



**The Impact of Transformational Leadership, Career Development,
and Work Environment on Organizational Commitment
(Survey on CV. Bunda Devina)**

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ABSTRACT

This research analyzes the impact of transformational leadership, career development, and work environment on organizational commitment at CV. Bunda Devina, a company engaged in the andesite natural stone sector, producing a number of raw stones ready for processing and finished natural stones according to demand. This study is a quantitative research using data collection techniques through questionnaires with a survey method. The sampling technique used is saturated sampling with 116 respondents. Data analysis was performed using SPSS. The findings indicate that transformational leadership positively and significantly impacts organizational commitment. Additionally, career development and the work environment both have significantly positive effects on organizational commitment.

Keywords: Transformational Leadership, Career Development, Work Environment, Organizational Commitment

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INTRODUCTION

In a business environment, achieving goals and company success are top priorities. Organizational commitment is a key factor that forms a strong foundation for a company's productivity towards its values and objectives. The company's efforts to achieve success involve various strategies, with organizational commitment being a crucial element. This significantly impacts the company's performance and overall success. Factors that can shape organizational commitment include employee dissatisfaction with the work environment, excessive workload, lack of support from the company, interpersonal conflicts, limited opportunities for career development, and ineffective leadership. Therefore, efficient management, open communication, and attention to employee well-being are essential steps to prevent or address the decline in work quality that can affect organizational commitment.

CV. Bunda Devina is a company specializing in andesite natural stone, producing both raw stones ready for processing and finished natural stones according to customer demands. In addition to supplying natural stone to various regions in Java province, CV. Bunda Devina has also become a supplier for the provinces of Bali and East Nusa Tenggara.

Organizational commitment refers to the degree to which individuals are dedicated, involved, and loyal to their employing organization. It involves a positive attitude and willingness to contribute maximally towards achieving the company's goals. Organizational commitment is an expression of an employee's identification, involvement, and loyalty to the company they work for. In this context, organizational commitment reflects employees' high level of interest in the company's vision, values, and targets.

According to Mangkunegara (2017), as cited in Widyanasari (2022), organizational commitment or work commitment is defined as the relative strength of an individual in identifying his involvement in the organization. Organizational commitment is defined as the extent to which employees engage in their organization and desire to remain its members, containing attitudes of loyalty and willingness of employees to work to the fullest for the organization they work for (Nguyen et al., 2020 as cited in Ismail HA, 2022).

Transformational leadership style involves leaders making efforts to encourage and motivate their members or subordinates to reach their full potential, while being actively involved in achieving organizational goals. The characteristics of transformational leadership provide guidance on the behaviors and actions a leader should exhibit towards their members. The aim of transformational leadership is to bring about positive change and develop both individual and group capabilities to achieve superior performance.

Career development is a process that involves identifying an employee's career potential and relevant materials, as well as applying appropriate methods to optimize this potential. This process includes various activities and efforts made by individuals to enhance their understanding, skills, and capabilities with the goal of achieving their desired career targets. It encompasses a series of steps and strategies aimed at improving performance, advancing positions, and achieving success in one's career trajectory.

According to Mangkunegara (2017), the work environment encompasses all the tools, materials, and surroundings that an individual interacts with while working, including their work methods and organizational structure, both individually and as a group. Susanti and Mardika (2021) define the work environment as everything around employees that influences an individual's ability to perform assigned tasks, such as the presence of air conditioning, good lighting, and so on. Meanwhile, Marisya (2022)

describes the work environment as the totality of tools, materials, work methods, and organizational structures encountered by a person, whether working individually or in a group.

