

# ABS 221

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**The Influence of Leadership, Justice, and Trust on Organizational Commitment to Hotel****Metropolitan Golden Management Group Employee****Tri Erie Wardhani**

23

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**ABSTRACT**

Human resources play an important role for organizational growth. Therefore organizational commitment is needed in supporting the achievement of company goals. The purpose of this study was to determine the effect of leadership, organizational justice and trust on organizational commitment. The method used in this study is a survey method with path analysis technique. Path analysis is used to test the direct effect of variables: Leadership (X1), Justice (X2), Trust (X3), and Organizational Commitment (Y) in the Metropolitan Golden Management Hotel Group. The number of samples for the study were 123 respondents drawn from 153 population. The results showed that Leadership, Organizational Justice, and Trust had a positive and significant effect on organizational commitment. Suggestion, Metropolitan Golden Management Hotel Group continues to improve the quality of leadership, organizational justice and trust to increase organizational commitment.

**Keywords:** Leadership, Justice, Trust, Organizational Commitment

## Introduction

<sup>13</sup> The government's plan to develop more than 560 new tourist destinations in 19 Indonesian provinces has been greeted enthusiastically by business people and the hotel industry. Hotel growth has intensified in 2015-2018 in Bekasi and Bali as benchmark areas (Alexander, 2015). In Indonesia, there are several local hotel groups including the Metropolitan Golden Management hotel chain. Metropolitan Golden Management is experienced in hotel management with more than 14 years. Hotels under the Metropolitan Golden Management group, like any other organization, certainly no organization was built to die. Every organization, whether profit or non-profit, is struggling to achieve its goals, and we know that an organization can be said to be effective if it can achieve its goals. <sup>21</sup> Organization is a social system whose life and stability depend on the strong ties between the constituent elements (Lotfi & Pour, 2013).

So that organizations are required to be able to adapt in response to changes that occur. In organizations, one of the key element to success in anticipating and disclosing these changes is human resources. Organizational commitment has been a topic of interest since the 1950s because of its substantial implications for employees and the organization. Therefore, it is very important for every company to determine and understand the aspects that drive the commitment of its employees so that it leads to achieving its goals and optimizing human resources (Zaraket, Garios, & Abdel Malek, 2018). The commitment of employees to the organization has a strong and undeniably very influential effect on business results. The strong effect <sup>18</sup> in organizational commitment not only from professionals working for personal expectations but also from those working for organizational expectations according to Cohen in Tosun & Ulusoy (2017). Commitment contains beliefs and attitudes in acceptance, values and goals of the organization, as well as a willingness to give the best efforts for the organization (Luthans, 2011).

This lack of commitment will decrease the competitiveness of hotels compared to similar hotels that are currently popping up. So that, hotel management which are members of the Metropolitan Golden Management group need to increase the organizational commitment of their employees. Many factors are thought to affect both directly and indirectly on organizational commitment, these factors can be in the form of leadership, organizational culture, organizational structure, personality, abilities, job satisfaction, stress levels, work motivation, justice, trust, and others. Based on Colquitt, LePine, Wesson's integrative model of organizational behavior, it can be said that leadership is thought to <sup>29</sup> be one of the important factors that can influence organizational commitment. Because leadership is thought to affect organizational justice, behavior, morale or employee morale. As stated in the research of Sharma.M.K and Jain.S (2013) that <sup>22</sup> leaders influence the environment through three types of action, namely the goals and performance standards they set.

<sup>31</sup> Organizational justice is also becoming an increasingly important matter in today's times. <sup>6</sup> Research has shown that perceived justice affects attitudes toward work. Employees who perceive the workplace as fair are more satisfied with their work and more committed to the organization, more likely to rely on their superiors, and show a greater desire to keep their jobs (Loi, Yang, & Diefendorf, 2009). As long as the employees of the organization get fair treatment from the organization, it will cause them to be reluctant to leave the organization, or work their best to achieve the goals of the organization, thus it is reasonable to suspect that fair treatment affects organizational commitment.

