

Employee Engagement Strategy, Organizational Culture and Transformational Leadership Impact on Organizational Commitment

Satria Nugraha¹, Didin Hikmah Perkasa², Nur Vitriani³

¹ Universitas Dian Nusantara

² Universitas Paramadina

³ SMKN 16 Jakarta

¹ 11119448@mahasiswa.undira.ac.id, ² didin.perkasa@paramadina.ac.id,

³ nurvitriani72@gmail.com

Abstract

This study aims to determine the effect of employee engagement, organizational culture and transformational leadership on organizational commitment at the National Amil Zakat Agency (BAZNAS). This type of research uses quantitative methods and implements primary data derived from distributing questionnaires. Having a population of 300 people, sampling in this study used simple random sampling, the selected sample was 100 employees. The analysis technique used in this research is the Partial Least Square (PLS) method and uses the Smart PLS version 3 application. The results showed that Employee Engagement and Transformational Leadership have a positive and significant effect on Organizational Commitment. While Organizational Culture has a positive and insignificant effect on Organizational Commitment.

Keywords: Employee Engagement, Organizational Culture, Transformational Leadership and Organizational Commitment.

Introduction

In an increasingly competitive environment, an organization's human resources remain a key focus of organizational efforts. One of the managers' priorities in improving organizational effectiveness lies in the actions of the HR department in the workplace. Human resources, as a key element of an organization, are what makes this so crucial. This is because HR factors are crucial to organizational success. HR helps an organization not only achieve its goals but also achieve goals that the company's HR department can achieve. Human resource management is essential if an organization wants to develop and compete with other organizations (Hadinata, 2021).

In today's workplace, a person's commitment to an organization or company is a crucial topic. Many employers and employees still don't understand the importance of engagement. Employees who lack organizational commitment are somewhat dishonest and lack pride in the organization. Therefore, they are unwilling to follow all organizational guidelines and ultimately decide to leave the organization. The organizational turnover rate is higher, resulting in poor performance. Furthermore, as

more employees leave the organization, the cost of hiring new employees will also increase. To create a more rewarding work environment (Pamungkas, 2019).

The research problem at the National Zakat Collection Agency (BAZNAS) is a lack of organizational commitment among employees. Based on information obtained, researchers still find employees procrastinating, being undisciplined, and absent from work without notice. Interviews revealed that this is caused by work engagement, organizational culture, and transformational leadership.

Table 1. Performance Scale

Number	Assessment Aspects	Rating	Target Scale
1	How often do employees meet deadlines ?	3	5
2	Employees work efficiently in teams	3	5
3	Employees have a good understanding of their duties and responsibilities in the company.	3	5
4	Employees are passionate about providing creative solutions	3	5
5	Employees efficiently train interns and new employees	3	5
6	Employees are enthusiastic about their new workplace.	4	5

Information:

Rating 1: Very unsatisfactory

Rating 2: Needs improvement

Rating 3: Employee meets basic expectations/Average

Rating 4: Employees exceed expectations

Rating 5: Employee performance is always extraordinary (All employees every month)

Source: Processed Data (2024)

Table 1 above shows that employees at the National Zakat Agency (BAZNAS) have not yet met the company's maximum scale targets. This is reflected in several aspects that are still considered to meet basic/average expectations. For example, employees are unable to complete work on time or within tight deadlines, work efficiently in teams, and have a slightly poor understanding of their duties and responsibilities. Furthermore, the enthusiasm for solutions provided is still lacking in creativity and efficiency in training interns and new employees, which is still standard.

Table 2 Organizational Commitment Pre-Survey

Number	Statement	Yes	No
1	I feel an emotional attachment to the company.	30%	70%
2	I feel concerned about the problems that exist in the company.	55%	45%
3	I have no alternative of working elsewhere.	40%	60%
4	I feel I have to be loyal to the company.	38%	62%
5	I feel like I have to finish my work contract with the company.	46%	54%

Source: Processed by the author (2024)

Based on the pre-survey in table 2 that the author conducted regarding organizational commitment, the results prove that there is an allegation that there is still a lack of employee organizational commitment as in the table above, not only a lack of employee commitment to be loyal to the company and the employee's feeling of having to complete their work contract, but also a lack of emotional attachment between employees and the company with a percentage of 70%.

