

The Impact of Transformational Leadership and Perceived Organizational Support on Organizational Commitment: The Mediating Role of Employee Engagement

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Abstract

This study aims to determine the influence of transformational leadership, perceived organizational support, and employee engagement of organizational commitment. The survey was conducted at Inspectorate Bekasi. There were 57 respondents selected through purposive sampling method. Respondents are permanent employees in the organization and work for a minimum of five years. Based on the results of research by using multiple regression, and causal step mediation method, it can be conclude : (1) transformational leadership has a positive affects to employee engagement, (2) perceived organizational support has no positive affects to employee engagement, (3) transformational leadership has a positive affects to organizational commitment, (4) perceived organizational commitment has a positive affects to organizational commitment, (5) employee engagement has a positive affects to organizational commitment, (6) employee engagement mediates the relationship between transformational leadership towards organizational commitment, and (7) employee engagement doesn't mediates the relationship between perceived organizational support towards organizational commitment. The implication of this research is if an organization has employees who instill a sense of employee engagement who always proud, enthusiasm of their work, and time feels fast at work will greatly affect organizational commitment. Then, if having a transformational leader that directs the mission to the organization, has a purpose, and expressed a sense of satisfaction in employees will be able to increase the sense of employee engagement and organizational commitment. In addition, organizations that concerning of employees welfare, pride in employees achievement, and appreciate the contribution of employees can also increase organizational commitment in Inspectorate Bekasi.

Keywords

Transformational Leadership, Perceived Organizational Support, Employee Engagement, Organizational Commitment

INTRODUCTION

Human resources are one of the most important assets of an organization's activities. Organizational success in carrying out its vision and mission cannot be separated from the interference of reliable human resources, because human resources are one of the determinants of organizational effectiveness. An organization is required to improve the quality of its resources. Through a good management system employees will be able to improve the quality of resources so that they will become dynamic organizations. However, the reality is that there are still many organizations that have problems due to human resources that actually make a

collapse of the organization. Therefore, leaders and employees are required to have a commitment to support each other to achieve organizational goals.

Robbins (2006: 94) says organizational commitment is the level at which employees associate themselves to an organization, and have a strong desire to maintain membership in the organization. Employees who are committed to serving the organization better, absenteeism and low motivation will decrease (Noordin et al., 2017). The importance of highly committed employees will be a loyal member, more eager to always be present at work, and reduce the level of employee delays, making it easier to achieve

organizational goals. Employees will also act in accordance with the values and rules that exist in the organization. Organizational commitment is important for agencies to reduce turnover, and increase work productivity.

Commitment needs to be instilled in every employee so that the agency's vision and mission can be achieved successfully. Therefore, agencies must know the antecedents of organizational commitment. The antecedent factors include appreciation, communication, empowerment, training and development (Narteh, 2012). Luthans (2006: 249) suggests that organizational attitudes and commitment are also determined by individual variables (age, position in the organization, and disposition), and organization (job design, value, support, and leadership style). Another factor that influences organizational commitment is employee engagement (Agyemang and Ofei, 2013). The better perceived employee engagement, the higher organizational commitment will be (Pamungkas et al., 2015). Vice versa, the worse the employee engagement, the lower organizational commitment will be.

There are so many antecedents of organizational commitment, but in this study only includes transformational leadership factors, perceptions of organizational support, and employee engagement as antecedents of organizational commitment. This is explained in Meyer's study and Allen (1991) leadership can be used as an antecedent of organizational commitment. Transformational leaders are able to display good interpersonal relationships, and will influence the organizational commitment of employees (Jain and Duggal, 2015). Transformed leadership will try their best to influence subordinates to follow directions and commit. Yukl (2010: 305) says transformational leadership is a leadership behavior that is able to influence followers to feel trust, admiration, loyalty to leaders, where leaders motivate workers to appear beyond their expectations. The influence given by transformational leaders to their followers will be able to underlie better performance and commitment.