Trust is also thought to be an important factor that can affect organizational commitment. As stated by <sup>1</sup> (Mukherjee & Bhattacharya, 2013), (Zhou Jiang, 2015), (Jiang, Gollan, & Brooks, 2015), (Hayuningtyas, Do, Irawanto, & Sudiro, 2018) the findings in their research also support

the viewpoint that justice and organizational trust is an important concept because they contribute greatly to the advancement of employees' positive or negative emotions regarding their jobs, thereby affecting their organizational commitment.

(George & Jones, 2012) stated that <sup>25</sup> when the relationship between the leader and members is good, members <sup>14</sup> will appreciate, trust, and feel a certain level of loyalty to their leader, and the situation is favorable to lead. When the leader-member relationship is bad, followers don't like or don't trust their leader, and the situation doesn't benefit a leader to lead the organization. Seeing the importance of organizational commitment, the authors <sup>2</sup> are interested in conducting research on the Influence of Leadership, Justice, and Trust on Organizational Commitment on Employees of the Hotel Metropolitan Golden Management group.

### **Materials and Methods**

This research will be carried out at Hotel Horison Bekasi as one of the hotels under the Metropolitan Golden Management hotel group. The research method is survey method with <sup>5</sup> path analysis techniques. Path analysis was used to test the direct effect of the variables: Leadership (X1), Justice (X2), Trust (X3), and on Organizational Commitment (Y) in the Causal Study Group Hotel Metropolitan Golden Management. Meanwhile, the indirect effect was tested by using the sobel test. Respondents in this study were all 123 employees of Hotel Horison Bekasi.

The data in the research were obtained using an instrument in the form of a questionnaire using Likert scale 1 to 5. The structured data collection instruments will be tested first to determine the validity and reliability of the instrument. Instrument items that meet the requirements of the validity and reliability test results will be used as a data collection tool, while those that do not meet the requirements are dropped.

## Result and Discussion

Before testing the causality model using the path analysis model, it must fulfill some of the necessary requirements. One of the important requirements that must be met is that the path coefficient must be significant for each path. The next test is a test of the hypotheses.

### *Goodness of Fit Test*

Based on the output of calculations with Lisrel, the "Goodness-of-Fit Statistics" for the statistical model fit test, obtained:

Degrees of Freedom = 0

Minimum Fit Function Chi-Square = 0.0 (P = 1.000)

Normal Theory Weighted Least Squares Chi-Square = 0.00 (P = 1.000)

**The Model is Saturated, the Fit is Perfect !**

Based on the results of the above calculations, it is obtained that the Chi-square value = 0.0 with degrees of freedom = 0 and the value of  $p = 1$ , because the value of  $p = 1 > 0.50$  or there is no significant difference between the theoretical correlation matrix and the empirical correlation matrix, thus  $H_0$  accepted, meaning that the model obtained matches or matches the empirical data so that the fit model is classified as very good.

### *Path Coefficient*

The calculation of the path coefficient is carried out by continuing the calculation of the correlation coefficient on each path based on the structural equation in the research construction model, the correlation coefficient value for each path can be seen in the following table:

**Table 1. Coefficient of Correlation Between Variables**

		Leadership (X1)	Justice (X2)	Trust (X3)	Organizational Commitment (Y)
Leadership (X1)	Pearson Correlation	1	.578**	.592**	.682**
	Sig. (2-tailed)		.000	.000	.000
	N	123	123	123	123
Justice (X2)	Pearson Correlation	.578**	1	.624**	.731**
	Sig. (2-tailed)	.000		.000	.000
	N	123	123	123	123
Trust (X3)	Pearson Correlation	.592**	.624**	1	.757**
	Sig. (2-tailed)	.000	.000		.000
	N	123	123	123	123
Organizational Commitment (Y)	Pearson Correlation	.682**	.731**	.757**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	123	123	123	123

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The result of the direct effect and the significance test for each path (Path Analysis) are summarized in the following table.

