

Linking Transformational Leadership and Work Environment Towards Employee Engagement

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ABSTRACT

This study was to determine the impact of transformational leadership and work environment on employee engagement at Bidlabfor Polda with organizational normative commitment as an intervening variable. The research method used in this study is a quantitative research method with primary data sources used in this study. The subjects in this study included employees of the Forensic Laboratory of the Java Regional Police, a total of 53 people. The sample was collected using census sampling technique, which is a sampling technique that takes into account all available populations for sampling. For data analysis methods, descriptive analysis and partial least squares (PLS) analysis were used. Based on data analysis on the impact of transformational leadership style and work environment on employee performance at Bidlabfor Polda with organizational normative commitment as the mediating variable, it can be concluded that commitment of the organization is the variable that has the greatest influence in forming an optimal environment. employee contract. Therefore, transformational leadership can only shape employee engagement if it is associated with good normative engagement with the organization.

Keywords: Employee Engagement, Normative Organizational Commitment, Transformational Leadership, Work Environment



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INTRODUCTION

Every organization needs resources to achieve its goals, resources are a source of energy, the power needed to create power, movement, activity, activity and action. Human resources are resources that are used to mobilize and synergize other resources to achieve organizational goals. Human resource management often becomes homework for a company or organization because without human resources, the organization will certainly not function properly to achieve organizational goals. Leaders in an organization certainly expect that all employees in it are able to show their best work engagement, so that the organization is certainly able to achieve the goals that have been set. This applies to organizations operating in the business sector, as well as those operating in the service sector, including services to the public. A manager or leader is required to

be able to use knowledge and art by encouraging employees to do a good job (Lestary & Harmon, 2017)

Human resources are a central factor in managing an organization. In achieving its goals, an organization needs human resources as system managers. Competent human resources with good engagement can support business success ((Potu et al., 2013)). On the other hand, incompetent and underperforming human resources are a competitive problem that can put the company at a loss. Achieving the goals of an organization requires human resources as system managers. In order for this system to work, of course, its management must pay attention to several important aspects such as leadership, motivation, work environment, engagement and other aspects. ((Riyadi, n.d.))

Human resources can determine the success of implementing activities within the company. Therefore, the success or failure of an organization or institution will be determined by human factors or its employees in achieving its goals. An employee who has high and good engagement (work results or work produced) can support the achievement of the goals and objectives set by an organization. Problems regarding engagement are problems that will always be faced by organizational/agency management, therefore management needs to know the factors that influence employee work performance ((Bina et al., n.d.)).

Factors that influence human resources in achieving organizational/agency goals can be seen from many factors, including the employee's work environment, leadership style, and the commitment of the employees themselves. Good employee engagement will really make it easier for an organization or organizations to achieve the desired goals, but it is necessary to pay attention to important factors that can influence this, including the work environment and other factors, namely the leadership of the employee's superiors, especially transformational leadership. ((Novitasari et al., n.d.; Potu et al., 2013))

Work environmental factors in an organization are very important for management to pay attention to. Even though the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. (Hermawan, 2022). The work environment is the atmosphere where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. If an employee likes the work environment where he works, then the employee will feel at home at work, carrying out his activities so that working time is used effectively. On the other hand, an inadequate work environment will reduce employee engagement. ((Claudia et al., 2021; Hermawan, 2022))

Leadership in an organization is a factor that determines the success or failure of an organization, because successful leadership shows that the management of an organization has been carried out successfully. Leadership is needed so that the survival of the organization can run as expected. Leadership style has an important meaning for the interests of the organization, because the progress and decline of an organization depends on how the leader exercises his leadership. According to (Claudia et al., 2021), transformational leadership is a way for a leader to influence the behavior of subordinates so they want to cooperate and work productively to achieve organizational goals. Employees need a good leader figure in the organization so that they can become a driving force for organizational activities to achieve good performance.