Organizational commitment is also strongly influenced by perceptions of organizational support. The most important factor that can lead to organizational failure is the lack of commitment of the people involved. Usually this happens because there

is no support from the organization. Therefore, organizations must improve performance through providing adequate organizational support. Hakkak and Ghodsi (2013) in Donald et al. (2016) defines perceptions of organizational support as the support or cooperation needed to do work successfully. Muse and Stamper (2007) say the perception of organizational support is the extent to which employees perceive that their contributions are valued by organizations, and organizations care about their welfare. Aube et al. (2007) suggested that research on perceptions of organizational support and organizational commitment had been carried out in various fields of organization, such as manufacturing, non-manufacturing, health, and education. The results of research from Fahrizal and Utama (2017) show that perceptions of organizational support have a positive and significant effect on organizational commitment. Perceptions of organizational support prove to be very important for employees in the workplace.

In addition to transformational leadership and perceptions of organizational support, employee engagement is also an antecedent of organizational commitment. The effect of employee engagement as an antecedent factor in organizational commitment reinforced by research from Agyemang and Ofei (2013) says that there is a significant relationship between employee engagement and organizational commitment. Robbins (2006: 94) says employee engagement is the level at which employees associate themselves with their jobs, actively participate in them, and consider their performance important for their values. High employee engagement means connecting to someone's specific job, while commitment to a high organization means linking to an organization that employs it. Schaufeli and Bakker (2004) in Agyemang and Ofei (2013) state that employees who feel "engaged" will be very energetic and put their hearts into doing their work with diligence and will, there is a feeling of enthusiasm, full of inspiration, and challenge and even full concentration pay attention to time.

In the previous study explained that employee engagement can be a mediating variable between leadership and organizational commitment (Dajani, 2015), and perceptions of organizational support with organizational commitment (Saks, 2006). Dajani (2015), antecedents of employee engagement include leadership,

organizational justice, compensation, work procedures and training and development. The consequences of that research are performance, and organizational commitment. Whereas, research from Saks (2006) suggests antecedents of employee engagement are work characteristics, perceptions of organizational support, perceptions of supervisor support, appreciation and recognition, procedural justice, and distributive justice. The consequences of the study were variables of job satisfaction, organizational commitment, desire to stop work, and organizational citizenship behavior.

This research is based on the research of Saks (2006) and Dajani (2015). It's just that leadership used as an antecedent is more specifically transformational leadership. This is because, Bass (1996; 1997) in Yukl (2010: 306) explains that the most effective leadership in any situation or culture is transformational leadership. Then, Nurhayati (2012) says transformational leadership is defined as the most true leadership. In addition, according to research by Raja and Palanichamy (2012), transformational leadership style has more influence on organizational commitment than transactional leadership style.

This test is also supported by research from Datche and Mukulu (2015) which state that transformational leadership is positively related to employee engagement. Then the research from Raja and Palanichamy (2012) which states that transformational leadership is positively and very significantly related to organizational commitment, and Agyemang and Ofei (2013) show that there is a positive relationship between employee engagement and organizational commitment. The study was conducted to be more comprehensive.

Samples that are commonly used in organizational commitment research were previously more dominant in private organizations including research from Dixit and Bhati, 2012; Mehrabi et al., 2013; Milgo et al., 2014; Humala, 2014; Pamungkas et al., 2015; Mesu et al., 2015; Mitic et al., 2016; Prutina, 2016; Sinha et al., 2017; and Fahrizal and Main 2017. However, there are not many studies in government organizations that are bureaucratic in nature. Government organizations have different characteristics with private organizations. At its target, private organizations focus on business profits as much as possible and provide services to certain people (limited).

Meanwhile, government organizations prioritize the welfare of the community to provide services to the community / public or intended for all levels of society (Bastian, 2005: 75).