CV. Bunda Devina currently employs 116 people. To gain a clearer understanding of the actual situation at CV. Bunda Devina, it is evident that there is a high employee turnover rate, as evidenced by the available turnover data. Organizational commitment can also be assessed through turnover data. According to Ardan & Jaelani (2021), turnover intention is defined as the tendency or intention of employees to voluntarily leave their jobs due to personal choices. The formula for calculating annual turnover intention (Ningsih & Putra, 2019) is:

$$\text{TurnOver} = \frac{\text{Number of Employees Leaving}}{\text{Number of Employees at the Start of the Period}} \times 100$$

Table 1. Employee Turnover Data for 2020-2023 at CV. Bunda Devina

Tahun	Karyawan awal tahun	Masuk	Keluar	Karyawan akhir tahun	Persentase %
2021	135	11	25	121	18,51%
2022	121	15	14	122	11,57%
2023	122	12	18	116	14,75%

Source: Secondary data processed by the researcher in 2023

Based on the data presented, it is clear that employee turnover at CV. Bunda Devina has shown variability. The number of employees leaving annually has tended to increase or remain relatively high over the past three years, with turnover rates of 18.51% in 2021, 11.57% in 2022, and 14.75% in 2023. It can be concluded that the employee turnover rate at CV. Bunda Devina is relatively high, as it exceeds 10%.

Based on the study by Ningsih & Putra (2019), turnover percentages are considered normal if they range between 5%-10% per year and high if they exceed 10%. This indicates that CV. Bunda Devina should closely monitor its turnover rate as it is experiencing a high percentage of turnover.

Employees who exhibit a high level of commitment to an organization are generally more productive in maintaining long-term engagement in their work relationships. To assess the level of organizational commitment at CV. Bunda Devina, the researcher, conducted a pre-survey questionnaire with the following results:

Table 2. Results of the Pre-Survey Questionnaire on Organizational Commitment

NO.	Statement	Answers (%)		Number Of Employees	Target In
		Yes	No		
1	Are you passionate about achieving your personal goals within this company?	45%	55%	30	100%
2	Do you feel encouraged to take initiative on tasks that benefit the company?	36%	64%	30	100%
3	Do you understand the company's strategic objectives?	29%	71%	30	100%
4	You have a desire to contribute to the company's success	50%	50%	30	100%

Source: Secondary Data Processed by the Researcher, 2023

From the table presented above, it is clear that the level of organizational commitment at CV. Bunda Devina does not yet meet expectations. This is due to several indicators of organizational commitment receiving negative responses from employees. Only 29% of employees understand the company's strategic goals, indicating a lack of communication or understanding regarding the company's vision and mission.

Based on the research findings regarding transformational leadership and career development on employee commitment, it has been shown that transformational leadership style has a simultaneous impact on organizational commitment (Pristi Azizah Triyani & Muhammad Ilmi Hatta, 2022). Meanwhile, Ilyas & Telaumbanua (2021) indicate a positive and significant effect of transformational leadership on organizational commitment. Simanjuntak (2020) found a significant influence of career development on organizational commitment. Conversely, Jufrizen (2015) presents a different view, showing no significant impact of career development on organizational commitment through job satisfaction at PT. Perkebunan Nusantara III (Persero). Sifa Apriliana et al. (2021) suggest The work environment positively and significantly influences organizational commitment among employees at PDAM Kota Magelang. However, Alvia Santoni et al. (2021) argue that the work environment has a negative effect on organizational commitment.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment describes the degree of dedication, engagement, and allegiance an individual feels towards their employer. According to Widyanasari (2022) in Bloom & Reenen (2013), organizational or work commitment is defined as the relative strength of an individual's identification and engagement with the organization. Triatna (2015:122) identifies the indicators of organizational commitment as follows:

1. Strong desire.
2. Willingness to act on behalf of the organization.
3. Acceptance of the company's values and goals.
4. The degree of turnover.

Transformational Leadership

An employee can develop a sense of trust, appreciation, loyalty, and admiration towards their leaders when transformational leadership is applied. According to Romadhona & Farida (2022), transformational or change-oriented leadership is a type of leadership that can motivate employees to work beyond personal interests and has a profound and remarkable impact on employees.

