

Increasing Organizational Commitment in The Dinas Koperasi Usaha Kecil dan Menengah, Perindustrian dan Perdagangan Bantul Regency Through Transformational Leadership, Work Involvement, and Intrinsic Motivation

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Transformational Leadership, Work Involvement, Intrinsic Motivation, Organizational Commitment

Abstract

This study aims to determine the effect of transformational leadership, work involvement, and intrinsic motivation on the organizational commitment of the Dinas Koperasi Usaha Kecil dan Menengah, Perindustrian dan Perdagangan Kabupaten Bantul.

The population and samples used in the study were all employees of the Dinas Koperasi Usaha Kecil Dan Menengah, Perindustrian Dan Perdagangan Kabupaten Bantul, amounting to 75 people using the saturated sample method. Methods of data collection using questionnaires. Analysis of the data quality test using validity and reliability tests. The data analysis technique used a classical assumption test, normality test, multicollinearity test, and heteroscedasticity test. Hypothesis test using R² test, T-test, and F-test.

The results showed that the transformational leadership style had a positive and significant effect on organizational commitment. Employee work involvement does not affect organizational commitment. Intrinsic motivation has a positive and significant effect on organizational commitment. Simultaneously, transformational leadership style, employee job involvement, and intrinsic motivation have a positive and significant effect on organizational commitment. It can be concluded that the transformational leadership style, employee work involvement, and intrinsic motivation have a positive and significant impact on the organizational commitment of the Dinas Koperasi Usaha Kecil dan Menengah, Perindustrian dan Perdagangan Kabupaten Bantul.

Introduction

Human Resources (HR) is the ability to think and work as human beings stored within themselves, which can be explored, fostered, developed to be put to good use for the welfare of human life. These abilities will be able to influence human attitudes and behavior in achieving life goals, both individually and collectively (Sedarmayanti, 2017). In achieving common goals human resources move in an organization. In achieving goals, human resources have a strategic influence in a company or organization, which means that humans play a very important role, namely as planners, actors, and determinants of the realization of goals. From the statement above, it can be concluded that an organization/ agency and even a company must have quality human resources because quality human resources are a strength or asset for the organization that can produce an organizational commitment properly in achieving the vision, mission, and goals of the agency, company or organization.

The Office of Cooperatives, Small and Medium Enterprises, Industry and Trade of Bantul Regency must pay more attention to the development of their institution in the future such as problems in transformational leadership, work involvement, and intrinsic motivation in employees, so that these institutions will develop more in the future. The KUKMPP Office was formed based on the Bantul Regency Regional Regulation No. 12 of 2016 concerning the Establishment of the Office of Cooperatives, Small and Medium Enterprises and Industry of Bantul Regency is a staff element led by a service head who is located under and is responsible to the Regent. Duties, functions and work procedures of the Department of Cooperatives, Small and Medium Enterprises, Industry and Trade of Bantul Regency are regulated in Regent Regulation No. 122 of 2017 concerning Details of Tasks, Functions and Work Procedures of the Office of Cooperatives, Small and Medium Enterprises and Industry in Bantul Regency.

Transformational leadership is a leader who is able to inspire others to see the future optimistically, project an ideal vision, and is able to communicate to subordinates that the vision and mission can be achieved (Rahmi & Mulyadi, 2018). Another factor that can affect a commitment in the organization is employee involvement. Employee involvement is a process of work participation in realizing organizational success (Rahmi & Mulyadi, 2018).

Sariningtyas & Sulistiyani (2016) defines intrinsic motivation as motivation or encouragement that encourages a person to excel that originates within the individual, in the form of awareness of the importance of the benefits or meaning of the work being carried out. Research conducted by Rikmaratri & Prohimi (2018) explains that transformational leadership has no effect on organizational commitment, as well as research conducted by Marliani, Siagian (2017) also shows that work involvement has no effect on organizational commitment, and research conducted by Zun Rahayu & Irfan (2021) shows that intrinsic motivation has no effect on organizational commitment.

Transformational leadership

Transformational leadership is leadership that motivates employees and provides rewards, in that way employees will feel motivated to work well. Transformational leadership is leadership that can motivate subordinates by calling out their interests. This leadership is a leadership style that must adjust the behavior and attitudes of its employees (Jufrizen & Lubis, 2020).

Banai & Reisel (2007) say that transformational leadership is a way for a leader to provide direction and influence to his subordinates. A supportive leader's attitude also helps facilitate employee achievement at work by guiding subordinates to work effectively and efficiently. Transformational leadership is one way to create employee interest, assist decision making, minimize mistakes that have occurred and provide realistic plans for the next steps.