According to Rivai (2020) Transformational leadership has been described by several experts as an action that influences other people or subordinates to want to work together to achieve certain goals. Leadership is an important factor in providing direction to employees, especially in today's times where everything is open, so the leadership needed is leadership that can empower employees. The existence of leaders who use a militaristic and rigid leadership style so that there is a gap between leaders and subordinates will hinder employee engagement. ((Aji Baskoro et al., 2014))

Apart from that, the commitment factor is also very important for employees to have, because it is a sense of identification (belief in organizational values), involvement (willingness to try as best as possible for the benefit of the organization) and loyalty (desire to remain become a member of the organization concerned) declared by an employee to his organization. Meanwhile, that normative commitment to an organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization in order to achieve goals. (Hayati, 2004)

The phenomena that occur in the field are related to the engagement of Bidlabfor employees. Among other things, from case data for the last 2 (two) years, the results of employee work completion can be seen that the cases completed if combined from the 5 (five) sub-divisions in Bidlabfor, have reached an average of around 90%, but actually if you look at the duties and functions then Completion of Bidlabfor Polda Java's employee files should be above 95% (based on an analysis of the workload of Bidlabfor Polda Java employees)

Table 1. Case Settlement Data for 2020 and 2021

SUBBID	CASE IN		CASE DONE		% DONE	
	2020	2021	2020	2021	2020	2022
BALMET	75	78	68	71	91%	91%
DOKUPAL	58	66	52	62	90%	94%
NARKOBA	350	463	315	414	90%	91%
KIMBIO	68	90	60	82	88%	91%
FISKOM	670	680	606	579	90%	85%
AVERAGE SETTLEMENT OF CASE					90%	91%

Source: Bidlabfor Polda (2020 & 2021)

From the data of Bidlabfor personnel for the 2 years mentioned above, there has tended to be an increase and also a decrease in the percentage of work completion, but they are still considered to have not reached the target of completing cases of 100% or at least 95%. Various efforts have been made by the organization to increase the engagement of Bidlabfor employees including creating a conducive work environment and imposing sanctions on Bidlabfor employees who have not been able to achieve their work targets. Some of the methods that have been used include frequently holding gatherings or events that prioritize outdoor activities which aim to create a family atmosphere between employees, then by holding regular meetings between superiors and subordinates which aim to create employee discipline in working.. However, this has not fully increased Bidlabfor employee engagement, this has led to the assumption that Bidlabfor employee engagement is not optimal, responsibility for work is not good, and so on.

This will make human resource management an important indicator of achieving organizational goals effectively and efficiently. Engagement in an organization is the answer to the success or failure of the organizational goals that have been set. The engagement of an employee is an individual thing, because each employee has a different level of ability in carrying out their duties. Engagement can be improved through a good example of a leader, where transformational leadership, as well as the work environment and normative commitment are the first factors that are felt by employees. Several previous studies have proven that transformational leadership has a positive effect on employee engagement (Newman et al, 2014), as well as work environment and normative commitment can also have an effect on increasing employee engagement (Elizar & Tanjung, 2018).

LITERATURE REVIEW

Attribution Theory

Basically, attribution theory states that when individuals observe someone's behavior, they try to determine whether the behavior was caused internally or externally ((Lussier et al., 2021)). Internally caused behavior is behavior that is under the individual's own personal control in a conscious state, such as personality traits, consciousness, and abilities. Meanwhile, externally caused behavior is behavior that is influenced from outside, meaning that individuals will be forced to behave because of the situation or environment, such as social influence from other people.

Attribution is a process of impression formation. Attribution refers to how people explain the causes of other people's behavior or themselves. Attribution theory is a theory that discusses the causes of someone's or our own behavior, which will later form an impression. The impression formed will be concluded as factors that influence the behavior of others.

Employee Engagement

Hewitt, Bacon and Woodrow (Yan et al., 2021)) define engagement as a measure of how employees' intellectual and emotional commitment to the organization, engagement describes how employees behave after they interact with the organization. In addition, engagement is seen as a behavior beyond job satisfaction, referring to a situation where employees are involved, contribute, and feel like they belong to the organization. The concept of employee engagement is defined as the level of psychological investment of employees in their organization (Saleem et al., 2021)). Employee engagement is maximum employee satisfaction and maximum contribution (the result of employee satisfaction and contribution related to work) (Niswaty et al., 2021)).

Organizational Commitment

Organizational commitment is a condition where employees are very interested in the goals, values, and goals of the organization. Furthermore, organizational commitment means more than just formal membership, because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization in order to achieve goals (Li et al., 2021)).

