

Organizational Commitment Boost Up In Human Resource Point of View

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Abstract

This study aims to analyze the effect of transformational leadership style, work environment, motivation and career development on organizational commitment. Research was done in one of the Indonesian mail company branch located in Jakarta. The population in this study was 531 employees. The sample used was 84 employees. Data collection method is using a survey with questioner as research instrument. This study proves that the transformational leadership style has a positive and significant effect on organizational commitment. The work environment has no significant effect on organizational commitment. Motivation has a positive and significant effect on Organizational Commitment. Career Development has a positive and significant effect on Organizational Commitment.

INTRODUCTION

The mail company in Indonesia is an Indonesian state-owned enterprise (BUMN) which is engaged in mail services. It has been served as a mail company since 1746. First post office was established in Batavia (Jakarta) by Governor General GW Baron van Imhoff on 26 August 1746 with the aim of ensuring the security of residents' letters, especially for those who trade from offices outside Java and for those who come from and go to the Netherlands. Since then the mail service has been born to carry out the role and function of service to the public. After the Batavia Post Office was established, four years later the Semarang Post Office was established to maintain regular postal communications between the two places and to speed up deliveries. At the beginning business entity which is led by a Head of Service is not commercial in nature and its function is more directed at providing public services. However, since the increase of privatization state own companies, this mail company is also privatized. In its growth, additional services and post offices locations were added to the company and connect most of the Indonesian archipelago which consists of 17.000 islands.

The quality of human resources owned by the company can be assessed from the extent to which these human resources achieve the work targets set by the company. One of the advantages of this mail company which has become a success in running its business is to provide services in the field of sending letters from companies to other companies, financial services for example helping payment services such as electricity, telephone, water, vehicle leasing payments and there is also logistics delivery for example small goods delivery such as gadgets, television electronics, laptops, and also motorbikes can all use Indonesian Mail Services.

LITERATURE REVIEW

According to Handoko in Simanjuntak (2017) Transformational Leadership is defined as leadership that includes organizational change efforts which it is believed that this style will lead to superior performance in the organization when facing the demands of renewal and change. Nitisemito in Sunyoto (2015) wrote the work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned, such as cleaning, music, lighting, and others. Several studies that have been conducted under the title of transformational leadership styles. Most of them have a positive and significant influence on employee loyalty. Perceptions of a better transformational leadership style will create better employee loyalty, Amri, et. al. (2016).

In the 1990's, the factors of work environment had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes Hasun and Makhbul, (2005). When employees are physically and emotionally fit will have the desire to work and their productivity outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employee's productivity which leads to increased productivity at the workplace Boles et al.(2006). Meanwhile, research by Husni et al. (2018) in order to increase employee loyalty, the employee's work environment needs to be taken into serious consideration such as creating a comfortable and safe work environment. Prabhakar (2016) analyses a job satisfaction relate to employee loyalty in context of workplace environment. The finding was it is very important in any workplace environment a significant positive relationship between job satisfaction, employee loyalty and workplace environment. Work environment and discipline variables have a significant influence on the work commitment variable, Wowor, Sumayku and Siwi (2015). This shows a positive relationship between the work environment and work commitment. A positive relationship means that if there is an improvement in the work environment, the employee's work commitment will also show positive results

Motivation according to Hasibuan, (2011) is the thing that causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal work results. Motivation is increasingly important because managers share work with their subordinates to be done well and integrated into the desired goals. According to Handoko (2012) motivation can be interpreted as a condition in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve goals. The motivation that exists in a person is the driving force that will realize a behavior in order to achieve the goal of self-satisfaction. Robbins (2013) mentioned that motivation is the desire to do something as a willingness to spend a high level of effort for organizational goals. This would require a conditioned supported by employee effort to meet individual needs. Furthermore, the results of research by Yudha and Hasib (2014) shows that there is a partial influence of motivator variables, all of which have a significant level of organizational commitment. This shows that if motivation is increased, employee commitment to the organization will also increase.

Career development is important in developing and supporting attention to human resources. Career development strongly supports the effectiveness of individuals, groups and organizations in achieving goals and creating job satisfaction. According to Sunyoto (2015), career development is a personal improvement made by a person to achieve a career plan. Yani (2012) revealed that career development includes activities to prepare someone to take a certain career path. According to Rivai (2014), career development is a process of increasing individual work abilities that are achieved in order to achieve the desired career. Research from Hidayat

(2015) showed that career development has influence on organizational commitment. Further research from Alamsyah and Andri (2016) concluded that career development has a significant effect on organizational commitment and employee performance.

