consider procedural fairness high, employees will be more motivated to participate more in activities, follow rules, and consider relevant results to be fair. So that employees will put their intention to stay in the company because the existence of employees in the organization is done properly and fairly. Conversely, if employees perceive an injustice, employees tend to withdraw to participate, ignore rules and policies, and assume if the results of achievements in the organization are not fair (Suryani & John, 2018). From the description above, the hypothesis can be formulated as follows:

H2 : The higher procedural justice will increase employee organizational commitment

Organizations function well from employees who are healthy, motivated, and committed, ie employees who are bound

(Siddhanta & Roy, 2010). Attachments owned by employees indicated that employees have a willingness to work with colleagues to improve employee performance for the benefit

of the organization (Lamidi, 2010). Employees who already have an attachment will always be enthusiastic about what is done, employees will do everything with high enthusiasm, have a dedication to the interests of the organization. In this case the employees has indirectly committed to the organization. Employees not only show loyalty passively, but actively also contribute fully to the organization. Several studies have shown that employee engagement can affect employee commitment (Shoko & Zinyemba, 2014; Venkatesh & Lissy, 2014; Hanaysha, 2016; Awaliyah & Sudarma, 2017; Prerana, 2017). From the description above, the hypothesis can be formulated as follows:

H3 : The higher employee engagement will increase employee organizational commitment

The work environment is an important factor that determines the life of an organization. The work environment reflects the internal conditions of an organization because the work environment can only be felt by members of the organization and can be means to find the causes of negative behavior that appears on employees (Shalahuddin, 2013). The work environment is an important thing that must be owned by the organization. Organization that are able to provide a good work environment that is characterized by the presence of facilities that can support employees provided by the company, a pleasant working atmosphere, and the existence of a good relationship between colleagues, will have a good effect on employees at work. Employees will feel comfortable in the organization because the work environment is able to provide its own comfort that can support the performance process. Conversely, organizations that cannot provide a good work environment will have a negative effect on employees that can affect the work results. Several studies have shown that the work environment influences organizational commitment. Among them are (Ramay, 2012; Sunengsih, 2014; Hanaysha, 2016). From the description above, the hypothesis can be formulated as follows:

H4 : Better work environment will increase employee organizational commitment

Based on the description of developing hypotheses, the research model can be described as follows:

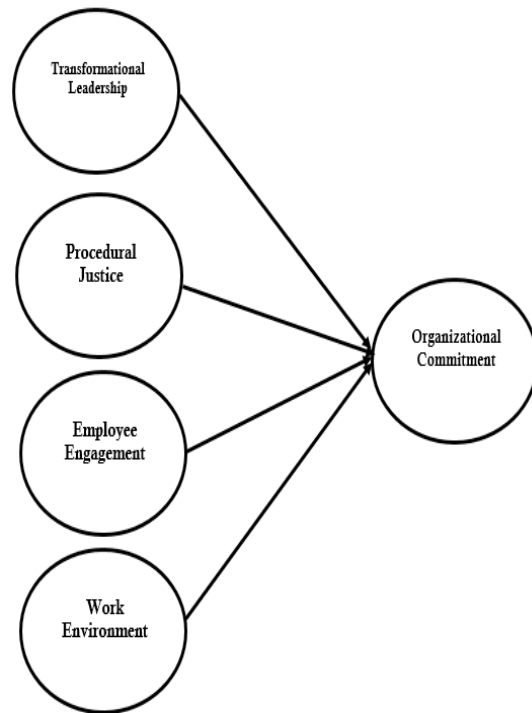


Figure 1. Research Model

METHOD

This study uses a sampling technique that is saturated sample, because researchers want to know the perception of respondent’s answers from all employees in the editorial departement. The data collection method uses a questionnaire with the interval scale method with the highest value of 5 and the lowest value 1. Data analysis uses descriptive analysis method, hypothesis testing using SPP version 22 software. Existing data is also tasted for validity and reliability before hypothesis testing.

The variables used in this study are organizational commitment as the dependent variable, transformational leadership, procedural justice, employee engagement, and work environment as an independent variable. The variable organizational commitment is measured by 10 item of statement of ownership (Allen & Meyer, 1990). Examples of these items are "Feel the problems facing the company" and "Loyalty is important, so loyalty needs to be owned".