Work Involvement

Job involvement can be associated with important work outcomes, such as commitment to their superiors, increased satisfaction from work effort, reduced absenteeism, increased organizational citizenship i.e. going above and beyond what is required at work and reducing turnover intentions (Antonopoulou et al., 2021) .

One way for organizations to solve this problem is to use machine learning technology to predict employee engagement so that leaders and their HR can take proactive action or plan succession for preservation (Antonopoulou et al., 2021).

Intrinsic Motivation

Intrinsic motivation is an impulse that arises in a person himself through feelings or because there is another motivation. Intrinsic motivation is inherent, because it drives the direction of individual behavior and self-determination (Samuel & Douglas, 1977). Self-determination is important in the development of beings to become more and more refined in their reflection of experience.

In working or carrying out a job or task a member of the organization must always have motivation or encouragement, as defined that motivation is a psychological drive that controls one's level of effort, as well as one's persistence in facing the obstacles one faces at work (Safaa, 2018).

Motivation is something in humans that gives energy, activates and moves towards the level of practice to achieve certain goals. The spirit of an organization member is measured by the motivation they get. So that a member of the organization who does not have the enthusiasm to work is likely to get the motivation that they get has not had a very good impact on them.

Organizational Commitment

Eliyana et al. (2019) defines organizational commitment as the stage where employees acknowledge a particular group with goals, and wish to maintain status as a member of the group. Eliyana et al. (2019) defines it as a strong will to remain a member of a group, a willingness to work hard as an organizational goal, a certain willingness to accept organizational values and goals. In other words, it is a behavior that reflects the loyalty of an employee to the organization and the next stage where members of the organization express concern for the organization, its success and further development

Organizational Commitment plays a very important role in organizations and companies that affect the attitudes and work performance of employees. Therefore, commitment is very important in employees to carry out obligations and demands at work, in accountability for work. Organizational commitment is an important tool for improving employee performance in the organization, this understanding is emphasized by Azmi et al., (2020).

In building an organization in companies and government agencies must have a leader to run the organization. A leader who has the attitudes and traits of an inherent transformational leader will make a better organizational commitment. Organizational commitment is not only based on good performance results, but also lies in how a leader provides openness, a leader who is always an inspiration and a leader who is willing to accept ideas and best practices that will later improve the standards of the institution or company.

Research said by Bano Fakhra Batool (2013) shows that transformational leadership has a positive and significant effect on organizational commitment, as well as research with research conducted by Baek-Kyoo et al. (2016) showed that transformational leadership has a positive and significant influence on organizational commitment. This means that if a leader gives good

direction and influence to his subordinates, it will create an employee's commitment to the organization where they work.

Hypothesis 1: The transformational leadership has a positive and significant effect on organizational commitment

Workers are employees who have a relationship between effort, ability and perception of the task. completion of high employee work as a step towards the process of achieving the desired organizational goals, especially in commitment to an organization. Work difficulties do not only refer to an employee who shows that they are employees of the agency or company, but employees who can identify themselves in their work and consider work as an important thing in their life. Therefore, employees who have a high sense of work involvement will also have a good effect on organizational commitment in their work.

The results of research conducted by Collins Badu & Ofei (2018) show that work involvement has a positive effect on organizational commitment. This includes research conducted by Jalal (2016) showing that work involvement has a positive effect on organizational commitment.

Hypothesis 2: employee warnings have a positive and significant effect on organizational warnings

Motivation is a construction or as a tool in an organization. The active role of motivation in a person is very important, especially in organizational commitment. Among them the active role of intrinsic motivation is to build an organization that will later have a good effect on the commitment of the organization.

Research conducted by Faisal N. et al. (2017) showed that intrinsic motivation has a positive and significant effect on organizational commitment. That is, an employee or employees who have intrinsic motivation is most likely that the employee is embedded in their organizational commitment to the organization where they work.

Hypothesis 3: Intrinsic motivation has a positive and significant effect on organizational commitment

In forming a strong organizational commitment, many factors can influence it, one of which is by having a leader who is open, visionary, has the ability to adapt to create positive change. In addition, employee work involvement must be owned by an employee at work. Then another factor that can also be in motivation or encouragement within them. Of these three factors if done well, good organizational commitment will also be formed in an employee in the company or their agency.

Research conducted by Rahmi & Mulyadi (2018) shows that transformational leadership, work involvement, and intrinsic motivation affect organizational commitment. Transformational leadership is able to inspire others to see the future with optimism. Transformational leadership as a leadership pattern that can motivate employees by bringing high ideals and values to achieve the vision and mission of the organization which is the basis for establishing trust in leaders. Likewise, research conducted by Desak Made & I Gusti Salit (2018) shows that transformational leadership, work involvement, and intrinsic motivation have a positive and significant effect on organizational commitment.