Robbins (2013) defines commitment as a condition in which an individual sided with the organization and its goals and desires to maintain membership in the organization. While Mathis and Sopiah (2008) define organizational commitment as the degree to which employees believe and are willing to accept the goals of the organization and will stay or will not leave the organization. Organizational commitment is the extent to which individuals psychologically identify with their work organizations Idris and Manganaro (2017). Mowday (1979) defined organizational commitment into three categories Affective commitment related to the desire to be bound to the organization. Individuals stay in the organization of their own volition. Continuance commitment is a commitment based on rational needs. In other words, this commitment is formed on the basis of profit and loss, considering what must be sacrificed if you will stay in an organization. Normative commitment is a commitment based on the norms that exist within employees, containing individual beliefs about responsibility for the organization. He felt he had to survive because of loyalty. Research has been done by Lestari (2016) with the result job satisfaction and motivation has positive effect to organizational commitment. Furthermore, Hidayat (2015) concluded that compensation and career development has influence on organizational commitment.

With regards to above discussion, we would like to study influence of transformational leadership style, work environment, motivation and career development on organizational commitment in Indonesian mail company

METHOD

The research process begins with identifying problems in the company. It will be used also as research locations, formulating identified problems, collecting theoretical bases that strengthen the basis for variables. Further, we developed a method in data collection, compiling instruments, and determining statistical testing technique.

In this process, research time was from January to August 2021. Data were obtained from Mail Company in Indonesia. The sample was carried out with the limitations of researchers in conducting research both in terms of funds, time, energy, and the large number of populations. Determination of the sample this research is using the Slovin formula with total population of 531 employees and the result is 83 employees.

The research used survey method and explanatory research that aims to explain the influence of variables through testing hypotheses. Determination of variables was based on justification of the theories. Defined variables were arranged in questionnaires which consist of dimensions and indicators.

Primary data from questioners were filled by respondents and collected for further statistic process. The questionnaire was carried out in a self-rating manner, where respondents filled out questionnaires based on perceptions of themselves. The measurement scale is using a 1 to 5 Likert scale. The questionnaire submission technique was delivered directly to the respondents for best result.

Test the relationship between complex variables to obtain a comprehensive picture of the overall model. In addition, according to Ghozali (2014) SEM can also do testing together things: 1) Structural model of the relationship between independent constructs and dependent constructs. 2) Relationships related to the measurement model, which can be seen from the

loading value between indicators and constructs (latent variables). The research design used by the author in this research used causal descriptive research. Sugiyono, (2017). While causality analyzes the influence of independent variables (exogenous) namely transformational leadership style, work environment, motivation and career development with the dependent variable (endogenous) organizational commitment.

Hypothesis 1: The positive influence of transformational leadership style on organizational commitment According to Hasibuan (2014) leadership comes from the word leader which means someone who uses his authority and leadership, directs subordinates to do some of his work in achieving organizational goals. So leadership is the way a leader influences the behavior of subordinates, so they are willing to cooperate and work productively to achieve organizational goals.

Hypothesis 2: Positive influence of work environment on organizational commitment According to Nitisemito in Sunyoto (2015) that the work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned, for example cleaning, music, lighting, and others.

Hypothesis 3: Positive influence of motivation on organizational commitment According to Ifani (2014), employee organizational commitment is not something that happens on a side. There are contributions from other elements that make the commitment high or low. In this case the organization and employees are elements that together need to work to create high organizational commitment. Organizational commitment is also influenced by work motivation. If the employee's work motivation is high, it will also positively increase employee organizational commitment.

Hypothesis 4: Positive influence of career development on organizational commitment According to Rivai (2014) suggests that career development is important where management can increase productivity, improve employee attitudes towards work and build higher job satisfaction. Career development has a positive relationship with organizational commitment

Figures and Tables

Respondents characteristics are as shown below based on gender, age, and last education. On the age group most of the respondents were age between 36 to 45 years old (65%). Most of them have high school level of education as many as 53 people.