Table 3 Employee Engagement Pre-Survey

Number	Statement	Yes	No
1	I always arrive on time at work from the appointed time.	35%	65%
2	I am able to solve problems that occur at work.	45%	55%
3	I have a great interest in my current job.	60%	40%
4	I complete my work responsibly.	40%	60%
5	I have a very strong bond with my current job that would be very difficult to let go of.	45%	55%

Source: Processed by the author (2024)

Based on Table 3, respondents' answers indicate that many employees arrive at work beyond the company's designated time. This is further supported by the author's direct observations, which frequently show some employees arriving past 8:00 a.m. This fact demonstrates a lack of commitment and enthusiasm among employees for their work.

Table 4 Organizational Culture Pre-Survey

Number	Statement	Yes	No
1	I always create innovative ideas in my work.	30%	70%
2	I am always required to complete work quickly and carefully.	45%	55%
3	My company always gives awards to employees who are able to demonstrate work achievements.	60%	40%
4	I always coordinate with colleagues and leaders.	40%	60%
5	I feel appreciated and not used as a tool to gain profit, thus creating a good work environment.	40%	60%

Source: Processed by the author (2024)

Table 4 shows that organizational culture remains subpar. The pre-survey showed that 70% of employees lacked innovative ideas for their work, and 60% felt underappreciated and not used as a means of profit, creating a less than ideal work environment. Furthermore, 60% of employees lacked coordination with coworkers and management.

Table 5 Transformational Leadership Pre-Survey

Number	Statement	Yes	No
1	I always create innovative ideas in my work.	30%	70%
2	I am always required to complete work quickly and carefully.	45%	55%

3	My company always gives awards to employees who are able to demonstrate work achievements.	60%	40%
4	I always coordinate with colleagues and leaders.	40%	60%
5	I feel appreciated and not used as a tool to gain profit, thus creating a good work environment.	40%	60%

Source: Processed by the author (2024)

Table 5 shows that transformational leadership is still considered inadequate. The pre-survey results showed that 70% of employees stated that their leaders do not adequately reward employees with good performance, and 65% stated that they lack positive relationships with their employees. Furthermore, 65% of leaders do not provide sufficient freedom for subordinates to express their opinions.

Based on the background above, the aim of this study is to determine the influence of Employee Involvement, Organizational Culture and Transformational Leadership on Organizational Commitment with a case study of the National Zakat Agency.

Theoretical Review

Organizational Commitment

Organizational commitment is a manifestation of an employee's desire to remain a member of the organization. Meanwhile, withdrawal behavior is a series of actions taken by employees to avoid work situations. Furthermore, it is explained that commitment and withdrawal behavior have a negative relationship with each other, so that the more committed an employee is, the less likely they are to engage in withdrawal behavior (Ependi & Sudirman, 2021) . Robbins in (Perkasa & Herawaty, 2021) states that organizational commitment is defined as the relative strength of an individual in identifying his or her involvement in an organization, characterized by acceptance of the organization's values and goals, a willingness to strive for the organization, and a desire to maintain membership in the organization.

Wibowo (2017) defines organizational commitment as a feeling of identification, loyalty, and involvement expressed by employees towards an organization or unit within an organization. According to Busro (2018), when employees lack commitment to the organization, they will work indifferently and will not be able to produce high performance, which will ultimately lead to them leaving the organization, either of their own accord or being dismissed by the company.

According to Robbins & Judge (2016) , Dimensions for measuring organizational commitment include, first, affective commitment, which relates to members' emotional connection to their organization, identification with the organization, and member involvement in organizational activities. Organizational members with high affective commitment will continue to be members of the organization because they have a desire to do so. Second, continuance commitment, which relates to members' awareness of the loss they will experience if they leave the organization. Finally, normative commitment, which describes feelings of attachment to continue in the organization. Organizational members with high normative commitment will continue to be members of the organization because they feel they should be in the organization .

Employee Engagement

According to Tarman & Ruski (2019), Job engagement is the active participation of employees in their work, carried out according to standards, recognizing that their work is important for their self-esteem, and considering their work as central to their life's interests. Job engagement is also a form of intrinsic motivation related to achieving job performance. Job engagement is a process of involving employees at all levels of the organization in decision-making and problem-solving (Indayati, 2017) .

