

**TRANSACTIONAL LEADERSHIP STYLE, ORGANIZATIONAL JUSTICE AND EMPLOYEE EMPOWERMENT TO EMPLOYEE ORGANIZATIONAL COMMITMENTS IN THE YOGYAKARTA SOCIAL SERVICE**

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**Abstract**

*This study aims to explain transactional leadership, organizational justice and employee empowerment towards employee organizational commitment in the Yogyakarta Social Service office. In this study, the research uses a quantitative approach because the analysis is based on existing theories and is related to the research topic. The theories used by researchers are Transactional leadership theory, Organizational Justice, Employee Empowerment and Organizational Commitment. The sample used was as many as 50 people who were determined by the saturated sample method. The data collection technique used was a questionnaire. The analysis technique used is simple regression with a significant level of 0.05. The results showed that (1) variable, transactional leadership has a positive and significant effect on organizational commitment (2) organizational justice has positive and significant impact on organizational commitment (3) employee empowerment has an effect positive and significant towards organizational commitment. Companies should pay attention to transactional leadership, organizational justice and employee empowerment to increase organizational commitment (4) taransactional leadership, organizational justice and employee empowerment simultaneously towards organizational commitment..*

**Keywords:** Transactional Leadership, Organizational Justice, Employee Empowerment, Organizational Commitment

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**INTRODUCTION**

Human resource (HR) is one of the most important elements for a company. Individual performance is the key to success for an organization, so the role of HR is very important for the sustainability of activities in the company. Ardana, et al. in (Mariani & Sariyathi, 2017) stated that human resources are the most valuable and most important assets or assets owned by an organization, because the success of the organization is largely determined by the human element. (Widayanti & Sariyathi, 2016) states that one of the problems that companies often face regarding human resources is how to keep employees committed to the company. Organizations need to improve themselves to be more effective, so that human resources can work better. The theory of organizational commitment found by Meyer and Allen in (Yusuf & Syarif, 2018) is the Three component model of commitment, which suggests that commitment has three forms that can be divided, namely: continuity, affective, normative. These three things can more be

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expressed as components or dimensions of organizational commitment. Organization members and organizations reflect the different degrees of these three dimensions.

According to (Bagus Asta Iswara Putra & Dewi, 2016) Organizational commitment is the most important element to keep employees in an institution for the success of the institution. Safitri (2014) defines all companies must have high organizational commitment from employees to achieve company goals and employee goals. Commitment can achieve long-term institutional success so it is important to research. (Reskantika, Paminto, & Ulfah, 2019) defines organizational commitment as the persistence of employee appreciation with the will of the organization and involvement of the organization, so that it can be accepted into an attitude and employee actions that bind an employee to remain in his institution. (Shaleh & Firman, 2018) argues that organizational commitment is the comfort of employees to remain committed to the organization, where affective commitment consists of a positive sense of organizational relevance, while continuing commitment includes a willingness to remain a member of the organization from a sense of commitment. According to Shore and Wayne in (Diputri & Rahyuda, 2016) defines organizational commitment as having an attachment to employee attendance, employees who have a willingness to help the organization.

One of the factors that can affect organizational commitment is the leadership we want to achieve goals and characteristics of transactional leadership characterized by the existence of a transactional relationship. Transactional leadership is leadership that motivates subordinates so that subordinates become enthusiastic about working and do reciprocal things where the boss rewards subordinates.

Furthermore, the second factor that affects organizational commitment is organizational justice, Sutrisna and Rahyuda in (Isnanto & Dewi, 2020) argue that to strengthen the sense of commitment in employees, organizations in improving employees can carry out organizational justice which is a balanced design. Gibson et al in (Pane, 2017) describe organizational justice as a level of an employee who is treated equally at the institution where he works. Ogut et al. in (Isnanto & Dewi, 2020) stated that when employees feel that the leader is behaving fairly, the participation of employees and superiors makes work easier and employee support will emerge for decisions made by managers. Bakhshi et al in (I.Gede Edi Sastrawan Mahadi Putra & Indrawati, 2018) obtained results from research that the existence of organizational justice, especially for procedural and distributive justice, can significantly influence organizational commitment. (Karim & Rehman, 2012) found a positive and significant relationship between justice and organizational commitment. Employees will be satisfied with the fair treatment of the company if the procedures, implementation and policies are fair for all employees, so that employees believe in perceived fairness and are able to increase employee commitment within the company.

In addition, the third factor that affects organizational commitment is employee empowerment. According to (Dewi, 2019), empowering employees is carried out by providing opportunities for employees to display their competence and expertise. Jafari et al in his research in (Widayanti & Sariyathi, 2016) explained that there is a positive relationship between employee empowerment and employee commitment. Empowerment means management makes plans to engage employees with the aim of adding.