Respondent Characteristics

Gender	Number	Percentage (%)
Male	36	43
Female	48	57
Total	84	100

Age	Number	Percentage (%)
25 <	10	12
26 - 35	55	18
36 - 45	15	65
> 46	4	5
Total	84	100
Education	Number	Percentage
High School	53	63
Diploma	17	20
Bachelor	14	17
Total	84	100
Duration (yr.)	Number	Percentage
< 1	4	5
2 – 5	22	26
6 – 10	51	60
11 - 14	3	4
>15	4	5
Total	84	100

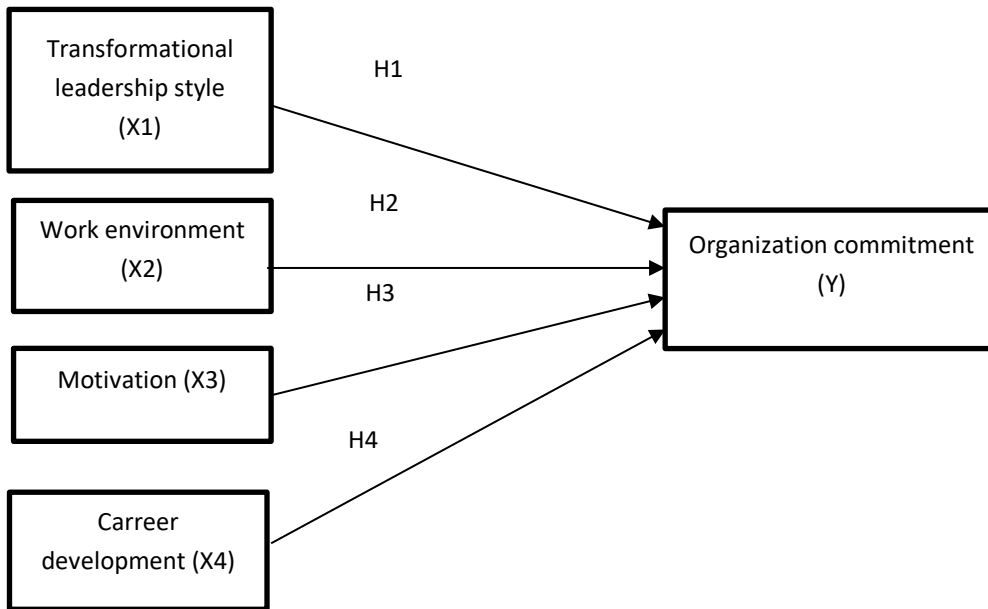
Descriptive Variables

Based on questionnaire result, the descriptions of the research variables are presented in Table below. Transformational leadership has an average score of 3.87 and highest score of 4.13 at inspiration. Meaning that their current leader shown a good inspiration work to the staff. Work environment has average of 4.12 and highest score of 4.24. It indicates current physical working environment is more than average. Motivation has an average of 3.984 and highest score of 4.93 at physiological needs. Meaning that is workers basic need has been fulfilled. Career development has average of 4.05, slightly higher than agree in questioner rank. It can be said they are quite satisfied with current career development condition. The highest score is 4.29 on work faithfulness. At the dependent variable side, organizational commitment, the average score is 4.27. It shows they have enough commitment to stay in the organization. The highest score at this variable is 4.29.

Descriptive Variables Table

Variable/Dimension	N	Minimum	Maximum	Mean	Standard Deviation
Transformational Leadership				3.87	
Idealized influences	84	1	5	3.84	0.787
Inspiration	84	1	5	4.13	0.861
Intellectual simulation	84	1	5	3.71	0.974
Individualized consideration	84	1	5	3.81	0.857
Work Environment				4.12	
Physical environment	84	1	5	4,24	0.733
Nonphysical environment	84	2	5	4.00	0.71
Motivation				3.984	
Physiology	84	2	5	4.93	0.814
Safety	84	1	5	3.91	0.780
Social needs	84	1	5	3.85	0.800
Reward	84	1	5	3.79	0.907
Self-Actualization	84	1	5	3.44	1.050
Career development				4.05	
Work Performance	84	2	5	3.98	0.780
Work Exposure	84	2	5	4,14	0,763
Work Faithfulness	84	2	5	4.29	0.631
Opportunity to Growth	84	2	5	3.79	0.914
Organizational commitment				4.27	
Affective Commitment	84	2	5	4.33	0.645
Continuance Commitment	84	3	5	4.18	0.626
Normative commitment	84	2	5	4.29	0.620

Figure 2. Framework



Source: Author's Processed Results (2018)

RESULTS AND DISCUSSION

Result

After conducting several validity and reliability tests where the results are all valid, the results of the study are as follows:

The R-Square value is 0.361, meaning that from the processed data it can be explained that the variables in the model, namely organizational commitment are influenced by transformational leadership style, work environment, motivation and career development by 36.1% while 63.9% is explained by other variables not examined.