**Table 2. Summary of Path Significance Test Results**

No.	Direct Effect	Path Coefficient	t-statistic	t <sub>tabel</sub>	Result
1	$X_1 \rightarrow Y$	0,252	3,940	1,98	H <sub>0</sub> is rejected, H <sub>1</sub> is accepted. There is a positive direct effect of X <sub>1</sub> to Y
2	$X_2 \rightarrow Y$	0,338	5,136	1,98	H <sub>0</sub> is rejected, H <sub>1</sub> is accepted. There is a positive direct effect of X <sub>2</sub> to Y
3	$X_3 \rightarrow Y$	0,397	5,944	1,98	H <sub>0</sub> is rejected, H <sub>1</sub> is accepted. There is a positive direct effect of X <sub>3</sub> to Y
4	$X_1 \rightarrow X_3$	0,348	4,274	1,98	H <sub>0</sub> is rejected, H <sub>1</sub> is accepted. There is a positive direct effect X <sub>1</sub> to X <sub>3</sub>

5	$X_2 \rightarrow X_3$	0,423	5,199	1,98	<sup>2</sup> H <sub>0</sub> is rejected. H <sub>1</sub> is accepted. There is a positive direct effect X <sub>2</sub> <sup>2</sup> X <sub>3</sub>
6	$X_1 \rightarrow X_2$	0,578	7,787	1,98	H <sub>0</sub> is rejected. H <sub>1</sub> is accepted. There is a positive direct effect X <sub>1</sub> to X <sub>2</sub>

The structural diagram of the entire path of each structure <sup>2</sup> can be seen in the following

Figure:

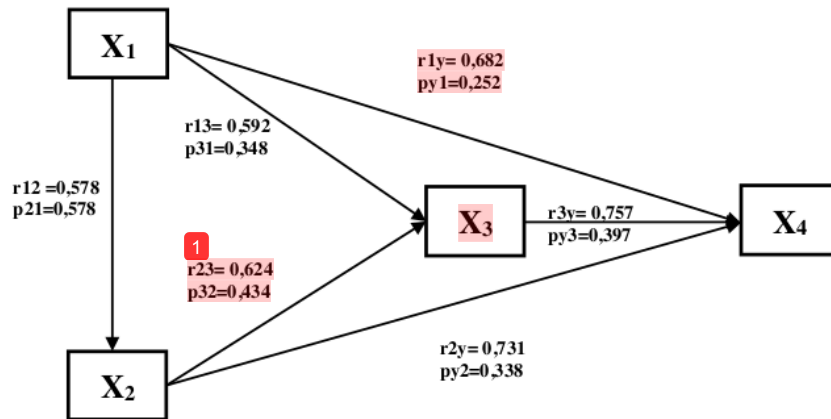


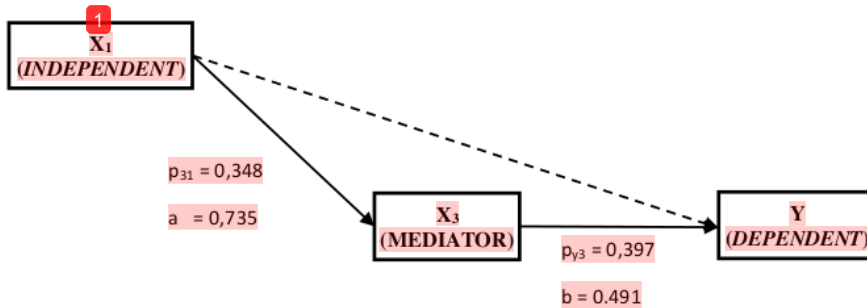
Figure 1. The causal path diagram of the effects of X1, X2 and X3 on Y