According to Kanungo in Prasetyo (2021) , job engagement has several dimensions and indicators, such as: first, work concentration is defined as the level of anxiety or focus of employees on their work compared to other activities. The work or task given is considered the center of life interest, and job engagement is described as the extent to which a person considers the work situation as an important situation because it is seen as an opportunity to satisfy and fulfill their needs. Second, performance evaluation is defined as how employees evaluate their performance. This includes the relationship they feel with their work, how they value their work, their importance in an organization, and their willingness to accept and carry out tasks that exceed their workload. Finally, job identification is defined as a measure of an employee's self-worth or importance. This includes how much they can assess the quality of their work, the importance of the work results to their self-worth, how they assess their abilities in relation to previous work, and how much the work is said to measure their abilities.

Organizational culture

Organizational culture is a system of values, beliefs, and customs within an organization that interact with its formal system structure to produce norms of organizational behavior (Amrullah & Riani, 2018) . Organizational culture is the norms that serve as a reference for what is acceptable and what is not, the dominant values that are used as a reference, the basic assumptions and beliefs held by members of the organization, the rules that must be learned by new members if they want to be accepted into the organization, and the philosophy that serves as a reference in dealing with problems both inside and outside the organization (Ependi & Sudirman, 2021) .

According to Pamungkas (2019), there are several dimensions and indicators of organizational culture, as follows: first, innovation and risk-taking. This concerns the extent to which employees are encouraged to be innovative and take risks. Second, attention to detail. This encompasses the extent to which employees are expected to exercise precision, analysis, and attention to detail. Third, results orientation. This concerns the extent to which management focuses more on results than on the techniques and processes used to achieve those results. Fourth, individual orientation. This encompasses the extent to which management decisions consider the effects of those results on the people within the organization rather than on individuals. Fifth, team orientation. This concerns the extent to which work activities are organized around teams rather than individuals. Finally, aggressiveness concerns the extent to which people are aggressive and competitive rather than relaxed and passive.

Transformational Leadership

Transformational leaders are executives who motivate subordinates through inspiration and encourage challenges and support for personal development in the form of quality concessions, including shared ideas, values, and visions in an effort to build good relationships within the organization. Transformational management is described as a leadership style that can excite and motivate employees, enabling them to develop at a high level and achieve performance. (Widyatmika & Riana, 2021) .

Transformational Leadership is a leadership model to improve human resources and the relationship between the leader's effect on subordinates can be measured, with indicators of trust, admiration, loyalty, and respect for the leader, trying to motivate followers to do something more and do it beyond their own expectations (Bhaskara & Subudi, 2019) .

There are several dimensions and indicators of transformational leadership according to Avolio in Hammad (2019) namely: First, Individual Consideration . Leaders develop followers by creating a supportive organizational environment and climate. Second, Intellectual Stimulation . Leaders stimulate employees to be creative and innovative. Third, Inspirational Motivation. Leaders create a clear picture of the organization's vision that is optimistically achievable. Fourth, Idealized Influence. Leaders act as role models for employees.

Hypothesis Formulation Based on Previous Research

The Influence of Employee Involvement on Organizational Commitment

Employee engagement is essential to increase employee turnover and organizational commitment, both new and existing. Employee engagement is considered to have a significant impact. Employees are the primary human resource, interconnected with other elements to produce output for the company. Providing quality service requires employee engagement, particularly with respect to reliable management, by providing knowledge, skills, and training to each employee (Kuwaitiningsih, 2021) .

The results of research conducted by Tanjung (2019) explain that the higher the work involvement, the direct positive influence it will have on organizational commitment.

H1: Job Involvement has a positive effect on Organizational Commitment.

The Influence of Organizational Culture on Organizational Commitment

Organizational culture is closely related to organizational commitment, because if the organizational culture is low from the employees themselves, the sense of responsibility for carrying out the work is also low, so that the employee is not loyal and not loyal to the company or does not have a good organizational commitment (Ruhama, 2017) . The results of research conducted by Ependi and Sudirman (2021) explain that the higher the organizational culture, the direct positive effect will be on organizational commitment .

H2: Organizational Culture has a positive influence on Organizational Commitment.

The Influence of Transformational Leadership on Organizational Commitment

According to Bhaskara and Subudi (2019), transformational leaders possess intelligence and personality that exert both direct and indirect influence through their communication with their employees. Based on these experts' opinions, it can be argued that transformational leadership is a leader who can inspire their subordinates to set aside their personal interests for the good of the organization and who are capable of exerting extraordinary influence. The results of research conducted by Oupen et al. (2020) prove that there is a direct and positive influence between transformational leadership and organizational commitment.