Robbins and Judge (2008: 226) say bureaucracy is a structure with very routine operational tasks that are achieved through very formal specialization, rules and provisions, tasks grouped into various functional departments, centralized authority, a range that returns narrow, and decision making through the chain of command. Permana (2015) said that bureaucratic government organizations need to make improvements to their human resources, because there are still many officials or members who do not carry out their responsibilities properly. Improvement of human resources in the government requires agencies that are in charge of providing supervision and guidance so that there is awareness of the members or officials of their obligations to carry out work that is not originating and is committed to what is done.

One of the government organizations is the Bekasi City Inspectorate. The Bekasi City Inspectorate uses standardized work processes, central decision making is centered, and needs to unite several specificities in functional departments to produce perfect work. Inspectorate is an organization that supervises and conducts guidance to improve the utilization of state apparatus in carrying out general government tasks towards the realization of good and clean governance. Because of this, the Inspectorate has the responsibility to properly audit other agencies in order to make changes to the audited agency so that officials or members of the agency carry out their responsibilities properly.

In carrying out operational tasks at the Inspectorate carried out by forming a team consisting of structural and functional positions. So, when carrying out the task requires commitment from all teams formed in the agency to always be responsible to the boss and colleagues in providing reports on the results of the work. Because even though the work is formed from a team, it is very dependent on the participation of individuals who each make an individual report of the examination as a basis for compiling the work team report. Thus, initiative and participation of individuals is important so as not to provide results of reports originating and can provide

changes and improvements to the agency audited.

Based on the relevance of several theories, and the results of previous research, the researchers are interested in conducting research on "The Effect of Transformational Leadership and Perception of Organizational Support on Organizational Commitments with Employee Engagement as Mediation" at the Bekasi City Inspectorate.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Organizational Commitment

Porter and Smith (1977) in Mowday et al. (1979) argue that organizational commitment is defined as the power of identifying individuals with their involvement in an organization. Then, Robbins (2006: 94) describes organizational commitment as the level at which employees associate themselves with certain organizations and objectives, and hope to maintain their membership in the organization.

Organizational commitment is an attitude, different from employee engagement which is the level of an employee fusing with his job (Ulfa, 2013). Robbins (2006: 94) says that high employee engagement means linking oneself to someone's specific job, while high organizational commitment means linking to an organization that employs it. This is in line with what Martha (2011) stated in Ulfa (2013) that employee engagement is different from organizational commitment. Organizational commitment is related to attitude and closeness to the organization. Meanwhile, employee engagement is not an attitude, but the level at which individuals have more attention in carrying out roles in their work environment.

Dimensions of Organizational Commitment according to Mowday et al. (1979) can be divided into three components: (1) The desire to maintain membership in the organization; (2) Confidence and acceptance of organizational values and objectives; and (3) Willingness to work hard as part of the organization.

Employee Engagement

Understanding of Robbins (2006: 94) regarding employee engagement is the level at which employees relate themselves to their jobs, actively participate in them, and consider their performance important for their values. Whereas, Schaufeli et al. (2002) defines employee engagement as a positive,

satisfying, and relationship-related state of mind characterized by strength, dedication, and absorption. In addition, Khan (1990) in Schaufeli et al. (2002) who said that employee engagement is the self-utilization of organizational members for their job roles, and individuals employ and express themselves physically, cognitively, and emotionally while carrying out roles in the organization.

The dimensions of the Employee Engagement according to Schaufeli et al. (2002) in Siswono (2016) states that there are three dimensions of employee engagement, namely: (1) Vigor, can be assessed from the enthusiasm shown by employees to do their jobs, high energy when working, willingness to try, and perseverance in face difficulties in working; (2) Dedication, refers to someone's involvement in work and doing the work with a sense of meaning, enthusiasm, and pride; and (3) Absorption, is an aspect that refers to the concentration and seriousness of work, enjoying work so that time feels passed so quickly when working and feels difficult to get away from work so that it forgets everything around it.