According to (Astuti, 2017) employee empowerment as high motivation so that employees with high abilities will practice their best ideas. Empowerment is the transfer of authority and responsibility from the empowerment of employees to play an important role in managing employees with the organization. Perceptions of meaningful tasks, autonomy in work, feelings of proficiency in carrying out tasks and perceptions, have a significant

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effect on organizational commitment to the organization. Joo and Shim in (Udayani & Sintaasih, n.d.) found that empowerment has a significant positive effect on the level of employee organizational commitment. The relationship between each dimension of empowerment and organizational commitment was found to be significantly positive.

## RESEARCH METHODS

In this study, the research uses a quantitative approach because the analysis is based on existing theories and is related to the research topic. The theories used by researchers are Transactional leadership theory, Organizational Justice, Employee Empowerment and Organizational Commitment.

Population is a generalization area consisting of objects or subjects having certain qualities and characteristics set by the researcher to study and then drawing conclusions (Sugiyono, 2019). The population of this research is all employees who work in the Yogyakarta Social Service with a total of 50 people.

The sample is part of the number and characteristics of the population. So, the researchers made all the population at the Yogyakarta Social Service as research subjects, because the total population at the Social Service was less than 100.

The data analysis technique in the study used multiple linear regression equation models (Multiple regression analysis) using the SPSS model 16.00 program. Regression analysis is used to determine whether the research hypothesis is proven or not. Multiple linear regression analysis is carried out to determine the effect of the independent variable on the dependent variable.

The multiple linear regression analysis model is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where: Y: Organizational commitment

X1: Transactional Leadership

X2: Organizational Justice

X3: Employee Empowerment

$\beta_0$ : Intercept

e: error

$\beta_1$ : Regression Coefficient.

## RESULTS AND DISCUSSION

### A. Data Quality Test

#### 1. Validity Test Results

The validity test is used to measure the validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the 22 questionnaires (Ghozali, 2011). If r count is greater than r table, then the hypothesis cannot be rejected or valid. In this test, 50 respondents were used to test the validity.

Table 1  
Results of the Validity Test of the Research Variable Items

Variable	Item Questions	R Count	Sig	Information
Transactional Leadership	X1.1	0,828	0,278	Valid
	X1.2	0,888	0,278	Valid
	X1.3	0,907	0,278	Valid
	X1.4	0,838	0,278	Valid
	X1.5	0,862	0,278	Valid
	X1.6	0,888	0,278	Valid
	X1.7	0,809	0,278	Valid
Organizational justice	X2.1	0,876	0,278	Valid
	X2.2	0,844	0,278	Valid
	X2.3	0,847	0,278	Valid
	X2.4	0,884	0,278	Valid
Employee empowerment	X3.1	0,785	0,278	Valid
	X3.2	0,868	0,278	Valid
	X3.3	0,894	0,278	Valid
	X3.4	0,866	0,278	Valid
Organizational Commitment	Y.1	0,799	0,278	Valid
	Y.2	0,819	0,278	Valid
	Y.3	0,784	0,278	Valid
	Y.4	0,765	0,278	Valid
	Y.5	0,894	0,278	Valid
	Y.6	0,791	0,278	Valid
	Y.7	0,781	0,278	Valid

ssed, 2021

Based on the table above, it can be seen that the variables, transactional leadership, organizational justice, Karyawan empowerment and organizational commitment have valid criteria for all statement items with a calculated r value greater than r table, namely 0.278. This shows that each statement on the empowerment variable employees are valid and feasible as research.

## 2. Reliability test

The reliability test is the extent to which the measurement results using the same object will produce the same data (Sugiyono, 2019). The reliability test is carried out jointly on all statements. This test is carried out by comparing the cronbach alpha number with the minimum requirement that cronbach alpha is 0,6 which means that if the cronbach alpha value is > 0.6, it is concluded that the questionnaire is reliable, and if the cronbach alpha value is < 0.6 then it is concluded that the cronbach alpha value is not reliable. Cronbach alpha is searched using the SPSS application program.

Table 2  
Results of the Item Reliability Test – Research Variable Items

Variable	Cronbach's Alpha	Description
Transactional Leadership	0.940	Reliable
Organizational Justice	0.874	Reliable
Karywan Empowerment	0.874	Reliable
Organizational Commitment	0.908	Reliable

Source: Primary data processed, 2021

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of the reliability test results of 50 respondents, it can be seen that the Cronbach's Alpha value of the variable organizational leadership, organizational justice, employee empowerment and organizational commitment can be concluded that all variables in the statement are declared reliable because they have met the required value, namely the Cronbach Alpha value > 0,6.

**B. Classic Assumption Test**

1. Normality Test

This test is to test whether the observations are normally distributed or not, this test uses Kolmogorov Smirnov. The results of the Normality test can be seen in the table below:

Table 3  
Normality Test

		Unstandardized Residual
N		50
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.21542184
	Absolute	.114
Most Extreme Differences	Positive	.107
	Negative	-.114
	Kolmogorov-Smirnov Z	.804
Asymp. Sig. (2-tailed)		.538

Source: Primary data processed, 2021

Based on the table above, it can be seen that the asymp.sig value is 0.538 > 0.05, so it can be concluded that the data is normally distributed.