The transformational leadership variable is measured by 12 items of belonging statement (Donmez & Toker, 2017). Examples of these items are "I believe my boss always gives good examples" and "I am proud of my boss". The procedural justice variable is measured by 6 items of belonging statement (Moorman, 1991).

Examples of these items are "Before making a decision, my leader collected complete and accurate information" and "All decisions made are implemented consistently".

The employee engagement variable is measured by 11 item statement of ownership (Schaufeli et al., 2002). Examples of these items are "At work I feel very excited" and "I am strong and strong in the face of difficulties in my work" Work environment variables are measured with 8 items of statemet of belonging (Razak, Ma'mor, & Hassan, 2016). Examples of these items are "Office cleanliness creates a comfortable atmosphere" and "Good communication is established between superiors and employees".

RESULTS AND DISCUSSION

Validity test is used to measure the validity or validity of a questionnaire (Ghozali, 2016). A questionnaire is declared valid if the questions in the questionnaire are able to reveal something that can be measured by the questionnaire. An item statement is said to be valid if $r \text{ count} > r \text{ table}$ (0.361). The number of respondents in the validity test of this study were 30 respondents. So the value of df is 28 with a calculation of $30 - 2 = 28$.

The validity test in this study was processed using SPSS version 22. In this study tested 47 statement items, where organizational commitment variables consisted of 10 statement, transformational leadership 12 statements, procedural justice 6 statements, employee engageent 11 statements, and work environment 8 statements.

The results of the validity test on organizational commitment variables indicate that 10 statement items have $r \text{ count} > r \text{ table}$. The calculated r value is obtained from the number of samples (n) = 30 with a significance level of 5% is 0.361. Statement items for overall organizational commitment variables are declared valid and can be used in subsequent data collection.

The results of the validity test on transformational leadership variables indicate that 12 statement items have $r \text{ count} > r \text{ table}$. The calculated r value is obtained from the number of samples (n) = 30 with a significance level of 5% is 0.361. Statement items for overall transformational leadership variables are declared valid and can be used in subsequent data collection.

The results of the validity test on procedural justice variables indicate that 6 statement

items have $r \text{ count} > r \text{ table}$. The calculated r value is obtained from the number of samples (n) = 30 with a significance level of 5% is 0.361. Statement items for overall procedural justice variables are declared valid and can be used in subsequent data collection.

The results of the validity test on employee engagement variables indicate that 11 statement items have $r \text{ count} > r \text{ table}$. The calculated r value is obtained from the number of samples (n) = 30 with a significance level of 5% is 0.361. Statement items for overall employee engagement variables are declared valid and can be used in subsequent data collection.

The results of the validity test on work environment variables indicate that 9 total statement items. However, 1 statement item is declared invalid because the value of $r \text{ count} < r \text{ table}$, so that the total invalid items are discarded and the total items that can be used for data retrieval then there are 8 items.

A variable is said to be reliable (reliable) if it has a Cronbach Alpha value > 0.70 . The reliability test in this study was processed using the SPSS version 22 program. Based on the result of SPSS output shows that the Cronbach Alpha value for organizational commitment variables is $0.782 > 0.70$, transformational leadership variable is $0.885 > 0.70$, procedural justice variable is $0.835 > 0.70$, employee engagement variable is $0.836 > 0.70$, and work environment variable is $0.865 > 0.70$. Overall, the variables of organizational commitment, transformational leadership, procedural justice, employee engagement, and work environment are said to be reliable.

Respondents in this study amounted to 124 employees of the Suara Merdeka Press Semarang editorial departement. Based on the results of the distribution of questionnaires, obtained characteristics of respondents in this study which included a). Gender, namely men more dominated by 75.8% while women by 24.2%; b). Age, the majority of hotel employees aged between 35-40 years were 39 people; c). Length of work, most respondents have worked long enough between 13-18 years.

Descriptive Analysis

This analysis was conducted to determine the general perception of respondents regarding the variables studied. This analysis was carried out using index number analysis techniques to illustrate respondent's perceptions of the question raised (Ferdinand, 2014). Based on research that has been done, the results of descriptive analysis are obtained in Table 1.