Transformational Leadership

Yukl (2010: 305) says transformational leadership is a leadership behavior that can influence followers to feel trust, admiration, and loyalty to leaders, where leaders motivate workers to appear above their expectations. Leaders change and motivate followers by: (1) making employees realize how important their duties are; (2) persuading employees to make more important the interests of the team or organization compared to personal interests; and (3) activating higher employee needs.

The dimensions of transformational leadership according to Bass and Avolio (2003) in Atmojo (2012) are as follows: (1) Idealized Influence (Charisma), this influence is related to how subordinates react to leaders, where subordinates are influenced because leaders have charisma and are used as role model; (2) Inspirational Motivation, leader behavior including optimism, enthusiasm and the ability to always show positive thoughts such as acting by motivating subordinates, inspiring subordinates; (3) Intellectual Stimulation, transformational leaders think innovative and are able to provide a new way of looking at solving a problem and encourage subordinates to be more creative at work;

and (4) Individualized Considerations (Individual Considerations), leaders train, give advice and personal attention that is shown directly to subordinates and respects their caring attitude in an organization.

Perception of Organizational Support

Muse and Stamper (2007) say the perception of organizational support is the extent to which employees perceive that their contributions are valued by organizations, and organizations care about their welfare. Whereas, Mujiasih (2015) defines perceptions of organizational support as employees' perceptions of how far the organization gives support to employees and the extent of the organization's readiness to provide assistance when needed. Eisenberger et al. (2002) in Mujiasih (2015) said that organizational support for employees can be in the form of: (1) reliable organizations; (2) trustworthy organizations; (3) organizations that think about member interests; and (4) organizations that pay attention to the welfare of members.

Research by Eisenberger et al. (1986) in Rhoades and Eisenberger (2002) produce three main dimensions on perceptions of organizational support, namely: (1) Justice, related to the way applied to distribute resources among employees (Greenberg, 1990 in Rhoades and Eisenberger, 2002); (2) Supervisor support, employees have a perception of the extent to which supervisors value contributions and care for the welfare of employees (Kottke and Sharafinski, 1988 in Rhoades and Eisenberger, 2002); and (3) Organizational Awards and Working Conditions, forms of organizational rewards and working conditions, namely: training, recognition, salary and promotion, security, role stressor, organizational size, and autonomy.

Hypothesis

H1: Transformational leadership has a positive effect on employee engagement

H2: Perception of organizational support has a positive effect on employee engagement

H3: Transformational leadership has a positive effect on organizational commitment

H4: Perception of organizational support has a positive effect on organizational commitment

H5: Employee engagement has a positive effect on organizational commitment

H6: Employee engagement mediates transformational leadership towards organizational commitment

H7: Employee engagement mediates perceptions of organizational support for organizational commitment

METHOD

Research Design

This research is quantitative research using survey methods at Bekasi City Inspectorate employees. The study took place at the Bekasi City Inspectorate, having its address at Jln. Rawa Tembaga No.1, Marga Jaya, Bekasi Selatan, Kota Bekasi, West Java. Data collection methods using questionnaires and literature. On the questionnaire, a Likert scale is used where the respondent will choose one of the answers that feels the most appropriate with the question / statement. Whereas, data sources use primary data and secondary data.

Object of Research

The object of the research is organizational commitment with the factors that influence it, namely transformational leadership variables, perceptions of organizational support, and employee engagement.

Research Population and Samples

The population of this study is the Employees of Bekasi City Inspectorate, amounting to 88 people. In this study the sample was taken by non-probability sampling technique, namely purposive sampling method. The criteria used as the research sample are as follows:

1. Is a permanent employee in the organization (not honorary), and
2. Work in an organization for at least 5 years (Saks, 2006)

Through the two criteria above, Bekasi City Inspectorate employees have 57 people who can be used as research samples.