H3: Organizational Culture has a positive influence on Organizational Commitment.

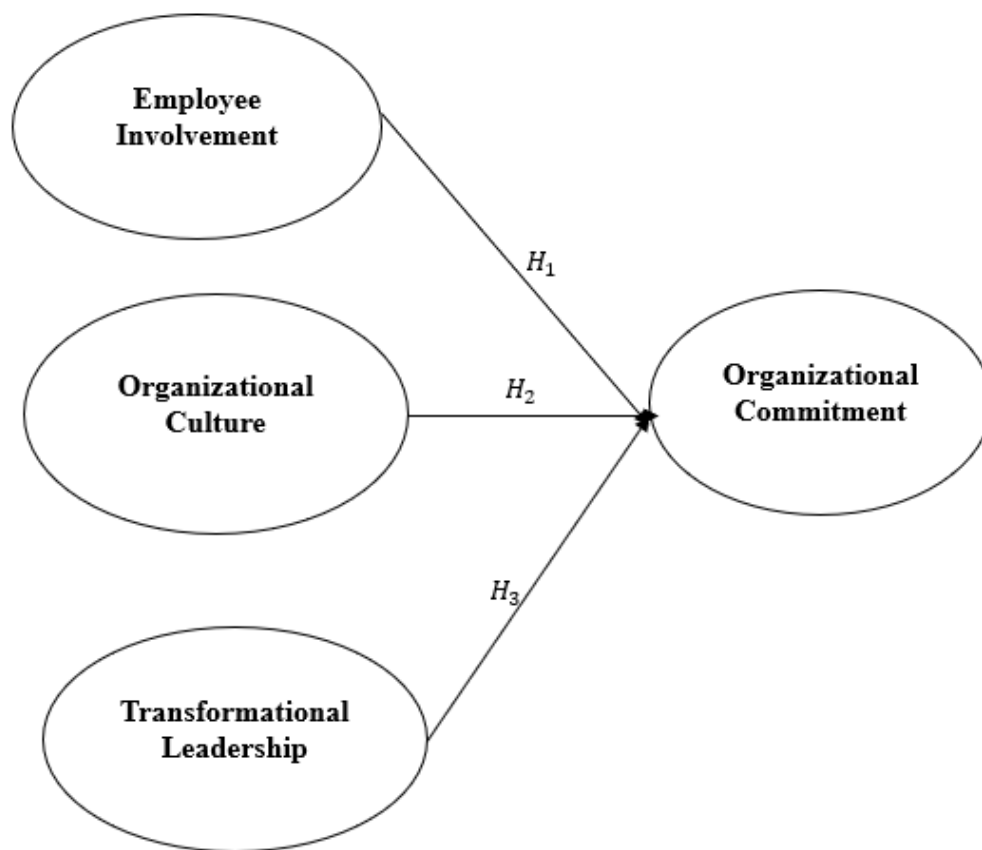


Figure 1. Research Hypothesis

Research methods

The research design used was causal with a quantitative approach. A quantitative approach is used to seek detailed factual information that is currently symptomatic and identify problems or to obtain justification for ongoing conditions and activities (Perkasa and Affini, 2021). This research was conducted by the National Zakat Agency (BAZNAS) located at Jl. Matraman Raya No. 134, Manggis Regency, Matraman District, East Jakarta.

The research period was from August 2023 to January 2024. The population in this study were 300 employees of the National Zakat Agency. Using a simple random sampling technique, the number of samples taken by the researchers was 100 employees or respondents in the production department at the National Zakat Agency.

The data used is primary data obtained through the distribution of questionnaires created with Google Form. The data analysis technique used Partial Least Square (PLS). This study has a complex model and a limited number of samples, so in data analysis using SmartPLS software. SmartPLS uses the bootstrapping method or random duplication. Therefore, the assumption of normality will not be a problem. In addition, by doing bootstrapping, SmartPLS does not require a minimum number of samples, so it can be applied to research with a small number of samples. An ordinal scale with a range of 1-5 was used in this study.