Hypothesis 4: Transformational leadership, employee involvement, intrinsic motivation simultaneously has a positive and significant effect on organizational commitment

Methodology

This study uses a quantitative approach. The population and sample are employees of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Bantul Regency, with a total of 75 people. Tests include validity and reliability tests, classic assumption tests, and hypothesis testing. Data collection used a survey method with a questionnaire instrument directly. Measurement of transformational leadership variables includes ideal leaders, leaders who can set an example for employees, and leaders who can motivate employees (Suryana et al., 2010), measurements of work involvement include physical involvement, emotional involvement, and cognitive involvement (rich, lepine , & Crawford, 2010), and measurements of intrinsic motivation include the need for appreciation, the need for task challenges, the need to work better, the need to work together, the need to be involved in important organizational matters, the need to establish good relationships with colleagues, the need to participate in the decision-making process, and The need to provide direction (Wulandari & Prayitno, 2017) and Measurement of organizational commitment includes Affective Commitment, Continuance Commitment, and Normative Commitment (Vipraprastha et al., (2018).

Results and Discussion

The characteristics of the respondents are shown in table 1. The number of respondents was 75 people consisting of 34 men (54.3%) and 41 women (54.7%). Marital status included 17 respondents (22.7%) not married, 58 respondents (77.3%) who were married. Age includes 20-30 years 28 respondents (37.3%), 31-40 years 21 respondents (28%), 41-50 years 20 respondents (26.7%), and over 50 years 6 respondents (8%). For high school/equivalent education 17 respondents (22.7%), D1/D2/D3/D4 14 respondents (18.7%), and S1/S2/S3 44 respondents (58.7%). And for length of work 1-5 years 30 respondents (40%), 6-10 years 18 respondents (24%), 11-15 years 14 respondents (18.7%) and more than 15 years 13 respondents (17.3%).

Table 1. Characteristics of Respondents

Characteristics of Respondents		Frequency	Percentage (%)
Gender	Male	34	45,3
	Female	41	54,7
Marital status	Not married yet	17	22,7
	Married	58	77,3
Age	20 years-30 years	28	37,3
	31 years-40 years	21	28,0
	41 years-50 years	20	26,7
	over 50 years	6	8,0

Education	High School/Equivalent	17	22,7
	D1/D2/D3/D4	14	18,7
	S1/S2/S3	44	58,7
Length of work	1-5 yerars	30	40,0
	6-10 years	18	24,0
	11-15 years	14	18,7
	more than 15 years	13	17,3

Source: Primary data processed in 2022.

Results of Validity Test Table 2. Shows the r-count of transformational leadership (0.643 to 0.795), work involvement (0.811 to 0.743), intrinsic motivation (0.679 to 0.747), and organizational commitment (0.745 to 0.709). All variable items in this study showed results greater than the r-table value (α 5%) 0.1914 or all items were declared valid. Cronbach's Alpha Value Based on Stand. Transformational leadership (0.860), work involvement (0.872), intrinsic motivation (0.891), and organizational commitment (0.879) > 0.6 so that the research instrument is declared reliable.

Table 2. Data Quality Test Results

Transformational Leadership (TL)	Work Involvement (WI)	Intrinsic Motivation (IM)	Organizational Commitment (OC)
TL.1	0.643	WI.1 0.811	IM.1 0.679
TL.2	0.747	WI.2 0.814	IM.2 0.812
TL.3	0.875	WI.3 0.867	IM.3 0.771
TL.4	0.746	WI.4 0.742	IM.4 0.768
TL.5	0.791	WI.5 0.701	IM.5 0.709
TL.6	0.795	WI.6 0.743	IM.6 0.780
		IM.7 0.759	OC.7 0.709
		IM.8 0.747	
<i>Cronbach's Alpha</i>	0,860	0,872	0,891
			0,879

Source: Primary data processed in 2022.

The results of the classical assumption test are in Table 3. The normality test (Kolmogorov-Smirnov Test, $Asymp.sig > 0.05$) shows that the residual data is normally distributed. The test results show that there is no heteroscedasticity in the regression model (Glejser test > 0.05). Multicollinearity does not occur in the regression model with tolerance > 0.10 and VIF < 10.

Table 3. Classical Assumption Test Results

Independent	Dependent	Kolmogotov-Smirnov Test		Glejser Test		Multicollinearity	
		Z	Asymp-Sig	T	sig	Tol.	VIF
Transformational leadership	OC	0.090	0.200	-	0,070	0,546	1,833

Work involvement	1,491	0,146	0,933	1,072
Intrinsic motivation	1,414	0,167	0,570	1,753

Source: Primary data processed in 2022.