Indicators of transformational leadership, as explained by Hidayat & Rofaida (2021), include:

1. Idealized influence: The leader's charisma that makes them a role model for organizational members.
2. Inspirational motivation: The leader's ability to motivate and inspire members of the organization to achieve common goals.
3. Intellectual stimulation: The leader's trait of encouraging members to think innovatively and creatively, exploring new methods to achieve goals.

Career Development

In a company, career development is crucial because it helps employees reach higher levels of capability, which in turn supports the company's achievement of its goals (Toreh et al., 2022). According to Simatupang & Novita Dwi Chandra (2021), career development is a series of continuous activities that play a role in exploration, formation, success, and fulfillment of careers. Syahidah et al. (2021) in Hasibuan (2017) identify the indicators of career development as follows:

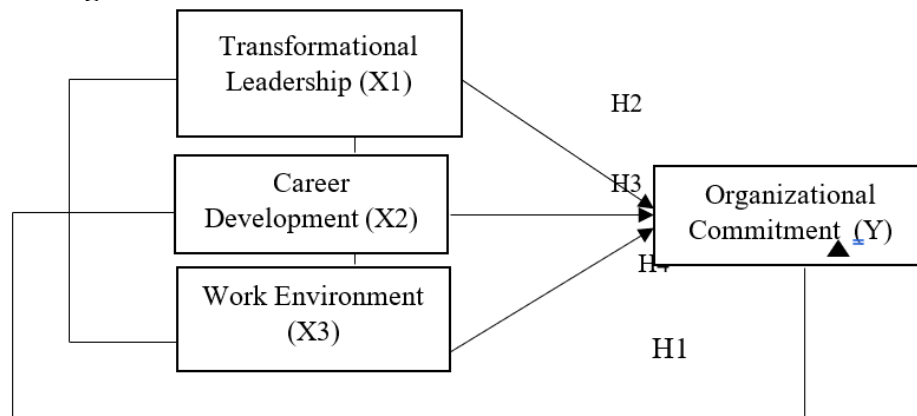
1. Education.
2. Training.
3. Modification.
4. Job promotion.
5. Length of service.

Work environment

The work environment is an external factor that affects job satisfaction within an organization or company. According to Susanti and Mardika (2021), the work environment encompasses everything around employees that influences their ability to perform their assigned duties, such as air conditioning, good lighting, and other factors. Indicators of the work environment, as outlined by Afandi (2021), include:

1. Workplace lighting.
2. Workplace windows.
3. Color schemes.
4. Decorations.
5. Noise from music or machinery.
6. Air temperature.
7. Humidity.

Research Paradigm



H1: The effect of transformational leadership, career development, and work environment on organizational commitment.

H2: The effect of transformational leadership on organizational commitment.

H3: The effect of career development on organizational commitment.

H4: The effect of the work environment on organizational commitment.

RESEARCH METHOD

This research utilizes a quantitative approach. Data is gathered through surveys, and the analysis includes testing the research instruments, checking classical assumptions, performing multiple linear regression analysis, and testing hypotheses using F-tests and t-tests. The study's sample consists of 116 employees. The sampling technique used is saturated sampling. According to Sugiyono (2018), saturated sampling is a technique where every member of the population is used as a sample. The reason for using total sampling is because, as Sugiyono (2018) states, "saturated sampling is a technique where all members of the population are used as a sample." In essence, saturated sampling is akin to conducting a census, where every member of the population is included in the sample. For this study, the sample consists of all 116 employees at CV. Bunda Devina.

RESEARCH RESULTS

Normality Test

The normality test is conducted to determine if the independent and dependent variables in the regression model are distributed normally. The Kolmogorov-Smirnov test, performed using the SPSS software, is used to assess the normality of the data, with a significance threshold set at 0.05.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		116
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	5,14302046
Most Extreme Differences	Absolute	,040
	Positive	,033
	Negative	-,040
Test Statistic		,040
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Source: data processing output IBM SPSS 26

Table 3 presents the outcomes of the normality assessment conducted using the Kolmogorov-Smirnov test. The Asymptotic Significance (2-tailed) value stands at 0.200, exceeding the threshold of 0.05. This indicates that the residuals follow a normal distribution.

