The Effect of Resilient Leadership, Organizational Justice and Organizational Culture on Organizational Commitments at Employees of PT-PN VI Kayu Aro

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ABSTRACT

The purpose of this study was to examine the extent of the effect of resilient leadership on organizational commitment and the effect of organizational culture mediation and organizational justice at PT-PN VI Kayu Aro. The total of population in this case study was 170 employees. The total of sample in this study was 103 respondents. Data collection technique used was questionnaire with 7 Likert scale criteria. The data was analyzed by using Structural Equation Modeling (SEM) using Partial Least Square (PLS) software. The results showed that resilient leadership, organizational culture and organizational justice had a positive and significant effect on organizational commitment. Resilient leadership had a positive and significant effect on organizational culture. Resilient leadership had a positive and significant effect on organizational justice. Organizational culture had a positive and significant mediating effect on the effect of resilient leadership on organizational commitment. Organizational justice provides a positive and significant mediating effect on the effect of resilient leadership on organizational commitment.

Keywords: Resilient leadership, organizational justice, organizational culture, organizational commitment

1. INTRODUCTION

Organizational commitment is one of the important things for companies today. When companies find it difficult to find employees who have good qualifications in doing a job, organizational commitment is one way to determine employees who have the qualifications, loyalty and performance demanded by the company. In other words, organizational commitment becomes important in determining employee performance within a company.

Organizational commitment provides benefits for employees, such as improving career paths and opportunities to be promoted, as well as making employees more experienced in their fields. However, there are interesting things when employees have a high commitment to the company where employees will have an emotional bond with the company and fellow employees, this is supported by a supportive company environment, and the salary received is considered fair and in accordance with his contributions for the company. Conversely, if an employee has a low commitment to the organization, this can be caused by the lack of employee participation given by the

company, a monotonous company environment, and unfair treatment.

The importance of good organizational commitment from employees for a company according to Mathieu and Zajac in Kingkin, et al, 2020 is that the high organizational commitment of employees will have a good impact on the company. The good impact must also be supported by leadership in organizations that are could to create a sense of justice and create a conducive work culture so that it can foster employee loyalty on the company.

According to Luthans (2011), there are several factors that influence organizational commitment, namely a). Job design in the organization, b). Values or culture, c). Support from the leader, d). Organizational justice in which employees' perceptions of behavior they receive, and e). Leadership style.

The phenomenon of organizational commitment can affect company performance and even affect all company activities because the company is closely related to employees who have commitments and this can happen to many companies. As the case at PT. Perkebunan Nusantara VI Kayu Aro which was the object of this study. It was found that from 2013 to 2018 there was a decline in work, while from 2009 to 2017 there were problems with the results of performance or decreased company performance, this was due to the lack of ownership from employees towards the company and seriousness in doing the job, the lack of willingness of employees to accept the company's values and the existence of employees who want to move to work in other companies, this is an indication that in employees there is a problem regarding organizational commitment.

Meyer and Allen (1991) in Singh and Gupta (2015) who describe organizational commitment is a psychological construct that is seen from the characteristics of the organization's employee relations with the organization and has an impact on an individual's decision to continue his membership in the organization. Furthermore, Buluc and Gunes (2014) revealed that organizational commitment refers to employees' emotional reactions to organizations where the goals and values in the organization are more important according to employees than personal goals and values. The indicator used to measure organizational commitment refers to the opinion of Mayer and Allen (1991) in Singh and Gupta (2015) which measures organizational commitment with three dimensions, namely: (1) Affective commitment, (2) Continuance commitment, and (3) Normative commitment.

According to Luthans and Doh (2018) culture is a value or "value" based on knowledge and experience that will shape behavior and determine the merits of a thing. Alkahtani (2015) found that organizational culture can influence organizational commitment and therefore organizations need employees who are committed to their work so they can contribute to the survival of the organization in market competition. This statement is supported by the findings of Xenikou (2010) which show that relationship leadership in a company has a positive then significant effect on commitment in a company but with an organizational culture the relationship between the two becomes stronger. The indicators used refer to the opinions of Quinn and Cameron (2011) in Carvalho et al. (2018) as follows: (1) dominant characteristics, (2) organizational leadership, (3) employee management, (4) organizational glue, (5) strategic emphasis, and (6) success criteria. Which are then grouped into 4 types of culture namely (1) clan, (2) hierarchy, (3) market, and (4) adhocracy.