According to Kim et al. (2021) organizational commitment is a measure of an employee's willingness to stay with a company in the future. Commitment often reflects an employee's belief in the mission and goals of the organization, a willingness to put forth effort to complete the work and a desire to continue working there. Kreitner and Kinicki (in Na-Nan et al., 2021)) state that organizational commitment reflects how individuals identify themselves with the organization and are bound by its goals. Na-Nan et al. (2021) argue that organizational commitment is the identification of a person's relatively strong involvement in the organization and is willing to try hard to achieve organizational goals.

Transformational leadership

Leadership is one of the dimensions of competence that greatly determines the engagement or success of an organization. The main essence of leadership is how to influence others to be effective, of course everyone can do it differently. Leadership is an art, because everyone's approach to leading people can be different depending on the characteristics of the leader, the characteristics of the task and the characteristics of the people they lead.

According to Gardner et al., (2021) explained that a leader is someone who has subordinates or followers for a purpose and his success is greatly influenced by the leadership he has. Leadership according to Anoraga (Steffens et al., 2021) is defined as a person's ability to be able to influence other people, through communication both directly and indirectly with the intention of moving these people so that with understanding, awareness and pleasure they are willing to follow the will of others. the leader's will. (Korzynski et al., 2021)

According to the theory of leadership traits is a theory that seeks to identify the distinctive characteristics (physical, mental, personality) that are socialized with leadership success :

- a. Intelligence
Ralph M. Stogdill stated that leaders are smarter than their followers. However, in some situations a leader who is too smart can be a problem.
- b. Personality
From the results of Argyris' study, personalities such as alertness, authenticity, personal integrity and self-confidence are associated with effective leadership.
- c. Physical Characteristics
From the results of Stogdill's study, the relationship between effective leadership and physical characteristics, such as age, height, weight and appearance, actually gave contradictory results.

Work Environment

The work environment is a very important component part when employees carry out work activities. By paying attention to a good work environment or creating working conditions that can provide motivation to work, it will have an influence on employee enthusiasm or enthusiasm for work. A conducive work environment provides a sense of security and allows employees to work optimally.

The following is the definition of the work environment according to experts: According to Rahardjo(2014)the work environment is everything that is around the worker and that can influence him in carrying out the assigned tasks. The work environment is the totality of tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and as a group. Both the physical and psychological work environment are equally important in an organization, these two work environments cannot be separated. If a company only prioritizes one type of work environment, a good work environment will not be created, and a poor work environment can require more labor and time and will not support the creation of an efficient work system design and will cause the company to decline work productivity. (Pawirosumarto et al., 2017; Rahardjo, 2014)

Based on the literature review and the logical relationships described above, the framework for this research can be described as follows:

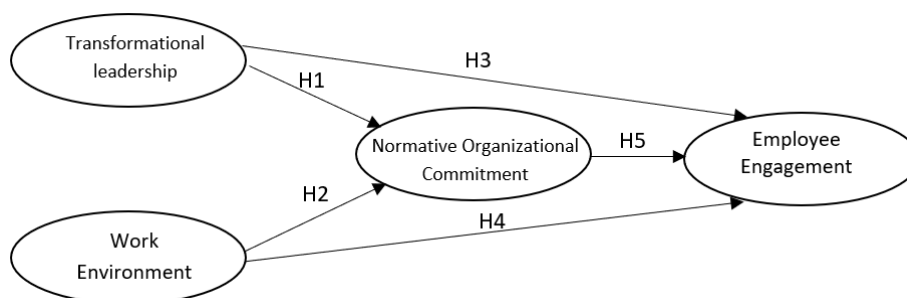


Figure 1.
Research Framework

(Korzynski et al., 2021; Rahardjo, 2014)

METHODS

Types and Sources of Research Data

The type of research carried out on the object under study is quantitative research. Quantitative research is research that quantifies all the data obtained and then translates it after going through statistical processing. The quantitative research method can be interpreted as a research method based on the philosophy of positivism used to research certain populations and samples (Sugiyono, 2016). The aim of quantitative research is to measure the influence of the independent variable on the dependent variable.