Table 6. Research Construct

Variables	Indicator	Reference
Employee Engagement	KK1=I think that the tasks given need to be completed immediately. KK2=Most of my interests are centered around my work. KK3=I feel committed to my work. KK4=I consider the tasks given to me to be important. KK5=I had a positive experience with the work I did. KK6=I am more enthusiastic when I receive appreciation for my work. KK7=I complete the tasks that are my obligation first before doing other tasks.	Prasetyo (2021)
Organizational culture	BO1=In completing a job, I can make new innovations. BO2=In making a decision, I bear all existing individual risks. BO3=I work by paying attention to the smallest details to get the desired results. BO4=I try to do the work given by my superiors well and correctly to get optimal results. BO5=I always do a job seriously. BO6=I always prioritize teamwork to complete a job. BO7=I always come up with new ideas to achieve work targets.	Ultimate (2019)
Transformational Leadership	KT1=Leaders can provide good direction, explanation and understanding to their subordinates. KT2=Leaders consider their subordinates to have different abilities and aspirations.	Hammad (2019)

	KT3=Leaders can appreciate ideas and help subordinates to develop their individual abilities. KT4=Leaders are able to be critical in solving problems in the organization. KT5=The leader encourages me to solve work problems rationally/logically. KT6=The leader encourages me to use creativity in completing work. KT7=The leader always talks about his optimism about the future of the organization. KT8=Leaders are able to explain the vision and mission of the organization that they want to achieve. KT9=The leader gives me confidence that the organization's goals will be achieved. KT10=Leaders are willing to sacrifice their interests for the interests of the organization. KT11=The leader's attitude and actions are able to show charismatic character so as to build respect for the leader. KT12=Leaders are able to demonstrate strength and a trustworthy attitude.	
Organizational Commitment	KO1=I understand and believe in the goals of the organization. KO2=I accept the norms that apply within the organization. KO3=I comply with the rules and policies that apply within the organization. KO4=I work regularly and regularly. KO5=I always do the tasks given. KO6=I always put the company's priorities above my personal interests. KO7=I always protect the organization's important assets. KO8=I find it hard to leave the organization even though I really want to. KO9=I want to stay in the organization because of the benefits it offers. KO10=I will be loyal and obedient to all the rules implemented by the organization.	Robbins & Judge (2016)

KO11=I am aware that all my duties and obligations are commitments that I must carry out.

KO12=I feel obliged to help and build this organization.

KO13=I want to spend the rest of my career in this organization.

Results and Discussion

Respondent Demographics

The data in this study were obtained by distributing questionnaires to 100 employees or respondents in the production department of the National Zakat Agency. Based on gender, 57 respondents were male and 43 respondents were female. Based on age, 40 respondents were aged 17-25 years, 42 respondents were aged 26-30 years and 18 respondents were aged > 31 years. Based on marital status, 70 respondents were married and 30 respondents were single. Based on the latest education, 6 respondents had a high school/equivalent education level, 14 respondents had a Diploma III education level and 80 respondents had a Bachelor's degree. Based on work period, 40 respondents had a work period of less than 1 year, 42 respondents had a work period of 1-5 years, 15 respondents had a work period of 6-10 years and 3 respondents had a work period of more than 10 years.

Convergent Validity Test Results

Convergent validity testing is needed to observe measures that have a positive relationship from the same construct using alternative steps (Simbolon et al ., (2024); Alfian et al., 2025) . Convergent validity testing is tested from each construct indicator. There are invalid indicators, namely in the Organizational Commitment variable indicator KO.8 with a loading factor value of 0.610; KO.9 with a loading factor value of 0.726; KO.10 with a loading factor value of 0.539; KO.11 with a loading factor value of 0.685 and KO.12 with a loading factor value of 0.698 smaller than 0.7. Based on table 7, the invalid indicators will be removed from the model.

Table 7 Convergent Validity Test

Variables	Indicator	Outer Loadings	Information
Employee Engagement	KK1	0.763	Valid
	KK2	0.784	Valid
	KK3	0.730	Valid
	KK4	0.829	Valid
	KK5	0.776	Valid
	KK6	0.843	Valid
	KK7	0.797	Valid
Organizational culture	BO1	0.819	Valid
	BO2	0.784	Valid
	BO3	0.875	Valid
	BO4	0.863	Valid