In order to test the hypothesis we used t-test with the threshold value of $p < 0.05$. When the result is below 0.05, it can be concluded that there is either negative or positive effect in the path relationship, Sugiyono (2017). The estimated value for the path relationship in the structural model must be significant. This significant value can be obtained by bootstrapping procedure.

Hypothesis Result

	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values
Transformational leadership → Organization commitment	0.292	0.319	0.108	2.710	0.007
Work environment → Organization commitment	-0.201	-0.133	0.185	1.090	0.276

Motivation → Organization commitment	0.230	0.232	0.101	2.268	0.024
Career development → Organization commitment	0.531	0.539	0.081	6.576	0.000

Based on hypothesis testing using the P values showed that P value less than 0.05 is the first hypothesis which is transformational leadership has positive effect on organization commitment. This means that the higher transformational leadership will result in the higher organization commitment. Second hypothesis is Work environment does not have effect on organization commitment. It proves that effort on work environment does not improve organization commitment.

The third hypothesis, namely motivation to organization commitment has a positive effect meaning that higher motivation will lead into higher organization commitment. The last hypothesis is career development shown a positive effect on organization commitment. This leads to that higher development on employee career will cause a higher commitment

Discussion

The Effect of Transformational Leadership Style on Organizational Commitment

Based on the hypothesis test in this study, it shows that the p-value (0.007) less than 0.05. Thus, the results of hypothesis testing in this study show that transformational leadership style has a positive and significant effect on organizational commitment. This means that the increase in a good leadership style in the company can affect the organizational commitment of the company. This shows that if the better leadership style applied by the company, the employee's organizational commitment increases. For example employee motivation performs by the leader will lead to more enthusiastic employee in carrying out the work. Company can maintain customer loyalty is on the basis of maintaining organizational commitment. Hypothesis 1 is proven and supports the research by Amri and Rahardja (2016), which states that employees will accept leaders who have a change or transformational leadership style. This study shows that transformational leadership style has a positive and significant effect on employee loyalty, and is also supported by research by Ni Putu and Ketut (2015) which shows that transformational leadership variables affect employee loyalty.

The Influence of Work Environment on Organizational Commitment

Based on the hypothesis test in this study, it shows that the p-value (0.276) higher than 0.05. Thus the results of hypothesis testing in this study indicate the work environment of employees at Mail Company's has no effect on the organizational commitment of Indonesian Mail Company. This result contradicts the hypothesis that the work environment has a significant effect on organizational commitment. The results of hypothesis testing in this study can be interpreted that the existing work environment in the company will not affect the employee's organizational commitment to the company. The results of hypothesis testing in this study are different from the research by Husni, Musnadi and Faisal (2018) which states that the work environment affects employee work loyalty.

The Effect of Motivation on Organizational Commitment

Based on the hypothesis test in this study, it shows that work motivation has a positive and significant effect on organizational commitment. It shows p-value (0.024) is less than 0.05. Meaning that increased in work motivation of employees can have positive affect the behavior of Organizational Commitment. This shows that if work motivation is higher, employee performance will increase. The results of hypothesis testing in this study are supported by research conducted by Putri, Hakim and Makmur (2015). Work motivation has a significant effect on Organizational Commitment. Furthermore, it is in line with the result of research conducted by Anindiati and Mariatin (2016) and research by Lestari (2016) work motivation has positive effect on organizational commitment.

The Effect of Career Development on Organizational Commitment

Based on the hypothesis test in this study, it shows that career development results have a positive and significant effect on organizational commitment because p-value (0.00) lower than 0.05. From the results of hypothesis testing, it can be interpreted that if career development increases, organizational commitment to employees will also increase. This shows that if the career development of employees increases, such as providing opportunity to maintain employee's career, it will affect and increase employee organizational commitment. The results of hypothesis testing in this study are supported by research conducted by Alamsyah and Andri (2016) which proves that career development has a positive and significant effect on organizational commitment. It is also in line with the results of research conducted by Hidayat (2015) which proves that career development has a positive effect

CONCLUSION

The conclusion of this study shows that transformational leadership style has a positive and significant effect on organizational commitment. Conversely, work environment has no effect on the organizational commitment. Motivation has a positive effect on organizational commitment. Furthermore, the result shows that the results of career development have a positive effect on organizational commitment. This shows that if the career development of employees increases, it will affect and increase organizational commitment of employees..

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