The data source used in this research is a primary data source. Primary data is data that comes from first hand, data taken using a questionnaire. The questionnaire is a list of questions that are used as a guideline for holding debriefings with respondents regarding the influence of competence and job characteristics on employee engagement mediated by Normative Organizational Commitment.

Population and Sample

Population is the subject of research. Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics which are applied by researchers to study and then draw conclusions (Sugiyono, 2016)). The population in this study was Java Regional Police Forensic Laboratory Personnel, totaling 93 people. The sample is part or representative of the population to be studied (Sukamolson, n.d.)). The sample in this study was the Java Regional Police Forensic Laboratory Personnel. Sampling using the census sampling technique, which is a sampling technique that takes all existing populations to be used as samples (Sugiyono, 2016). Based on this, the sample used was 93 respondents.

Data Processing Methods *Structural Equation Modelling (SEM)*

This study uses a one-shot time horizon with cross-section data type. Descriptive hypothesis testing using the technique of determining the average score which refers to the Likert scale. One of the conditions for using SEM is that the data is processed at least on an interval scale (Sugiyono, 2016), because the data is on an ordinal scale, it must first be transformed into an interval scale. SEM is a statistical modeling method used to explain the relationship between several variables.

The analysis carried out using PLS-SEM begins with the following stages:

1. Describe the research structural model.
This research will be carried out in testing unidimensional constructs formed from both formative and normative indicators.
2. Design a measurement model used for research variables.
In this research, we analyze the Outer Model or measurement model on all exogenous, endogenous and intervening variables.
3. Data collection and examination
Data collection was carried out through a questionnaire, then the author examined the data in the form of:
 - a. Missing Data, this is usually for sensitive questions such as racism, sexual orientation and so on which result in respondents failing to answer or deliberately failing to answer one or more statements.
 - b. Straight Line Response Pattern, usually occurs when respondents answer all questions at a certain number, for example the number 5. Data like this must be deleted from the data set.
 - c. Data distribution, although the use of PLS-SEM does not require data normality, efforts are still made so that the data is not far from normal to avoid problematic data. The Kolmogorov-Smirnov test was used to test the normality of the data.
4. Design a research model path diagram
The next stage is to design a path diagram based on the research objectives and hypotheses.

SEM is a multivariate analysis technique that combines aspects of factor analysis and multiple regression analysis to enable researchers to examine a series of dependent relationships between measured variables and latent constructs (Hair et al, 2014). According to Jogiyanto (2011) SEM is a statistical technique to test and estimate causal relationships by integrating factor analysis and path analysis. SEM is able to explain the interrelationships of variables in a complex manner and as well as the direct and indirect effects of one or several variables on other variables.

RESULTS AND DISCUSSION

The outer model is a model that specifies the relationship between the latent variables and the indicators or it can be said that the outer model defines how each indicator relates to its latent variables. Testing the outer model in this study uses convergent value tests, discriminant validity and composite reliability.

Convergent Validity Test

According to Chin (1998) in Imam Ghozali (2015), a value of 0.5 is acceptable for early stage research. There are two types of convergent validity tests, namely average variance extracted or abbreviated as AVE and outer loading, while in this study using outer loading. Tests in assessing convergent validity are based on the correlation between item scores and component scores. The individual reflexive measure is said to be high if it correlates more than 0.70 with the construct being measured. However, according to Harahap (2020) for the early stages of research, the development of a measurement scale for loading values from 0.50 to 0.60 can actually be considered quite adequate and valid. The limit value of the loading factor used in this study is 0.50, which means that if each indicator has a loading factor of more than 0.50 then the indicator can be considered to meet convergent validity. To fulfill the value of the loading factor from the indicators that measure the construct, it can be seen from the following figure:

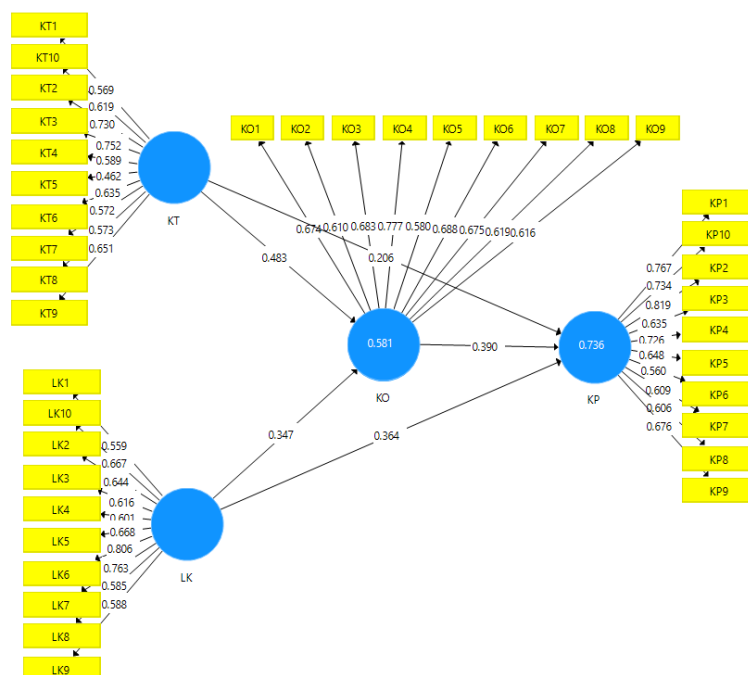


Figure 2.
Convergent Validity Value Using Outer Loading
(Source : Primary data processing uses smartPLS, 2023)

The results of validity testing for indicators measuring the construct show that all indicators for each variable Transformational Leadership (KT), Work Environment (LK), Normative Organizational Commitment (KO) and Employee Engagement (KP) have an outer loading value greater than 0.50 , meaning that all indicators have met convergent validity. Therefore it can be continued to be used in testing the hypothesis in this study.

Composite Reliability

Another factor that is no less important than the validity test is the reliability test. To state that the research is reliable, the Composite Reliability value for each variable must be greater than 0.7. The reliability test was carried out to prove the accuracy, consistency, and accuracy of the research variables (Imam Ghazali, 2015). Composite Reliability values that have been processed using SmartPLS are shown in table 2 below:

Table 2. Composite Reliability

No.	Variables	Composite Reliability	Reliability Score	Criteria
1	Transformational leadership	0,860	0,7	Reliabel
2	Work Environment	0,881	0,7	Reliabel
3	Normative Organizational Commitment	0,874	0,7	Reliabel
4	Employee Engagement	0,891	0,7	Reliabel

Source : Primary data processing uses smartPLS, 2023

Table 2 above shows that the KP variable has a composite reliability value of 0.860, then the Work Environment (LK) variable has a composite reliability of 0.881, the Organizational Commitment (KO) variable has a composite reliability value of 0.874 and finally the Employee Engagement (KP) variable has the composite reliability value is 0.891. Thus, it can be concluded that the model in this research has met the composite reliability requirements.

Hypothesis test

Hypothesis testing to see the relationship between variables in this research. The hypothesis test carried out shows the value of the Path Coefficient. If the path coefficient is less than or equal to 0, it means that the research hypothesis is rejected. The accepted research hypothesis must have a value greater than 0. The results of calculating the path coefficient using SmartPLS between the variables in this study are in Table 3 below.

Table 3. Hasil Inner Weight

Path	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value
KO → KP	0.390	0.373	0.119	3.270	0.001
KT → KO	0.483	0.495	0.120	4.035	0.000
KT → KP	0.206	0.198	0.132	2.158	0.020
LK → KO	0.347	0.351	0.128	2.718	0.007
LK → KP	0.364	0.394	0.129	2.815	0.005
KT → KO → KP	0.188	0.181	0.079	2.384	0.017
LK → KO → KP	0.135	0.127	0.074	1.833	0.047

Source : Primary data processing uses smartPLS, 2023

1. Hypothesis Testing 1

Inner estimation results on testing the effect of transformational leadership on normative organizational commitment obtained a coefficient of 0.483 and a t-statistics value of 4.123. Therefore, the t-statistic is greater than 1.96 (>1.96), so it can be seen that H0 and H1 are accepted. So it can be concluded that transformational leadership influences normative organizational commitment at Bidlabfor Polda Java.