Transformational Leadership	BO5	0.890	Valid
	BO6	0.864	Valid
	BO7	0.861	Valid
	KT1	0.771	Valid
	KT2	0.818	Valid
	KT3	0.854	Valid
	KT4	0.846	Valid
	KT5	0.828	Valid
	KT6	0.846	Valid
	KT7	0.824	Valid
	KT8	0.840	Valid
	KT9	0.872	Valid
Organizational Leadership	KT10	0.876	Valid
	KT11	0.890	Valid
	KT12	0.858	Valid
	KO1	0.735	Valid
	KO2	0.832	Valid
	KO3	0.773	Valid
	KO4	0.781	Valid
	KO5	0.831	Valid
	KO6	0.780	Valid
	KO7	0.724	Valid
	KO9	0.711	Valid
	KO13	0.775	Valid

Source: Processed Data (2024)

The highest value on the outer loading of an element means that the related indicators have similarities (Sabilla & Yuliana , 2025 ; Salsabila et al., 2025) . A substantial portion of each indicator variant can be explained by the latent variable with a minimum of 5% in accordance with the established policy, where the reference value of the outer loading is 0.5 or greater, with an optimal value of 0.7 or greater (Firdaus et al ., 2024 ; Parashakti et al., 2024) .

Average Variance Extracted (AVE)

The AVE value aims to measure the level of variation of a construct component collected from its indicators by adjusting for the error rate. Testing with the AVE value is more critical than composite reliability . The recommended minimum AVE value is 0.50. The AVE output obtained from Smart PLS 3.0 is presented in Table 8.

Table 8. Reliability Test and AVE

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0.899	0.920	0.624
Organizational culture	0.937	0.949	0.725

Transformational Leadership	0.963	0.967	0.713
Organizational Commitment	0.915	0.930	0.597

Source: Processed Data (2024)

Reliability Test Results

To ensure there are no measurement-related issues, the final step in evaluating the outer model is to test its reliability. Reliability testing is conducted using Composite Reliability and Cronbach's Alpha indicators. Composite Reliability and Cronbach's Alpha testing aim to assess the reliability of the instruments in a research model. If all latent variable values have Composite Reliability and Cronbach's Alpha values ≥ 0.70 , it indicates good reliability, indicating that the questionnaire used as a research tool is consistent (Parashakti and Noviyanti, 2021).

Hypothesis Test Results

Based on the results of the hypothesis testing presented in Table 4, it is stated that H2 is rejected, while H1 and H3 are supported.

Table 9. Hypothesis Testing

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Employee Engagement -> Organizational Commitment	0.380	3,932	0,000
Organizational Culture -> Organizational Commitment	0.068	0.873	0.383
Transformational Leadership -> Organizational Commitment	0.482	4,977	0,000

Source: Processed Data (2024)

The following is a detailed discussion and explanation for each hypothesis based on table 9 above:

Based on the test results on the influence of Employee Involvement on Organizational Commitment, it has an original sample value of 0.380 and has a t-statistic value greater than the t-table, namely 3.93 greater than 1.96 or P-values of 0.00 less than 0.05 so it can be concluded that the first hypothesis (H1) is accepted, meaning that in this study Employee Involvement on Organizational Commitment has a positive and significant effect on Organizational Commitment. Based on the test results on the influence of Organizational Culture on Organizational Commitment, it has an original sample value of 0.068 and has a t-statistic value smaller than the t-table, namely 0.87 less than 1.96 or P-values of 0.38 greater than 0.05 so it can be concluded that the second hypothesis (H2) is rejected, meaning that in this study Organizational Culture has a positive and insignificant effect on Organizational Commitment. Based on the test results on the influence of Transformational Leadership on Organizational Commitment, the original sample value is 0.482 and has a t-statistic value greater than the t-table, namely 4.97 greater than 1.96 or P-values of 0.00 less than 0.05 so it can be concluded that the third hypothesis (H3) is accepted, meaning that in this study Transformational Leadership has a positive and significant effect on Organizational Commitment.