Kreitner and Kinicki (2010) organizational justice is the perception of organizational members about the conditions of justice they experience in the organization. Gibson et al (2012) states that employee commitment increases the leadership of

the organization must show confidence in employees so that employees are more enthusiastic about work and feel good about their organization which in this case is called organizational commitment. This statement is supported by Khan dan Rashid (2015). findings on the influence of three indicators of organizational justice namely procedural, distributive and interactional justice, which results in a significant relationship between organizational justice and organizational commitment. Buluc and Gunes (2014) found that relationship organizational justice has a positive and also significant effect on commitment in a company, Cropanzano (2007) which measures organizational justice with three dimensions namely: (1) Distributive justice, (2) Procedural justice (procedural justice), and (3) Interactional Justice.

According to Sulastri (2019) leadership is the actions of leaders and between the two has different meanings and in certain conditions leaders must be able to develop and encourage individuals who dream to work to achieve goals together. Bass (1985) in Dartey-Baah (2015) transformational leadership focuses on developing the needs of subordinates to a higher direction, and arouse positive things in followers through the motivation and emotions of followers by creating and representing visions that inspire towards future. While transactional leadership is a transaction process that is made based on an agreement that begins with a negotiation between followers and leaders in which the needs of followers or followers will be rewarded if they provide results for the organization in accordance with their agreement with the leadership. Dartey-Baah (2015) states that resilient leadership or Transformational leadership is effective leadership in the face of change because this leadership is not afraid of change or "embrace change". Alakahtani (2015) states that to overcome organizational competition it is necessary to increase

organizational commitment through several factors that influence it, namely leadership, the results show that transformational and transactional leadership in a company has a good effect on the commitment that is influenced by the organizational culture in the company.

To support the finding above,Charoensap (2018) states that the mediating role of organizational justice in leadership relationships and commitment will increase organizational commitment. Hashmi (2018) found that leadership in a company has a good impact on organizational culture and then organizational culture has a good and significant effect on organizational commitment in a company, organizations need to build good leadership and culture to be able to increase commitment in a company. The indicators of resilient leadership according to Dartey-Baah (2015) are as follows: (1) Strategic thinking, (2) The ability to think emotionally (emotional thinking), (3) Ability to adapt to change (adaptation/change oriented), (4) Learning (learning), and (5) Collective leadership (collective leadership).

This study aimed at investigating the mediating role of organizational culture and organizational justice in the relationship of resilient leadership to organizational commitment in PT. Perkebunan Nusantara VI Kayu Aro. Based on the problem, the problem formulation in this study is as follows: to what extent the influence of organizational culture on organizational commitment at employee of PT-PN VI Kayu Aro? (2) To what extent the influence of organizational justice on employee's organizational commitment at PT-PN VI Kayu Aro? (3) To what extent the influence of resilient leadership on employee organizational commitment at PT-PN VI Kayu Aro? (4) To what extent the influence of resilient leadership on organizational justice at PT-PN VI KayuAro? (5) To what extent the influence of resilient leadership on organizational culture at PT-PN VI Kayu Aro? (6) To what extent the organizational justice mediates

the influence of resilient leadership on employee organizational commitment at PT-PN VI Kayu Aro? (7) To what extent organizational culture mediates the resilient leadership on employee's organizational commitment at PT-PN VI Kayu Aro?