2. Hypothesis Testing 2

Inner estimation results on testing the influence of the work environment on normative organizational commitment obtained a coefficient of 0.347 and a t-statistics value of 2.701. Therefore, the t-statistic is greater than 1.96 (>1.96), so it can be seen that H0 and H1 are accepted. So it can be concluded that the work environment influences normative organizational commitment at Bidlabfor Polda Java.

3. Hypothesis Testing 3

Inner estimation results on testing the effect of transformational leadership on employee engagement obtained a coefficient of 0.394 and a t-statistics value of 3.286. Therefore, the t-statistic is greater than 1.96 (>1.96), so it can be seen that H0 and H1 are accepted. So it can be concluded that transformational leadership influences employee engagement in Bidlabfor Polda Java

4. Hypothesis Testing 4

Inner estimation results on testing the influence of the work environment on employee engagement obtained a coefficient of 0.500 and a t-statistics value of 4.388. Therefore, the t-statistic is greater than 1.96 (>1.96), so it can be seen that H0 and H1 are accepted. So it can be concluded that the work environment influences employee engagement with Bidlabfor Polda Java

5. Hypothesis Testing 5

Inner estimation results on testing the effect of normative organizational commitment on employee engagement obtained a coefficient of 0.390 and a t-statistics value of 3.000. Therefore, the t-statistic is greater than 1.96 (>1.96), so it can be seen that H0 and H1 are accepted. So it can be concluded that normative organizational commitment influences employee engagement in Bidlabfor Polda Java

6. Hypothesis Testing 6

Inner estimation results on testing the effect of transformational leadership on mediation employee engagement through normative organizational commitment obtained a coefficient of 0.188 and a t-statistics value of 2.598. Therefore, the t-statistic is greater than 1.96 (>1.96), so it can be seen that H0 and H1 are accepted. So it can be concluded that transformational leadership influences employee engagement through mediation of normative organizational commitment to the Bidlabfor Polda Java

7. Hypothesis Testing 7

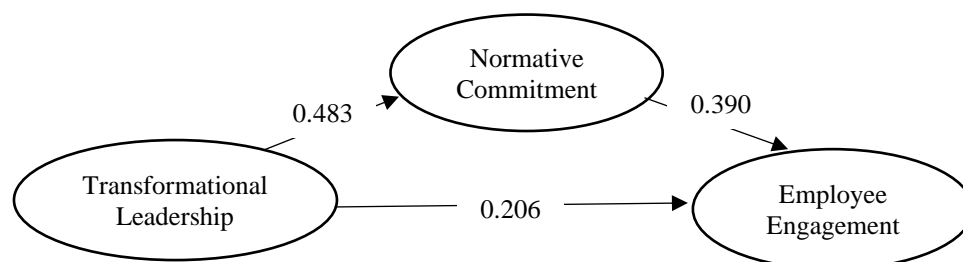
The results of the Inner estimation on testing the influence of the work environment on mediating employee engagement through normative organizational commitment obtained a coefficient of 0.135 and a t-statistics value of 1.947. Therefore, the t-statistic is greater than 1.96 (>1.96), so it can be seen that H0 and H1 are accepted. So it can be concluded that the work environment influences employee engagement through the mediation of normative organizational commitment to the Bidlabfor Polda Java

Direct and Indirect Test

Direct and indirect tests in this research examine the influence of transformational leadership, work environment on employee engagement through normative organizational commitment as a mediating variable. The results of direct and indirect testing can be seen as follows:

1. Test the Effect of Transformational Leadership on employee engagement through Normative Organizational Commitment

The test results of the effect of Transformational Leadership on employee engagement through Normative Organizational Commitment can be described as follows :



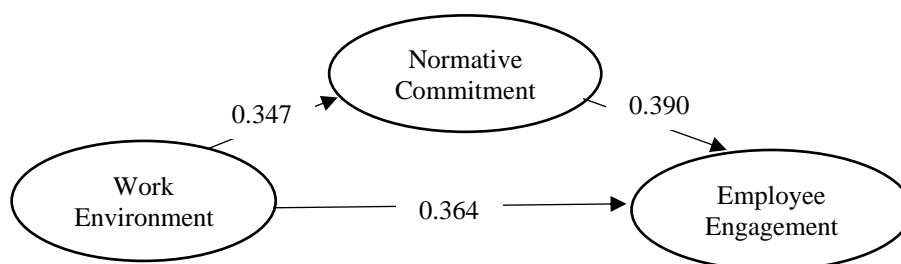
Direct Effect = 0.206

Indirect Effect = 0.483 x 0.390 = 0.188

The image above shows the results of the mediation test, where the indirect effect result was 0.188. The results of these calculations show that the results of the indirect influence are known to be smaller than the direct influence, namely 0.206. Thus it can actually be concluded that normative organizational commitment can still mediate the influence of transformational leadership on employee engagement, but transformational leadership will have a greater direct influence on employee engagement.