Table 1. Descriptive Analysis Result

No.	Variable	Index	Criteria
1.	Transformational Leadership	71.02	High
2.	Procedural Justice	70.62	High
3.	Employee Engagement	68.26	Medium
4.	Work Environment	69.17	Medium
5.	Organizational Commitment	68.60	Medium

Source: Research data, 2019

Based on the result of the analysis, it can be seen that all variables in this study are included in the high and medium categories. Variables that are still in medium category need to be increased again so that employee commitment can increase.

Hypothesis Test

The statistical test is used to show how far the influence of one independent variable in explaining a dependent variable (Ghozali, 2016).

In this research, regression analysis is used to determine the correlation of independent variables namely transformational leadership, procedural justice, employee engagement, and work environment on the dependent variable, organizational commitment. The test was carried out using a significance level of 0.05 ($\alpha = 5\%$). Based on research data obtained from the questionnaire, the result of the hypothesis test can be seen in Table 2.

Table 2. Statistical t-Test Results

Variable	Significance	T-Statistic	Information
Transformational Leadership – Organizational Commitment	0.009	2.658	Significant
Procedural Justice – Organizational Commitment	0.022	2.324	Significant
Employee Engagement – Organizational Commitment	0.027	2.233	Significant
Work Environment – Organizational Commitment	0.016	2.438	Significant

Source: Research data, 2019

The first t test was conducted for transformational leadership variables on organizational commitment and the coefficient value obtained

was 0.149 and the significance value was 0.009, then H1 which stated that the higher the transformational leadership, the higher the organizational commitment of employees was accepted. The direction of the positive relationship shows that when transformational leadership can be applied well, it will increase organizational commitment of employees, and vice versa, when transformational leadership is not implemented properly, employee organizational commitment will decrease. Significant result indicate that transformational leadership has an influence on the level of organizational commitment of employees. The result of this study are consistent with research conducted by Batool (2013) that transformational leadership styles have a significant effect on organizational commitment.

The statistical test t was carried out for procedural justice variable on organizational commitment and a coefficient value of 0.223 and a significance value of 0.022 was obtained, so H2 which stated that the higher procedural justice would increase employee organizational commitment was accepted. The direction of the positive relationship shows that when procedural justice increase, it will increase employee organizational commitment, and vice versa, when procedural justice decreases, employee organizational commitment will decrease. Significant result indicate that procedural justice has an influence on the level of organizational commitment of employees. The result of this study are consistent with research conducted by Budiarto & Wardani (2005) that procedural justice influences organizational commitment.

The statistical test t was carried out for the employee engagement variable towards organizational commitment and the coefficient value ob-

tained was 0.120 and the significance value was 0.027, then H3 which stated that the higher the employee engagement, the increase organizational commitment of employees was accepted. The direction of the positive relationship shows that when employee engagement increases, organizational commitment will increase, and vice versa, when employee engagement decreases, organizational commitment will decrease. Significant result of this study are consistent with research Venkatesh & Lissy (2014) that there is a significant relationship between employee engagement with organizational commitment.

The t-test statistic was performed for the work environment variable on organizational commitment and a coefficient value of 0.112 and significance value of 0.016 were obtained, then H4 which states that the better the work environment will increase the organizational commitment of employees is accepted. The direction of the positive relationship shows that when the work environment is well created, it will increase employee organizational commitment, and vice versa, when the work environment cannot be created properly, employee organizational commitment will decrease. Significant results indicate that the work environment has an influence on the level of organizational commitment of employees. The result of this study are consistent with research conducted by Sunengsih (2014) that the work environment has a positive effect on organizational commitment.

CONCLUSIONS AND RECOMMENDATIONS

The test result show that transformational leadership has a effect on organizational commitment. The findings in this study indicate that procedural justice has a effect on organizational commitment. The findings in this study indicate that employee engagement has a effect on organizational commitment. The findings in this study indicate that work environment has a effect on organizational commitment

The company should hold regular weekly meetings so that employee complaints can be conveyed and the leadership can provide solutions, and the company updates the main facilities namely computers to support the work of employees.

Future research is expected to broaden the scope of research by using several companies of the same type to obtain higher quality data and indicated to have an effect on increasing organizational commitment in addition to transformational leadership, procedural justice, employee engagement, and work environment.

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