2. METHODS

The total number of populations in this study was 170 employees. In selecting the sample, the researcher used cluster random sampling technique, while to determine the sample size, the researcher used Slovin formula with an error rate was 5%, therefore, the sample size used to facilitate this research is 104 respondents and the number of returned questionnaires was 98 questionnaires (response rate of 94.23%) and all returned questionnaires were eligible for analysis. The number of samples and the rate of return can be seen in Table 1 as follows:

Table 1. Demographics of Respondents

Information	Total
Distributed questionnaire	104
Unreturned questionnaire	6
Returned questionnaire	98
Returned level	94,23%
Broken questionnaire	-
Valid questionnaire	98

The data were collected by using questionnaires from Mayer and Allen (2004) for organizational commitment variables, organizational justice questionnaire taken from Cropanzano (2007), organizational culture questionnaires taken from Kim (2015), and finally the questionnaire for resilient leadership taken from Dartey-Baah(2015), and 7 Likert scale criteria from Mayer and Allen (2004). Data analysis was performed using the Partial Least Square (PLS).

3. RESULTS AND DISCUSSION
Description of research variables

On organizational justice variables, based on the results of the data analyzed the average level of respondents' achievements on organizational justice variables obtained an average value of 5.72 with an achievement rate is 83.44%. The category is good. Organizational justice was assessed by using three indicators namely procedural obtained an average score of 5.79 with the achievement rate is 84.43%.The category is good. Distributive with a value is 5.50 and an achievement rate is 80.22%.The category is also good.It was obtained the highest intercultural indicators among the three indicators.It means interactional justice is able to increase organizational commitment better than other indicators of organizational justice, interactional justice related to the interaction of information and interpersonal that requires PT. Perkebunan Nusantara VI Kayu Aro for giving treatment awards especially from the leader to the employees, wise and polite treatment, respecting employees' rights and words, attitudes and actions, this appreciation must be given through praise. Then the leader takes the decision based on facts not only opinions, meaning that there are no treatment difference.

In organizational culture variables, based on data analysis the average level of achievement of respondents in organizational culture variables, the average score is5.46 with an achievement rate is 79.63%.The category is good. Assessment of organizational culture based on four indicators namely the clan got an average score 5.32 and the achievement rate is 77.60%.The category is good. Adhocracy with a value 5.50 and the achievement rate is 80.22%. The category is good. Hierarchy has the highest average score with a value 5.46 and the achievement rate is 79.72%. The category is very good. Market culture indicators get the highest value compared to other cultural indicators with a value 5.55 and the achievement rate is 80.91%. The

category is god. This indicates the company has a culture that requires companies to focus on achieving results and his main concern is that employees must complete their work. Employees of Perkebunan Nusantara VI Kayu Aro company must be very competitive and goal oriented. The leader must be a hard mover, producer, and competitor. The glue that keeps organizations united is the emphasis on excellence from competitors. Reputation and success are the main concerns. Then the long-term focus of Perkebunan Nusantara VI Kayu Aro company must be competitive and respective for achieving goals and targets. Perkebunan Nusantara VI Kayu Aro company defines the success as the extent of tea market of Perkebunan Nusantara VI Kayu Aro company. Competitive prices and leading the market is important for Perkebunan Nusantara VI Kayu Aro company. It must have high competition.

In the resilient leadership variable, based on data analysis the average level of respondents' achievements in the resilient leadership variable obtained an average score 5.59 with the achievement rate is 81.51%. The category is good. Assessment of resilient leadership based on five indicators namely *Strategic Thinking* got an average score 5.59 and the achievement rate is 81.56%. The category is god. Ability to adapt with the value is 5.68 and the achievement rate is 82.80%. The category is good. Learning has the highest average score with the value 5.60 and the achievement rate is 81.66%. The category is good. The ability of leaders to think emotionally with the value 5.38 and the achievement rate is 78.53%. The category is good. Indicators of collective leadership have the highest average score with the value 5.69 and the level of achievement is 83.00%. It means that the leadership at Perkebunan Nusantara VI Kayu Aro Company has planned and organized tasks well. The leader is also able to solve problems at work, the employee is involved in decision making.

Finally, the leadership is able to develop and assist employees in several jobs that require a relationship with the leadership.