2. Test the Effect of the Work Environment on Employee Engagement through Normative Organizational Commitment

The test results of the influence of transformational leadership on employee engagement through Normative Organizational Commitment can be described as follows :



Direct Effect = 0.364

Indirect Effect = 0.347 x 0.390 = 0.135

The picture above shows the results of the mediation test, where the results of the indirect effect were 0.135. The results of these calculations indicate that the results of the indirect effect are known to be smaller than the direct effect, which is equal to 0.364. Thus it can be concluded that normative organizational commitment can still mediate the effect of the work environment on employee engagement, but the work environment will have a greater effect if it directly influences employee engagement.

DISCUSSION

The results of research data analysis that have been carried out show that transformational leadership has a positive and significant effect on normative organizational commitment. The results of this identification indicate that low normative organizational commitment can be influenced by transformational leadership. The better transformational leadership is carried out, the better the organizational commitment. This shows that indicators in transformational leadership which include influence, power, authority, mutual response and acceptance zones in the organization can improve employee engagement.

In maintaining organizational commitment, the role of a leader is very necessary, and effective leadership is the main requirement. Leaders who are effective in applying a certain style in their leadership must first understand who the subordinates they lead are, understand the strengths and weaknesses of their subordinates, and understand how to utilize the strengths of their subordinates to compensate for the weaknesses they have. Kampkötter et al., (2021) tested the influence of relationship- and task-oriented leadership behavior on organizational commitment. The findings show that relationship-oriented leadership behaviors that include building trust, providing inspiration, vision, encouraging creativity and emphasizing development have a positive effect on employees' affective commitment. Meanwhile, task-oriented leadership behavior also influences employee affective commitment, although the level of influence is lower

In an organization or company, humans play an active role in every company activity, because humans are planners, actors and help realize the organization that has been planned and planned and determined by the company. The benchmark is how leadership can be developed and then implemented and understood by employees. In maintaining organizational commitment, the role of a leader is very necessary, and effective leadership is the main requirement. Leaders who are effective in applying a certain style in their leadership must first understand who the subordinates they lead are, understand the strengths and weaknesses of their subordinates, and understand how to utilize the strengths of their subordinates to cover their weaknesses. (Li et al., 2021)

Organizations also need to pay attention to work environment factors because they have the possibility of influencing employees at both lower and middle levels and upper levels in their decisions to leave or continue working for the organization. Organizations need to pay attention to things such as structuring work environment factors that make employees feel comfortable and safe in their workplace. The results of the research state that the work environment has a positive effect on organizational commitment. If someone is not comfortable with their work environment, they will quickly leave the organization (Katou et al., 2021).

Transformational leadership also has a positive and significant effect on employee engagement. These results identify that the level of employee engagement can be influenced by this transformational leadership. The better transformational leadership is carried out, the better the organizational commitment. This shows that indicators in transformational leadership which include influence, power, authority, reciprocal response and acceptance zones that exist in the organization can improve employee engagement.

Transformational leadership is leadership that inspires employees, which can make employees more enthusiastic in carrying out their duties and make employees prioritize the interests of the organization rather than their own interests. Employee engagement is a deep feeling that employees feel about their work. If employees have enthusiasm in carrying out their work, employees will enjoy their work, making it difficult for employees to separate themselves from their work.

A good work environment will have a direct impact on employee engagement. Every company must always strive to create and maintain a good work environment so that employees can work and be comfortable, peaceful and stable as expected so that it is possible to improve good work engagement and produce good products (Nabawi, 2020; Sofyan, 2013). A satisfying work environment for the employees of the company concerned will be able to increase work enthusiasm in the company concerned. Vice versa, an unsatisfactory work environment will reduce employee morale and reduce the level of work productivity of employees who work in the company concerned. The relationship between a good work environment and high levels of employee productivity in a company cannot be doubted. (Ahyari, 2009).