2. Multicollinearity test

The test aims to determine whether the regression model found a correlation between independent variables. A good regression model should not have correlation between independent variables. To determine the presence or absence of multicollinearity, it can be seen from the Variance Inflation Factor (VIF) and tolerance ( $\alpha$ ) values.

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Table 4  
Multicollinearity test

Variable	Tolerance	VIF	Description
Emotional Intelligence	0,348	2,871	Multicollinearity does not occur
Job Satisfaction	0, .303	3,297	Multicollinearity does not occur
Organizational Support	0, .491	2,038	Multicollinearity does not occur

Source: Primary data processed, 2021

Based on table 4.7, it can be seen that the tolerance value > 0, 10 or the VIF value <10, there is no multicollinearity.

### 3. Heteroscedasticity Test

An important assumption of the classical linear regression model is that the disturbance that occurs in the regression is homoscedasticity, that is, all the disturbances have the same variant. The results of the Heteroscedasticity test can be seen in the following table:

Table 5  
Heteroscedasticity Test

Variable	Sig	Limit	Description
Emotional Intelligence	0,130	>0,05	There is no heteroscedasticity
Job Satisfaction	0,129	>0,05	There is no heteroscedasticity
Organizational Support	0,716	>0,05	There is no heteroscedasticity

Source: Primary data processed, 2021

Based on table 4, it can be seen that the probability value is greater than 5%, thus the variable proposed in the study does not occur heteroscedasticity.

Table 6  
Regression Analyst Results

Model	Unstandardized Coefficients		Standardized T	Sig.
	B	Std. Error	Beta	
(Constant)	-1.973	2.467	-.800	.428
Transactional Leadership Style	.413	.109	.431	3.789 .000
Organizational Justice	.536	.227	.288	2.366 .022
Employee Empowerment	.519	.187	.266	2.772 .008

Source: Primary data processed, 2021

**REGRESSION EQUATION:  $Y = -1,973 + 0,413X_1 + 0,536X_2 + 0,519X_3$**

Table 7  
Result T-test

Variabel	B	t count	Sig t	Description
(Constant)	-1.973			
Transactional Leadership	0,413	3.789	0,000	Signifikan
Organizational Justice	0,536	2.366	0,022	Signifikan
Employee Empowerment	0,519	2.772	0,008	Signifikan

Source: Primary data processed, 2021

Based on the table 7 above, it can be seen that the results of the significance test show that there is a probability value of 0.000 ( $0.000 \leq 0.05$ ). This value can prove that Ha1 is accepted, which means that "Transactional Leadership has a positive effect on Organizational Commitment"

Based on the table 4.18 above, it can be seen that the results of the significance test show that there is a probability value of 0.022 ( $0.022 \leq 0.05$ ). This value can prove that Ha2 is accepted, which means that "Organizational Justice has a positive effect on Organizational Commitment"

Based on the table 4.18 above, it can be seen that the results of the significance test show that there is a probability value of 0.008 ( $0.008 \leq 0.05$ ). This value can prove that Ha3 is accepted, which means that "employee empowerment has a positive effect on Organizational Commitment".

Tabel 8  
Result F-test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	919.503	3	306.501	58.625	.000 <sup>b</sup>
1 Residual	240.497	46	5.228		
Total	1160.000	49			

Source: Primary data processed, 2021

From the results of the F test in table 4.10, it is obtained that the F count is 58,625 and the probability is 0,000. Because sig Fcount <5% ( $0.000 < 0, 05$ ) it can be concluded that Emotional Intelligence, Job Satisfaction and Organizational Support together have an effect on Organizational Commitment.

Table 9  
Result R<sup>2</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 <sup>a</sup>	.793	.779	2.287

Source: Primary data processed, 2021

Based on table 4.11 it shows that the coefficient of determination (Adjusted R2) = 0.779 means that the independent variables jointly affect the dependent variable by 779%, the remaining 22.1% is influenced by other variables not included in the research model.

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## **CONCLUSION**

Based on the results of research and discussion regarding the analysis of the effect of work stress and motivation on performance, the following conclusions can be drawn: the Transaction Leadership Variable (X1) partially shows that there is a significant influence on organizational commitment (Y). The organizational justice variable (X2) partially shows that there is a significant influence on the organizational commitment variable (Y). The employee empowerment variable (X3) partially, shows that there is a significant influence on organizational commitment (Y). The two independent variables, namely transactional leadership (X1), organizational justice (X2), employee empowerment (X3) together (simultaneously) have a significant effect on the dependent, namely employee performance (Y).

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