In the organizational commitment variable, based on data analysis the average level of achievement of respondents in the variable organizational commitment obtained an average value 5.55 with the achievement rate is 81.00%. The category is good. Assessment of organizational commitment based on three indicators, normative indicators get the highest score with an average score is 5.60 and the achievement rate is 81.68%. The category is good. It means that the company must pay attention to how employees must survive in the company and making employees loyal to the company. The average total score and achievement level figures indicate that in general, the organizational commitment of employees of Perkebunan Nusantara VI Kayu Aro company is categorized good.

Hypothesis Testing and Results
Outer Model

Converging validity at the indicator level is called reliability or loading. For initial inspection a matrix loading factor of about 0.3 is considered to have met the minimum level, and a loading factor of around 0.4 is considered good, and for a load factor greater than 0.5 it is generally considered significant.

Tabel 2. Reliability And Validity

	Cronbach's Alpha	rho_A	Composite reliability	(AVE)
Organizational Culture	0,927	0,928	0,937	0,515
Organizational Justice	0,911	0,913	0,925	0,530
Resilient Leadership	0,949	0,950	0,954	0,549
Organizational Commitment	0,933	0,933	0,941	0,516

Based on the values in the table above, it can be interpreted that each indicator of the research

variable has a loading factor value> 0.5. Based on the values that can be loaded, it can pull that conclusion the construct has good convergent validity.

Tabel 3. The Results of *fornell-larcker criterion* Test

	Organizational Culture	Organizational Justice	Resilient Leadership	Organizational Commitment
Organizational Culture	0,717			
Organizational Justice	0,530	0,728		
Resilient Leadership	0,659	0,659	0,741	
Organizational Commitment	0,690	0,666	0,699	0,718

Based on the values in the table above, it can be interpreted that the √AVE number of organizational culture variable is 0.717. The value is bigger and better than the correlation value of organizational culture to organizational justice variables, as well as correlation with variables resilient leadership and also organizational commitment. This also applies to other variables. Based on the evaluation of the relationship, it can be concluded that states discriminate validity measurement has been fulfilled and categorized valid.

Composite reliability is the stage used to test the reliability of indicators for variables. Indicators can meet dependable requirements if they have a composite reliability value> 0.6. Reliability tests using the composite reliability method can also be strengthened using Cronbach Alpha values. A variable in the study is said to be reliable if it has a Cronbach Alpha value> 0.7. In table 2 it can be interpreted that in this study the Cronbach Alpha figure of organizational culture variable is 0.927, organizational justice is 0.911, resilient leadership is 0.949, and organizational commitment variable is 0.933. Furthermore, the composite reliability value of organizational culture variables is 0.937, organizational justice is 0.925, resilient leadership is 0.954, and organizational commitment variables

is 0.941. Therefore, these results indicate that each research variable meets the assessment criteria. Therefore, it can be concluded that the overall variable is categorized reliable.

Inner Model

Analisis Variant (R^2) or Determination of the test is what is used to determine the effect of the independent variable in this case on the dependent variable.

Table 4 Analysis Results of R Square

	R Square	Adjusted R Square
Organizational Culture	0,434	0,428
Organizational Justice	0,435	0,429
Organizational Commitment	0,633	0,617

Based on the values in the table above, it can be interpreted that R2 of organizational culture variable is 0.434, meaning that the resilient leadership variable explains organizational culture variable 43.4%, the remaining 56.6% is explained by other constructs outside that examined. Then the R2 value of organizational justice is 0.435 which means that the resilient leadership variable explains organizational justice variable 56.5% and the remaining 37.2% is explained by other constructs outside that examined. Then the R2 value of organizational commitment is 0.633 means that the variable leadership resilient, organizational justice, and organizational culture variables explain the variable organizational commitment 63.3% and the remaining is 33.7% explained by other constructs beyond the focus of this study.

Hypothesis testing

Testing conducted on the hypothesis is carried out based on the results of the Inner Model test (structure model) which includes the coefficient of parameters and t-statistics. To see whether the hypothesis is accepted or not is tested by evaluating the value of significant among construct, t-statistics and p-value.