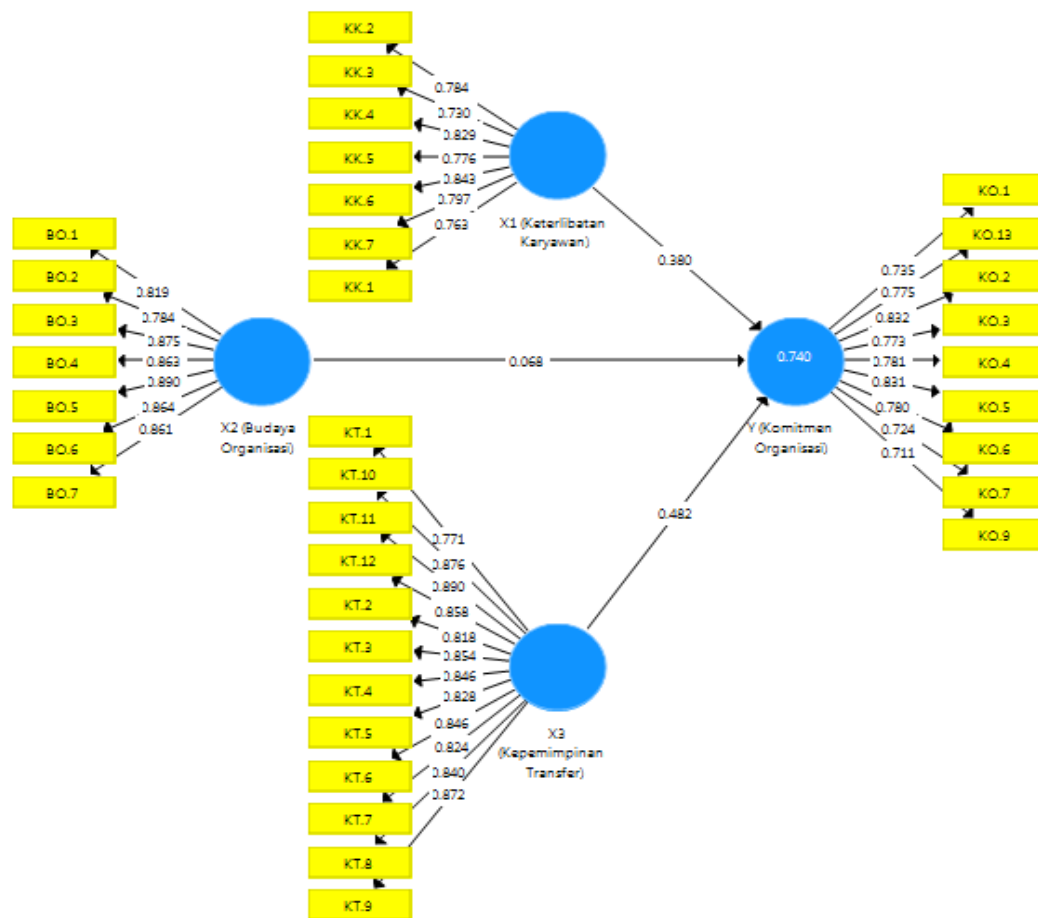


Figure 2. Data Processing Results with SmartPLS
Source: Processed data (2024)

DISCUSSION

The first hypothesis shows a significant relationship between employee engagement and organizational commitment. Employees have a portion of their tasks to complete immediately. This means they are aware of their respective duties and responsibilities. This awareness indicates employee commitment to the company. This, in turn, contributes to the lack of employee engagement in organizational commitment. The results of this study support previous research conducted by Tanjung (2019).

The second hypothesis shows a positive, but insignificant, influence between organizational culture and organizational commitment . Taking risks is not something employees want to do at work, especially individual risks. However, not everyone agrees with this. Therefore, this risk becomes a consideration for employees to remain committed to the company. The results of this study contradict previous research conducted by Ruhama (2017) and Ependi and Sudirman (2021) .

The third hypothesis shows a positive and significant influence between transformational leadership and organizational commitment . Leaders are able to be critical in solving problems within the organization. This is agreed by respondents, who believe that an organization needs a figure capable of transforming the organization for

the better. The results of this study are supported by previous research conducted by Oupen et al. (2020) .

Conclusion

Based on the analysis and discussion presented above, the following conclusions can be drawn: Employee Engagement has a positive and significant effect on Organizational Commitment. Second, Organizational Culture has a positive but insignificant effect on Organizational Commitment. Finally, Transformational Leadership has a positive and significant effect on Organizational Commitment. However, this study also has several limitations that need to be noted. This study is limited to the use of variables such as Employee Engagement Style , Organizational Culture , Transformational Leadership , and Organizational Commitment . Therefore, for future research, it is recommended to conduct tests using other variables such as incentives, job satisfaction, and work stress.

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