Multicollinearity Test

The purpose of the multicollinearity test is to assess whether there are interrelationships among the independent variables within the regression model. A regression model is more effective when there is a lower degree of correlation between the independent variables. A properly constructed regression model should avoid any correlation between the independent variables. To evaluate multicollinearity, one should check the Tolerance values and the Variance Inflation Factor (VIF).

Table 4. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16,189	3,145		5,148	,000		
	Transformational Leadership	,197	,095	,206	2,064	,041	,274	3,656
	Career Development	,206	,069	,331	2,992	,003	,224	4,473
	Work Environment	,178	,052	,348	3,426	,001	,265	3,774

a. Dependent Variable: Organizational Commitment

Source: IBM SPSS 26 data processing output

According to Table 4, the tolerance values for the three variables—transformational leadership (X1), career development (X2), and work environment (X3)—exceed 0.1, and the Variance Inflation Factor (VIF) values for these variables are below 10. Hence, it can be inferred that the three variables examined in this study satisfy the conditions for the non-existence of multicollinearity.

Multiple Regression Test

This research utilized multiple regression analysis methods to evaluate how transformational leadership, career development, and the work environment affect organizational commitment. The results were calculated using the SPSS Statistics 26 software, focusing on the coefficients:

Table 5. Multiple Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,189	3,145		5,148	,000
	Transformational Leadership	,197	,095	,206	2,064	,041
	Career Development	,206	,069	,331	2,992	,003
	Work Environment	,178	,052	,348	3,426	,001

a. Dependent Variable: Organizational Commitment

Source: IBM SPSS 26 data processing output

The general form of the regression equation is as follows:

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

Description:

Y' = Subject of the predicted related variable

a = Constant

X_1, X_2, X_3 = Variabel Independen

b_1, b_2, b_3 = Regression coefficient

Thus, the regression results can be formulated into the following regression equation:

$$Y = 16.189 + (0,197) X_1 + (0.206) X_2 + (0.178) X_3$$

1. The constant value of 16.189 means that if transformational leadership, career development, and work environment are all at 0, the organizational commitment value will be 16.189.
2. The coefficient of regression for the transformational leadership variable is 0.197, indicating that for every 1 unit increase in transformational leadership, there is a corresponding increase of 0.197 units in organizational commitment.
3. The regression coefficient for the career development variable is 0.206, indicating that a one-unit increase in career development will result in a 0.206-unit increase in organizational commitment.
4. The regression coefficient for the work environment variable is 0.178, indicating that a one-unit increase in the work environment variable leads to a 0.178-unit increase in the organizational commitment variable.

Coefficient of Determination

The coefficient of determination is used to determine the percentage of the contribution of the independent variables (X) to the dependent variable (Y). The following are the results of the coefficient of determination as seen in the model summary based on the IBM SPSS 26 application results.

Table 6. Results of the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833 ^a	.694	.686	5,21145

a. Predictors: (Constant), Work Environment, Transformational Leadership, Career Development
 Source: IBM SPSS 26 data processing output

According to the R-squared value of 0.694 presented in Table 6, the impact of transformational leadership, career development, and the work environment on organizational commitment is evident. Thus, it can be inferred that transformational leadership, career development, and the work environment account for 69.4% of the variance, with the remaining percentage being due to other factors that were not explored in this research.

Hypothesis Test

F Test (Simultaneous Test)

The F-test is employed to evaluate the research hypothesis by investigating the combined impact of Transformational Leadership, Career Development, and Work Environment on Organizational Commitment. The F-table value in this study is as follows:

(k; (n-k) = (2; (88-2) = (2; 86)

$F_{table} = 3.07$

In this context, k represents the count of independent variables, while n denotes the total number of samples.