Table 5 Hypothesis Test

	True Sample (O)	Average ofSampel (M)	Deviation Standard (STDEV)	T Statistic (|O/STDEV|)	P Values	Information
Direct Effect						
Organizational Culture → Organizational Commitment	0,351	0,359	0,112	3,133	0,002	Accepted
Organizational Justice Organizational Commitment	0,301	0,301	0,096	3,134	0,000	Accepted
Resilient Leadership → Organizational Culture	0,659	0,670	0,085	7.789	0,000	Accepted
Resilient Leadership Organizational Justice	0,659	0,668	0,071	9,288	0,000	Accepted
Resilient Leadership Organizational Commitment	0,262	0,256	0,121	2.161	0,033	Accepted
Indirect Effect						
Resilient Leadership Organizational Culture Organizational Commitment	0,231	0,242	0,089	2,610	0,010	Accepted
Resilient Leadership Organizational Justice Organizational Commitment	0,199	0,202	0,072	2,766	0,007	Accepted

Based on the values in the table above, it can be interpreted that the results of hypotheses testing based on beta values and p-values is 0.05 (5%). It can be concluded that; First, Organizational culture has a positive and also significant effect on organizational commitment. The first hypothesis test result is the affect of organizational culture on organizational commitment to obtain a positive beta coefficient 0.351 with a significance of p-value is 0.002. These results indicate that organizational

culture at PT Perkebunan Nusantara VI Kayu Aro has a positive and then significant effect on the organization commitment of employees of Perkebunan Nusantara VI Kayu Aro Company.

Second, Organizational justice has a positive and then significant effect on organizational commitment PT Perkebunan Nusantara VI Kayu Aro. The second hypothesis test results are the effect of organizational justice on organizational commitment to obtain a positive beta coefficient 0.301 with a significance of p-value is 0.002. These results indicate that organizational justice has a positive and then significant effect on commitment of employees of Perkebunan Nusantara VI Kayu Aro Company.

Third, resilient leadership has a positive and then significant effect on organizational commitment Perkebunan Nusantara VI Kayu Aro Company. The third hypothesis test results namely the effect of resilient leadership on organizational culture obtains a positive beta coefficient 0.659 with a significance of p-value 0,000. These results indicate that resilient leadership has a positive and then significant effect on organizational culture at Perkebunan Nusantara VI Kayu Aro Company.

Fourth, Resilient leadership has positive and then significant effect on justice The results of the fourth hypothesis test, namely the effect of resilient leadership on organizational justice has a positive beta coefficient 0.659 with a significance of p-value 0,000. These results indicate that resilient leadership has a positive and then significant effect on organizational justice at Perkebunan Nusantara VI Kayu Aro Company.

Fifth, Resilient leadership has positive and significant influence on organizational culture. The third hypothesis test result namely the effect of resilient leadership on organizational commitment to obtain a positive beta coefficient 0.262 with a significance of p-value 0.033. These results indicate that resilient leadership has a positive and significant effect on organizational commitment of

employees of Perkebunan Nusantara VI Kayu Aro Company.

Sixth, organizational justice mediates the effect of resilient leadership on commitment. The sixth hypothesis test result namely organizational culture mediates the effect of resilient leadership on organizational commitment to obtain a positive beta coefficient 0.231 with a significance of p-value is 0.010. It can be concluded that the mediating role of organizational culture strengthens the relationship between resilient leadership and organizational commitment of employees of Perkebunan Nusantara VI Kayu Aro Company. This means that the greater than the value of resilient leadership is, the more organizational commitment of Perkebunan Nusantara VI Kayu Aro Company through organizational culture is.

Finally, organizational culture mediates resilient leadership towards organizational commitment. The seventh hypothesis test results that organizational justice mediates the effect of resilient leadership on organizational commitment to obtain a positive beta coefficient 0.199 with a significance of p-value is 0.007. It can be concluded that the mediating role of organizational justice strengthens the relationship between resilient leadership and organizational commitment of employees of Perkebunan Nusantara VI Kayu Aro Company.