**Mediation Testing**

<sup>8</sup>

**The Indirect Effect of Leadership on Organizational Commitment through Trust.**

<sup>1</sup>  
The constellation of the indirect effect of Leadership on Organizational Commitment through Trust is as follows:



<sup>1</sup>  
**Figure 2. Constellation of Indirect Effect X1 on Y through X3**



The statistical hypothesis tested is the indirect effect of leadership (X1) on Organizational Commitment (Y) through Trust (X3)

$$H_0: \beta_{y3} \times \beta_{31} \leq 0$$

$$H_1: \beta_{y3} \times \beta_{31} > 0$$

H0 is rejected, if  $Z > 1.96$ .

$$\beta_{y3} \times \beta_{31} = (0.348 \times 0.397) = 0.138$$

The path coefficient (mediation) of the indirect effect of X1 on Y through X3 is 0.138 ( $\beta_{31} \times \beta_{y3} = 0.348 \times 0.397$ ) with a z value (Sobel Test) of 6.798. Because the value of Z (6.798) is greater than 1.96, it can be concluded that the indirect effect of X1 on Y through X3 is positive and significant. This means that there is an indirect effect of leadership on Organizational Commitment through Trust.

### The Indirect Effect of Leadership on Organizational Commitment through Justice

The constellation of the indirect effect model of leadership on organizational commitment through justice is as follows:

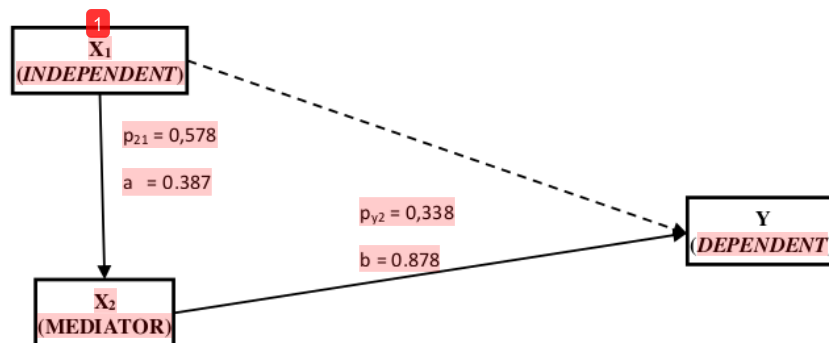


Figure 3. Constellation of Indirect Effect X1 on Y through X2

The statistical hypothesis tested is the indirect effect of leadership (X1) on Organizational Commitment (Y) through Justice (X2):

$$H_0: \beta_{y2} \times \beta_{21} \leq 0$$

$$H_1: \beta_{y2} \times \beta_{21} > 0$$

$H_0$  ditolak, Jika  $Z > 1,96$ .

$$\beta_{y2} \times \beta_{21} = (0,578 \times 0,338) = 0,195$$

The path coefficient (mediation) of the indirect effect of X1 on Y through X2 is 0.195 ( $\beta_{21} \times \beta_{y2} = 0.578 \times 0.338$ ) with a z value (Sobel Test) of 6.483. Because the Z value (6.483) is greater than 1.96, it can be concluded that the indirect effect of X1 on Y through X2 is positive and significant.

This means that there is a significant indirect effect of Leadership (X1) on Organizational Commitment (Y) through Justice (X2).