Data Collection Technique

1. Multiple Regression Analysis

Transformational Leadership Regression Analysis and Perception of Organizational Support for Employee Engagement

$$m = \alpha + b_1x_1 + b_2x_2 + e$$

Regression Analysis of Transformational Leadership and Perception of Organizational Support on Organizational Commitments

$$Y = \alpha + b_1x_1 + b_2x_2 + e$$

Analysis of Employee Engagement Regression on Organizational Commitments

$$Y = \alpha + bm + e$$

Information :

α = constant

x_1 = Transformational leadership

x_2 = Perception of organizational support

m = Employee engagement

b = Coefficient for regression m

b_1 = Coefficient for regression x_1

b_2 = Coefficient for x_2 regression

e = Error rate

2. Model Feasibility Test

Adjusted R Square (R^2_{adj}), is a coefficient of determination that has been adjusted, so that the coefficient has been corrected by including the elements of the number of variables and sample size used (Suliyanto, 2011: 43).

Test f , To be able to conclude the model includes the fit category, the value of F count > F table with $df: (k-1), (n-k)$.

Hypothesis Testing, if t count > from t table, then the proposed hypothesis can be accepted. Whereas, if t count < t table, then the proposed hypothesis is rejected.

3. Mediation Testing with Causal Step

Mediation testing is carried out by the causal method developed by Baron and Kenny in 1986. The requirements for testing mediating variables are as follows: first, the X variable has a significant effect on the Y variable; second, X variable has a significant effect on variable M ; third, the variable M has a significant effect on variable Y .

Variable M can be stated as mediating variable X towards Y perfectly (perfect mediation) or it can be said also as partial mediation. Perfect Mediation is a condition if after entering variable M , the effect of variable X to Y becomes 0, or if after entering variable M , the effect of X on Y at the beginning is significantly insignificant. Meanwhile, Partial Mediation is a condition if after entering variable M , the effect of variable X to Y decreases but does not become zero, or if after entering variable M , the effect of variable X on Y remains significant but the regression coefficient decreases.

RESULT

Regression Analysis Test

Effect of Transformational Leadership and Perception of Organizational Support on Employee Engagement

Table 1. Regression Analysis Test

Variable	Coef	t_{test}	t_{table}
TL	0.288	2.322	1.674
POS	0.003	0.018	1.674
Constanta = 38.537			
Adjusted R^2 = 0.127			
$F_{test} = 5.059$			

Adjusted R Square is 0.127, meaning that as many as 12.7% variations in changes in employee employee engagement can be explained by transformational leadership variables and perceptions of organizational support, while the remaining 87.3% can be explained by variations in other variables not present in the study.

Then, the output of the calculated F value is $5.059 > F$ table: $(k-1), (nk) = (4-1), (57-4) = 2.78$ indicating that transformational leadership variables and perceptions of organizational support simultaneously have significant effect on employee engagement, or it can be stated that the multiple regression model formed fits (fit) with the research data.

Table 1 also shows summary results for testing the first hypothesis and the second hypothesis. Here is the explanation:

First Hypothesis: The results show that transformational leadership has a significant effect on employee engagement ($B = 0.288$; and t count = $2.322 > t$ table: $n-k = 57-3 = 54$ (one tailed) = 1.674). So, the first hypothesis which states that transformational leadership has a positive effect on employee engagement is supported.

Second Hypothesis: The results show that perceptions of organizational support do not significantly influence employee engagement ($B = 0.003$; and t count = $0.018 < t$ table: $n-k = 57-3 = 54$ (one tailed) = 1.674). So, the second hypothesis which states that the perception of organizational support has a positive effect on employee engagement is not supported.

Effects of Transformational Leadership and Perception of Organizational Support on Organizational Commitments.