The test results in Table 4 show that transformational leadership has a t value (3.519) with a probability of 0.001 <0.05 or H1 is accepted. Work involvement has a t value (-0.840) with a probability of 0.403 >0.05 or H2 is rejected. Intrinsic motivation has a t value (3.986) with a probability of 0.000 <0.05 or H3 is accepted. Transformational leadership, work involvement, and intrinsic motivation have an effective contribution with a coefficient of determination on organizational commitment of 51.6%, the remaining 48.4% is explained by factors outside the scope of this research model.

Table 4. Hypothesis Test Results

H	Model	Unstandardized Coefficients		Stand. Coefficients	T	Sig.	Adj.R ²
		B	std. Error	Beta			
		(Constant)	5,533	3,571			
H1	Transformational leadership	0,437	0,124	0,385	3,519	0,001	0.516
H2	Work involvement	-0,079	0,094	-0,070	-0,840	0,403	
H3	Intrinsic motivation	0,427	0,107	0,427	3,986	0,000	

Dependent Variable: Organizational Commitment

Source: Primary data processed in 2022.

Hypothesis 1 which states that transformational leadership has a positive effect on commitment is in line with the results of research conducted by Bano Fakhra Batool (2013) which states that democratic leadership has a positive effect on organizational commitment. There are two statements that have a low score from transformational leadership and can still be improved, namely on items namely "leaders are my role models in agencies or companies" (mean = 4.25), "leaders communicate about clear work" (mean = 4.21) , and "my leader gives an example of the right way of working" (mean = 4.19). There are three items that get high scores, "the leaders arouse my enthusiasm to do the job" (mean = 4.00) and "the leaders encourage me to use creativity in getting the job done" (mean = 4.03). A leader who has a transparent or open nature about work to his subordinates will have an impact, namely increasing the organizational commitment of his employees.

Hypothesis 2 which states that work involvement has a positive effect on organizational commitment is rejected. These results are in line with research conducted by Marliani, Siagian (2017) which also shows that work involvement does not affect organizational commitment. There are two lowest items, namely the item "I am interested in my work" (mean = 4.09), "I am happy with my work" (mean = 4.15). There are statement items that have a high value, namely "at work, my mind is focused on my work" (mean = 4.28), "at work, I concentrate on my work" (mean = 4.24).

The results of testing hypothesis 3 indicate that intrinsic motivation has a positive effect on accepted organizational commitment. These findings confirm the findings made by Faisal N. et al. (2017) showed that intrinsic motivation has a positive effect on organizational commitment. There are two items that have low scores, namely the statement item "I am happy to have good relations with my co-workers" (mean = 4.23), "I am happy that the results of my work are used as a reference for evaluation by my co-workers" (mean = 4.24). There are two items that have high scores, namely on the item "I like working in a team" (mean = 4.39), "I like being involved in important organizational matters" (mean = 4.32). Strong motivation from within an employee will have a good impact, which will form a strong commitment within the organization.

The strongest variable on organizational commitment is transformational leadership followed by intrinsic motivation. So that from the results of the research above it can be explained that transformational leadership, work involvement, and intrinsic motivation simultaneously influence organizational commitment at the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Bantul Regency. There are two statement items that have low, namely the item statement "I have an emotional connection with the organization where I work" (mean = 4.03), "I feel proud when talking about my work with other people" (mean = 4.07). There are two items with high scores, namely the statement item "I do better things in the organization to stay in the organization" (mean = 4.31), "I find it hard to leave the organization where I work now" (mean = 4.24). with the results of these tests, it can be concluded that transformational leadership, work involvement, and intrinsic motivation have a very large influence on an employee's organizational commitment.

Conclusion

This study aims to examine the effect of transformational leadership, employee involvement, and intrinsic motivation on the organizational commitment of employees of the Department of Cooperatives, Small and Medium Enterprises, Industry and Trade, Bantul Regency. The results of the study show that transformational leadership and intrinsic motivation have a positive effect on organizational commitment. however, on the other hand employee work involvement does not have a positive effect on organizational commitment. So it can be concluded that transformational leadership, employee engagement, and intrinsic motivation have a positive and simultaneous effect on organizational commitment in employees of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Bantul Regency.

Recommendations

Leaders of the Department of Cooperatives, Small and Medium Enterprises, Industry and Trade of Bantul Regency can improve the implementation of the variables of transformational leadership, work involvement, intrinsic motivation, and organizational commitment on items that get low scores if they want to increase organizational commitment. Item values that are still low have been mentioned in the discussion section. The findings of this study are expected to be a reference for future researchers in clarifying organizational commitment.

Acknowledgements or Notes

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