Discussion

Organizational culture has a positive and significant effect on organizational commitment. The results of this study supported by Shoaib, et al. (2013) who stated that organizational culture and organizational commitment are very related and has a very significant influence .Then research conducted by Acar (2012), it It was found that the variables in this study were organizational culture directly, positively and significantly influences organizational commitment and leadership factors

will be very important when facing cultural changes.

Organizational justice has a positive and then significant effect on organizational commitment. These results are in accordance with the results of studies of the study conducted by Buluc and Gunes (2014), the results showed that in organizational justice is positively related to organizational commitment. Furthermore, research conducted by Jiang (2017), it showed that one way to increase employee's commitment is to maintain a sense of justice for employees.

Resilient leadership has a positive and then significant effect on commitment. These results supported by the research conducted by Al-Ali, etal(2017), it showed that leadership style positively and significantly affect the three dimensions of organizational culture, clan, adhocracy and hierarchy.

Resilient leadership has a positive and then significant effect on organizational justice. These results are accordance with the results of studies of the study of Colquitt (2015) who explains that organizational justice reflects the perceived fairness of decision-making by the leadership. The results of this study are in line with the research conducted by Kim and Kim (2015) which shows that leadership style has a positive effect on organizational justice, then Dai research, et al (2013) shows that leadership which in this case is transformational and transactional leadership has a positive and   then significant effect on organizational justice, and justice makes the relationship between leadership and commitment stronger with mediation from organizational justice.

Resilient leadership has a positive and then significant effect on organizational culture. These results are accordance with the results of studies of the study of Chai, et al (2017) who states that transformational leadership is directly and significantly linked to increase organizational

commitment. Furth her more, research conducted by Alakahtani (2015) showed that in overcoming organizational competition, it is necessary to increase organizational commitment through several factors that influence it. One of them is organizational culture. The results show that leadership which in this case is transformational and transactional leadership has a positive effect on organizational commitment that is influenced by organizational culture.

Organizational justice mediates the effect of resilient leadership on organizational commitment. These results supported by the research conducted by Hashmi (2018) who found that leadership has a positive impact on organizational culture and then organizational culture has a positive and significant effect on organizational commitment. Khanand Rashid (2012) studied about the effect of organizational commitment mediation from organizational culture, leadership and organizational justice on organizational citizenship behavior using three indicators of organizational justice namely procedural, distributive and interactional justice, in which the results showed a significant relationship between organizational justice and organizational commitment.

Organizational culture mediates the effect of resilient leadership on organizational commitment. These results are in line with the research conducted by Kim and Kim (2015), the result shows that organizational justice plays an important role in leadership relationships on organizational commitment, where with organizational justice the relationship between them becomes more significant, then the role of local culture moderation that strengthens relationships of leadership and commitment. Then Dai research, et al (2013) shows that leadership which in this case is transformational and transactional leadership has a positive and then significant effects on organizational justice, and justice makes the relationship between leadership

and commitment stronger with the mediation of organizational justice.

4. CONCLUSIONS

The results of this study can be concluded as follows:

1. The analysis shows that organizational culture has a positive and significant effect on organizational commitment. It means that the better organizational culture is the better organizational commitment will be.
2. The analysis shows that organizational justice has a positive and significant effect on organizational commitment. It means that the better organizational justice is the better organizational commitment will be.
3. The analysis show that resilient leadership has a positive and significant effect on organizational culture. It means that the better resilient leadership is the better organizational culture will be.
4. The analysis shows that resilient leadership has a positive and significant effect on justice. It shows It is better resilient leadership is the better organizational justice will be.
5. The analysis shows that resilient leadership has a positive and then significant effect on organizational commitment. It shows that the better resilient leadership is the higher organizational commitment will be.
6. The analysis show that organizational culture mediates a positive and then significant influence on resilient leadership and organizational commitment. It means that the better the resilient leadership is, the higher organizational culture will be, if organizational culture increases, organizational commitment will also increase.
7. The analysis show that organizational justice mediates a positive and then significant influence on leadership resilience to

commitment. This means that the better the resilient leadership will be as well as organizational justice, if organizational justice is good the organizational commitment of employees will increase.

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