#### The Indirect Effect of Justice on Organizational Commitment through Trust

The constellation of the indirect effect model of Justice on Organizational Commitment through Trust is as follows:

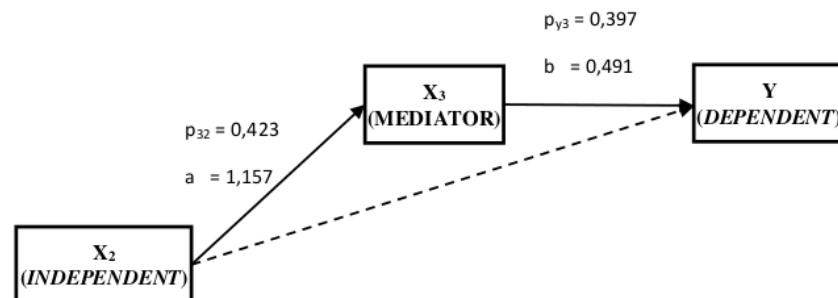


Figure 4. Constellation of Indirect Effect X2 on Y through X3

The statistical hypothesis tested is that there is an indirect effect of Justice (X2) on Organizational Commitment (Y) through Trust (X3):

$$H_0: \beta_{y3} \times \beta_{32} \leq 0$$

$$H_1: \beta_{y3} \times \beta_{32} > 0$$

INDIRECT EFFECT

$H_0$  ditolak, Jika  $Z > 1,96$ .

$$B_{32} \times \beta_{y3} = (0,423 \times 0,397) = 0,168$$

The path coefficient (mediation) of the indirect effect of X2 on Y through X3 is 0.168 ( $\beta_{32} \times \beta_{y3} = 0.423 \times 0.397$ ), with a z value (Sobel Test) of 7.193. Since the Z value (7,193) is greater than 1.96, it can be concluded that the indirect effect of X2 on Y through X3 is positive and significant.

This means that there is a significant indirect effect of Justice on Organizational Commitment through Trust.

The result of the indirect effect and the significance test for each path (Path Analysis) with Sobel Test are summarized in the following table.

**Table 3. Summary of Sobel Test Results**

No.	Indirect Effect	Sample	Koefisien Jalur	Z-hitung	Z-table ( $\alpha= 0,05$ )	Result
1	$X_1 \rightarrow X_3 \rightarrow Y$	123	0,138	6,798	1,96	$H_0$ is rejected, $H_1$ is accepted. There is a positive direct effect of $X_1$ to Y through $X_3$
2	$X_1 \rightarrow X_2 \rightarrow Y$	123	0,195	6,483	1,96	$H_0$ is rejected, $H_1$ is accepted. There is a positive direct effect of $X_1$ to Y through $X_2$
3	$X_2 \rightarrow X_3 \rightarrow Y$	123	0,168	7,193	1,96	$H_0$ is rejected, $H_1$ is accepted. There is a positive direct effect of $X_2$ to Y through $X_3$

## Conclusion

The conclusions in this research are 1) Leadership has a positive direct effect on organizational commitment, meaning that increased leadership will be followed by an increase in organizational commitment, 2) Justice has a positive direct effect on organizational commitment,

meaning that an increase in justice will be followed by an increase in <sup>5</sup>organizational commitment.

3) Trust <sup>3</sup>has a direct effect positive towards <sup>5</sup>organizational commitment, meaning that an increase in trust will be followed by an increase in organizational commitment, 4) Leadership <sup>2</sup>has a positive <sup>16</sup>direct effect on trust, meaning that an increase in leadership will be followed by an increase in trust, 5) Justice <sup>16</sup>has a positive direct effect on trust, meaning that an increase in justice will be followed by an increase in trust, 6) Leadership <sup>2</sup>has a positive direct effect on justice, meaning that an increase in leadership will be followed by an increase in justice, 7) Leadership <sup>10</sup>has an indirect effect on organizational commitment through trust, <sup>8</sup>but the direct effect of leadership on organizational commitment is greater than indirect effect (after going through trust), 8) Leadership <sup>10</sup>has an indirect effect on organizational commitment through justice, <sup>8</sup>but the direct effect of leadership on organizational commitment is greater than indirect effect (after going through justice), 9) Justice <sup>10</sup>has an indirect effect on organizational commitment through trust, <sup>8</sup>but the direct effect of justice on organizational commitment is greater than indirect effect (after going through trust).

#### <sup>4</sup>**Acknowledgement**

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