Hypothesis:

$H_0: \beta_1, \beta_2, \beta_3 = 0$

Transformational Leadership, Career Development, and Work Environment together do not affect Organizational Commitment.

$H_1: \beta_1, \beta_2, \beta_3 \neq 0$

Transformational Leadership, Career Development, and Work Environment together affect Organizational Commitment.

Table 7. F Test Results (Simultaneous Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6897,347	3	2299,116	84,653	,000 ^b
	Residual	3041,826	112	27,159		
	Total	9939,172	115			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Work Environment, Transformational Leadership, Career Development

Source: IBM SPSS 26 processing output

According to Table 7, the significance value of 0.000, which is less than 0.05, suggests that transformational leadership, career development, and the work environment significantly impact organizational commitment. Furthermore, since the calculated F-value of 84.653 exceeds the critical F-value of 2.68, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is accepted. This indicates that transformational leadership, career development, and the work environment significantly influence organizational commitment.

Test t (Partial Test)

The t-test is employed to evaluate Hypotheses 1, 2, and 3, which examine the effects of transformational leadership, career development, and work environment on organizational commitment individually. The results from the partial hypothesis testing, conducted using the SPSS 26 software, yielded the t-values presented in the table below:

Table 8. Results of t Test (Partial Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,189	3,145		5,148	,000
	Kepemimpinan Transformasional	,197	,095	,206	2,064	,041
	Pengembangan Karir	,206	,069	,331	2,992	,003
	Lingkungan Kerja	,178	,052	,348	3,426	,001

a. Dependent Variable: Organizational Commitment

Source: IBM SPSS 26 data processing output

Based on the results of the t test (partial) above, it can be concluded as follows:

1. From Table 8, it is known that the effect of transformational leadership on organizational commitment is $[(0.206)]^2 \times 100\% = 4.25\%$. Then, obtained $t_{hitung} > t_{tabel}$ or $2.064 > 1.908$ and sig value $0.008 < 0.05$, then H0 is rejected and H2 is accepted. This means that partially transformational leadership has a significant positive effect on organizational commitment.
2. Career development affects organizational commitment by $[(0.331)]^2 \times 100\% = 11\%$. Then, obtained $t_{hitung} > t_{tabel}$ or $2.992 > 1.908$ and sig value $0.003 < 0.05$, then H0 is rejected and H3 is accepted. This means that partially career development has a significant effect on organizational commitment.
3. Work Environment (X3) on Organizational Commitment (Y) is $[(0.348)]^2 \times 100\% = 12\%$. Then, obtained $t_{hitung} > t_{tabel}$ or $3.426 > 1.908$ and sig value $0.001 < 0.05$, then H0 is rejected and H4 is accepted. This means that partially,

the work environment has a significant positive effect on organizational commitment.

DISCUSSION

The Effect of Transformational Leadership, Career Development and Work Environment on Organizational Commitment

Based on the research findings, transformational leadership, career development, and work environment collectively influence organizational commitment. Therefore, the previously formulated research model can be used to predict the impact of these three variables on organizational commitment. The degree of the effect is represented by the coefficient of determination, which stands at 30.6%, indicating that the remaining 69.4% is attributed to other factors. Among the three independent variables, transformational leadership, career development, and work environment, the most dominant factor affecting organizational commitment is career development, as evidenced by the highest regression coefficient of 0.206. In comparison, the regression coefficient for transformational leadership is 0.197, and the smallest coefficient is for the work environment, at 0.178.

This aligns with the research by Ilyas & Telaumbanua (2021), which found a positive and significant impact of transformational leadership on organizational commitment. According to Simanjuntak (2020), there is a significant effect of career development on organizational commitment. Additionally, Sifa Apriliana et al. (2021) demonstrated that the work environment has a positive and significant impact on organizational commitment. This supports the acceptance of the first hypothesis (H1) previously formulated.