Table 2. Regression Analysis Effects of X_1 and X_2 on Y

Variable	Coef	t_{test}	t_{table}
TR (X_1)	0.368	6.482	1.674
POS (X_2)	0.216	2.700	1.674
Constanta = 10.118			
Adjusted R^2 = 0.705			
$F_{hitung} = 67.842$			

Adjusted R Square is 0.705, meaning that as many as 70.5% variations in changes in employee organizational commitment can be explained by transformational leadership variables and perceptions of organizational support, while the remaining 29.5% can be explained by variations in other variables not present in the study.

Then, the output of the calculated F value is $67.842 > F$ table: $(k-1), (nk) = (4-1), (57-4) =$

2.78 indicating that the regression model formed fits (fit) with the research data .

Table 6 also shows summary results for testing the third hypothesis and fourth hypothesis. Here is the explanation:

Third Hypothesis: The results show that transformational leadership has a significant effect on organizational commitment ($B = 0.368$; and $t \text{ count} = 6.482 > t \text{ table: } n-k = 57-4 = 53 \text{ (one tailed)} = 1,674$). So, the first hypothesis which states that transformational leadership has a positive effect on organizational commitment is supported.

Fourth Hypothesis: The results show that perceptions of organizational support do not significantly influence organizational commitment ($B = 0.216$; and $t \text{ count} = 2.700 > t \text{ table: } n-k = 57-4 = 53 \text{ (one tailed)} = 1,674$). So, the second hypothesis which states that the perception of organizational support has a positive effect on organizational commitment is supported. 754, meaning that as many as 75.4% variations in changes in employee organizational commitment can be explained by transformational leadership variables and perceptions of organizational support, while the remaining 24.6% can be explained by variations others that were not in the study.

Effect of Employee Engagement on Organizational Commitments.

Table 3. M Effect Regression Analysis of Y

Variable	Coef	t _{test}	t _{table}
Employee Engagement (M)	0.422	4.710	1.674
Constanta	22.200		
Adjusted R ²	= 0.274		
F _{test}	= 22.185		

Adjusted R Square is 0.274, meaning that as many as 24.7% variations in changes in employee organizational commitment can be explained by employee engagement variables, while the remaining 72.6% can be explained by variations in other variables not present in the study.

Then, the output of the calculated F value is 22,185 > F table: $(k-1), (nk) = (4-1), (57-4) = 2.78$ indicating that the regression model formed fits (fit) with the research data .

Table 3 also shows summary results for testing the fifth hypothesis. Here is the explanation:

Fifth Hypothesis: The results show that employee engagement has a significant effect on organizational commitment ($B = 0.422$; and $t \text{ count} = 4.710 > t \text{ table: } n-k = 57-4 = 53 \text{ (one tailed)} = 1,674$). So, the fifth

hypothesis which states that employee engagement has a positive effect on supported organizational commitment.

Mediation Testing

The testing requirements for mediating variables are as follows:

1. Variable X (transformational leadership or perceptions of organizational support) have a significant effect on variable Y (organizational commitment);
2. Variable X (transformational leadership or perceived organizational support) has a significant effect on employee engagement variables;
3. The variable M (employee engagement) has a significant effect on variable Y (organizational commitment).

Based on the results of the analysis above, it is known that transformational leadership influences organizational commitment and after entering the employee engagement variable decreases but does not become zero, or it can be said after entering the variable employee engagement, the influence of transformational leadership on organizational commitment is initially significant (partial mediation) . The sixth hypothesis is supported.

Seventh Hypothesis: Testing the effect of mediating employee engagement on the relationship between perceived organizational support and organizational commitment does not meet mediation. Because, the relationship of perceptions of organizational support with employee engagement is not significant. So that it can be said, employee engagement does not mediate the perception of organizational support with organizational commitment. The seventh hypothesis is not supported.

Discussion

Transformational Leadership Has Significant Effects on Employee Engagement

Based on table above it is known that $t \text{ count} > t \text{ table}$ so that the hypothesis is accepted. This explains that transformational leadership has a positive and significant effect on employee engagement.