High or low employee engagement can be influenced by the normative organizational commitment. The better the normative organizational commitment is carried out, the better the

employee's engagement. This shows that indicators in organizational commitment which include loyalty, policies and beliefs that exist in the organization can improve employee engagement.

Organizational commitment is a situation where an employee sided with a particular organization and the goals and desire to maintain membership in the organization. So high job involvement means siding with an individual's particular job according to Shaleh & Firman (2018). Organizational commitment in the form of belief, trust and strong acceptance of high organizational goals and values will have a good impact on the company in the form of better engagement due to employee awareness of the organization's goals.

CONCLUSION

The conclusions regarding the research problem formulation expressed in the previous chapter are as follows:

The transformational leadership variable influences normative organizational commitment at Bidlabfor Polda. So the better the transformational leadership demonstrated, the higher the organizational commitment the employees will have. Work environment variables influence normative organizational commitment at Bidlabfor Polda. Thus, it can be concluded that the better the working environment, the higher the organizational commitment of employees.

Transformational leadership variables affect employee engagement in the Bidlabfor Polda. So it can be concluded that the better the transformational leadership shown by the leader, the better the employee engagement will be. Work environment variables affect employee engagement in the Bidlabfor Polda. Thus, it can be concluded that the better the work environment, the better the employee's engagement will be.

Variable normative organizational commitment affects employee engagement in the Bidlabfor Polda. So it can be concluded that the higher the employee's commitment, the better his engagement will be. The transformational leadership variable influences employee engagement through the mediation of normative organizational commitment at Bidlabfor Polda. However, the direct influence of transformational leadership on employee engagement is still greater than the indirect influence mediated by normative organizational commitment. The transformational leadership variable influences employee engagement through the mediation of normative organizational commitment at Bidlabfor Polda. However, the direct influence of the work environment on employee engagement is still greater than the indirect influence mediated by normative organizational commitment.

Management should pay attention to the factors that can influence the formation of optimal employee engagement so that the results or work output can reach the set targets. The following are some managerial implications that can be implemented by the Bidlabfor Polda in order to increase employee engagement.

1. In maintaining organizational commitment, the role of a leader is very necessary, and effective leadership is the main requirement. Leaders who are effective in applying a certain style of leadership must first understand who the subordinates they lead, understand the strengths and weaknesses of their subordinates, and understand how to utilize the strengths of their subordinates to compensate for the weaknesses they have.
2. Work environment factors need to be considered by the organization because there is a possibility of influencing employees at both the lower and middle and upper levels in their decision to stop or continue working for the organization. Organizations need to pay attention to things such as structuring work environment factors that make employees feel comfortable and safe at work.
3. The level of employee engagement can be influenced by transformational leadership. The better transformational leadership is carried out, the better the organizational commitment. This

shows that indicators in transformational leadership which include influence, power, authority, reciprocal response and acceptance zones that exist in the organization can increase employee engagement in the Bidlabfor Polda.

4. A good work environment will have a direct impact on employee work results. Every company must always strive to create and maintain a good work environment so that employees can work comfortably, peacefully and stable as expected so that it is possible to increase good work engagement and produce good products.
5. The level of employee engagement can be influenced by normative organizational commitment. The better the normative organizational commitment is carried out, the better the employee engagement will be. This shows that indicators in normative organizational commitment which include loyalty, policies and beliefs that exist in the organization can increase employee engagement in the Bidlabfor Polda.
6. Transformational Leadership Style has a positive effect on Organizational Commitment which then has a positive impact on increasing employee engagement. So that the leadership should continue to maintain transformational Marwah in their leadership style, so that the employees who become their subordinates will also increase their organizational commitment, so that in the end they will give their best efforts to achieve the previously set targets.
7. Work environment factors need to be considered by the organization because there is a possibility of influencing employees at both lower and middle levels and upper levels in their decision to stop or continue working for the organization. Organizations need to pay attention to things such as structuring work environment factors that make employees feel comfortable and safe at work

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