Effect of Organizational Leadership on Organizational Commitment

An analysis of the effect of transformational leadership on organizational commitment at CV. Bunda Devina revealed that transformational leadership positively influences the company's organizational commitment. The t-test results reveal that the calculated t-value exceeds the critical t-value ($2.064 > 1.908$), and the significance level is 0.008, which is below 0.05. This demonstrates that transformational leadership has a direct impact on organizational commitment. This finding supports previous research by Salim & Fadhila (2023), which demonstrated that transformational leadership style significantly influences organizational commitment. This confirms that the second hypothesis (H2) is accepted. In other words, transformational leadership has a significant effect on organizational commitment on a partial basis.

Effect of Career Development on Organizational Commitment

As a result of the analysis conducted on the impact of career development on organizational commitment at CV. Bunda Devina, it was determined that career development positively influences organizational commitment. The t-test results show '*calculated*' > '*table*' ($2.992 > 1.908$), and the significance value is 0.003, which is less than 0.05. This indicates that career development has a direct effect on organizational commitment. This finding supports previous research by Maharani (2019), which reported that career development has a positive and significant impact on organizational commitment. This confirms that the third hypothesis (H3) is accepted. In essence, career development individually plays a crucial role in influencing organizational commitment.

The Effect of Work Environment on Organizational Commitment

Analysis of the influence of the work environment on organizational commitment at CV. Bunda Devina revealed that a positive correlation exists between the work environment and organizational commitment. The t-test results show '*calculated*' > '*table*' ($3.426 > 1.908$), and the significance value is 0.001, which is less than 0.05. This indicates that the work environment has a direct effect on organizational commitment. This finding supports previous research by Arsani (2014), which found that the work environment has a positive and significant impact on organizational commitment. This confirms that the fourth hypothesis (H4) is accepted. In other words, the work environment has a significant effect on organizational commitment on a partial basis.

CONCLUSIONS

Based on the results of research conducted at CV. Bunda Devina on a total of 116 employees who became the research sample, the following conclusions can be drawn:

1. The findings indicate that Transformational Leadership, career development, and the work environment all positively influence organizational commitment. This means that the research model formulated by researchers can be used to predict the rise and fall of organizational commitment through transformational leadership, career development and the work environment.
2. Transformational leadership positively influences organizational commitment. This implies that as the quality of transformational leadership improves, it will significantly enhance organizational commitment.
3. Career development positively influences organizational commitment, indicating that more effective career development practices will lead to a substantial and favourable impact on organizational commitment.
4. A supportive work environment enhances organizational commitment, implying that a more favourable work setting will positively and significantly influence employees' commitment to the organization.

RECOMMENDATIONS

Based on the research results, there are several recommendations that are expected to provide benefits to companies and other related parties. The following are the suggestions submitted:

For the Company

The leader of Company needs to adopt an effective transformational leadership style by providing inspiration, motivation, and support to employees. A leader who can communicate well, provide a clear vision, and motivate employees to achieve common goals can enhance employee engagement and loyalty to the organization.

Company needs to ensure that every employee has access to clear and ongoing career development opportunities. Training programs, mentoring, and promotion opportunities should be integrated into the employee development plan.

Company needs to create a supportive and comfortable work environment to enhance employee organizational commitment. CV. Bunda Devina should listen to employee feedback regarding their needs and expectations related to the work environment and well-being, and make necessary changes to meet these needs in order to improve productivity, job satisfaction, and employee loyalty to the organization.

Company should regularly measure the level of employee commitment to identify areas needing improvement and to design more effective strategies for enhancing organizational commitment.

For Future Researchers

Considering the various limitations in this study, future research should be more extensive and in-depth regarding the influence of transformational leadership, career development, work environment, and organizational commitment by including other variables that were not examined.

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