Through an analysis of the distribution of answers to transformational leadership variables, it can be seen, overall respondents have a level of evaluation of transformational leadership that is not too low but also not high. Three indicators that have high average values related to directing the task / mission

of the agency, having goals, and expressing satisfaction. This means that respondents perceive with leaders who have the attitude to direct the task or mission of the agency, have future direction and goals for the organization, and always express satisfaction at the work of subordinates will encourage an attitude full of energy in work, diligent in facing difficulties, enthusiastic and proud at work, and sink into work.

Organizational Support Perception Has No Significant Effect on Employee Engagement

Based on table above it is known that $t_{count} < t_{table}$ so that the hypothesis is not accepted. This explains that the perception of organizational support does not have a significant effect on employee engagement.

Through analysis of the data, it can be seen that the perception of organizational support does not provide a good increase in employee engagement for employees. Because, the Bekasi City Inspectorate is a government agency so the decision to support its organization comes from the center. In other words, the perception of employee organization support at the Bekasi City Inspectorate is employee perceptions of organizational support originating from external organizations, so organizational support is not something that is under the authority of the Bekasi City Inspectorate. While employee engagement is the awareness of employees to be tied to their work, and work harder for the internal organization of the Bekasi City Inspectorate.

Transformational Leadership Has Significant Effects on Organizational Commitment

Based on table above it is known that $t_{count} > t_{table}$ so that the hypothesis is accepted. This explains that transformational leadership has a positive and significant effect on organizational commitment.

Through an analysis of the distribution of answers to transformational leadership variables, it can be seen, overall respondents have a level of evaluation of transformational leadership that is not too low but also not high. Three indicators that have high average values related to directing the task / mission of the agency, having goals, and expressing satisfaction. This means that respondents perceive with leaders who have the attitude to direct the task or mission of the agency, have future direction and goals for the organization, and always express satisfaction at subordinate work will encourage employee

attitudes to defend themselves in the organization, be proud of the organization, believe in values organization, care for the sustainability of the organization, and accept all types of work at the Bekasi City Inspectorate.

Organizational Support Perception Significantly Influences Organizational Commitment

Based on table above it is known that $t_{count} > t_{table}$ so that the hypothesis is accepted. This explains that perceptions of organizational support have a positive and significant effect on organizational commitment.

Through analysis of the distribution of answers, perceptions of organizational support variables can be known, overall respondents have a low level of assessment of perceptions of organizational support. The perception of organizational support with the lowest value is an organization that provides assistance to employees. The alternative that can be done to improve this is through three indicators, namely with organizations that care for welfare, organizations are proud of employee achievements, and organizations value contributions. This means that if respondents perceive organizations that have a caring attitude towards the welfare of their employees, organizations that are always proud of the work performance of employees, and organizations that value the work contribution of employees at the Bekasi Inspectorate will increase pride in the organization, feel a mission with the organization, performance increases, cares for the organization, and persists in employee organizations.

Employee Engagement Significantly Influences Organizational Commitment

Based on table above it is known that $t_{count} > t_{table}$ so that the hypothesis is accepted. This explains that employee engagement has a positive and significant effect on organizational commitment.

Through the analysis of the distribution of employee engagement variable answers can be seen, overall respondents had a level of assessment of employee engagement that was not too low but also not high. Three indicators that have high average scores related to pride in work, enthusiasm for work, and time not felt when working. This means that respondents perceive by instilling a proud attitude towards the work done, enthusiasm for each job, and feeling that time is not felt at work will increase the sense of

giving the best performance to the organization, increasingly confident with the organization, caring for the organization, proud and always giving the best performance at the Bekasi City Inspectorate.

Employee engagement mediates Transformational Leadership towards Organizational Commitment

Based on the requirements of testing mediating variables and figure 6 above, it is known that the hypothesis is accepted. This explains that employee engagement mediates positively the relationship between transformational leadership and perceived organizational support for organizational commitment.

Through the analysis of the distribution of answers, it can be seen, the highest value of transformational leadership indicators that have an attitude to direct agency tasks or missions, have future direction and goals for the organization, and always express satisfaction at subordinate work will encourage employee engagement and organizational commitment at Bekasi Inspectorate. As well as the highest value of the employee engagement indicator instills a proud attitude towards the work that has been done, is enthusiastic about each job, and feels that time is not felt at work will increase organizational commitment at the Bekasi City Inspectorate. Thus, it can be said that even though transformational leadership in the Bekasi City Inspectorate can increase organizational commitment, adding a sense of employee engagement to employees will further enhance organizational commitment at the Bekasi City Inspectorate.

Employee engagement does not mediate perceptions of organizational support for organizational commitment

Based on the requirements of testing the mediating variables above it is known that the hypothesis is not accepted. This explains that employee engagement does not mediate the relationship between transformational leadership and perceptions of organizational support for organizational commitment.

Through an analysis of the distribution of answers, it can be seen, the highest value of the indicator of perception of organizational support, namely organizations that care for welfare, organizations proud of employee achievements, and organizations appreciate the contribution of not being able to increase employee engagement at Bekasi City Inspectorate. Because, the organizational support of the Bekasi City Inspectorate

comes from external organizations. Meanwhile, employee engagement is the awareness of employees to be tied to the internal work of the Bekasi City Inspectorate organization. Even though the highest value of employee engagement indicators are pride in work, enthusiasm for work, and time not felt at work can increase organizational commitment. But it can be said, employees still do not have satisfaction with organizational support, so there is no sense of employee engagement in the organization, and cannot increase a sense of organizational commitment at the Bekasi City Inspectorate.

CONCLUSION

1. Transformational leadership has a positive effect on employee engagement of Bekasi City Inspectorate employees.
2. Perception of organizational support does not affect employee engagement of Bekasi City Inspectorate employees.
3. Transformational leadership has a positive effect on the organizational commitment of Bekasi City Inspectorate employees.
4. Perception of organizational support has a positive effect on the organizational commitment of Bekasi City Inspectorate employees.
5. Employee engagement has a positive effect on the organizational commitment of Bekasi City Inspectorate employees.
6. Employee engagement mediates transformational leadership towards organizational commitment of Bekasi City Inspectorate employees.
7. Employee engagement does not mediate perceptions of organizational support for the organizational commitment of Bekasi City Inspectorate employees.

Implications

The research implications are emphasized on variables that have the greatest and most significant influence on two endogenous variables, namely employee engagement and organizational commitment.

Employee Engagement

The research results show that increasing employee engagement at the Bekasi City Inspectorate is determined by transformational leaders. Priority in becoming a transformational leader that is good in the organization is that employers need to direct employees about the agency's tasks / missions, employers have goals that need to be achieved in the agency, and employers

always express a sense of satisfaction to employees if indeed the employee works well.

Organizational Commitment

The results of the research show that to increase organizational commitment at the Inspectorate of Bekasi City is determined by three factors. The first most influential factor is employee engagement. The priority for employee engagement in the organization to run well is to feel proud of work, foster enthusiasm for work, and at work time feels so fast. Therefore, the Bekasi City Inspectorate needs to implement employee engagement to provide better output in the agency. Like, organizational performance is increasing, work is more organized in organizations because employees are more active in work, employees last long in the organization, reduce turnover, and so on.

In addition to organizational commitment factors, the second factor that influences organizational commitment is transformational leadership. The priority that needs to be made in order to become a transformational leader is to be a boss who always directs employees about the agency's mission, being a boss who has goals in the agency, and being a boss always expresses satisfaction to employees if the employee works well.

Then, the third factor that influences organizational commitment is the perception of organizational support. Priority needs to be taken so that employees feel satisfaction with the organization is to be an organization that cares for the welfare of its employees, becomes an organization that always feels proud of employee achievements, and always respects any contribution from employees

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