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Gender perspectives in individual and organizational factors: A study of millennial employees in creative industries

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C H R O N I C L E	A B S T R A C T
	This study aims to analyze individual and organizational factors from the perspective of gender amongst millennial employees in creative industries. The populations in this study are employees in the creative industries with sample limited to employee from millennial generation category. Based on these considerations, the sample taken in this study were 202 respondents. The research proves that exogenous variables (ethical behavior of leaders and internal communication) have positive and significant effects for endogenous variables (psychological capital, work attachment, meaning of work) on employees (millennial generation) of the creative industry sector. The results also showed that psychological capital was only determined by the ethical behavior of the leadership, whereas psychological capital was the most dominant variable in determining work engagement. Meanwhile, internal communication provides the most dominant influence on the meaning of work. This research is able to contribute by generating novelty research in the form of literature studies using gender roles. From the gender point of view, millennial employees who are female have the highest value for internal communication, work engagement and meaning of work. Meanwhile, the highest value of psychological capital is dominated by male respondents. Ethical behavior of leaders viewed from a gender perspective has the same value between male and female respondents.

1. Introduction

Creative industries are considered to have become a priority economic sector for governments around the world (Hyz & Karamanis, 2016). France, Germany, Singapore, and Hong Kong are some countries that utilize the creative industry sector to advance the country's economy (Hyz & Karamanis, 2016; Keane, 2013; Puchta, Schneider, Haigner, Wakolbinger, & Jenewein, 2010). The increasing success of other countries in the economic field due to developing creative industries is also a benchmark for developing countries. As the phenomenon of creative industry development, the phenomenon of employee working shift from age demographics characterized by an increase of the number of workers with retirement age (above 50 years) and productive age (18 - 37 years) also occurred (Stern, 2002). The phenomenon of working age numbers that began to be dominated by millennial generation, or hereinafter referred to as the generation of superior human resources of productive age, is also supported by the results of research conducted by Price Waterhouse Cooper in 2017, that the percentage of workers globally began to be dominated by millennial generation. Additionally, it will have reached 50% by 2020 (Yildiz, 2018). The global percentage of workers who began to be dominated by millennial generation is a particular concern for the world industrial sector, including the creative industry sector. Several previous studies serve as the basis of the literature in order to investigate individual and organizational factors from the gender perspective. A few studies have been carried out to examine the impact of discrimination upon work engagement such as race effect (Jones & Harter, 2005), workplace bullying (MacIntosh, 2012), age discrimination (Bayl-Smith, 2014) and religious discrimination (Messarra, 2014), but few studies

have attempted to understand the relationship between gender and work engagement (Sia, Sahoo, & Duari, 2015). Research highlights how numerous personal characteristics, such as age, gender, and ethnicity, can affect leadership outcomes (Ahmad, 2008). Consistently, gender becomes one of the most important characteristics that has affected leaders and followers' determination. Gender has repeatedly been shown to have important effects on the leadership process (Walumbwa, Peterson, Avolio, & Hartnell, 2010). Moreover, women's increasing access to managerial and leadership positions supports the importance of gender as a variable of interest in leadership research. Previous studies have investigated the effects of gender in leadership, finding that it influences the development of positive leader–follower relationships (Vecchio, & Brazil, 2007), followers' positive self evaluations, and followers' optimism. Each of these outcomes is closely related to PsyCap and suggests that gender may also be an important consideration in how followers' PsyCap responds to ethical leadership (Woolley, Caza, Levy, & Jackson, 2010). Noor (2014) find out whether age and gender moderate the relationship between meaning of work and employee engagement. The review of existing literature confirms that meaning of work is an important factor in gauging employee engagement. Based on the above explanation, this study aims to look at the role of gender in analysis individual and organizational factors in the creative industries' millennial employees.

2. Literature Review

2.1 Ethical leadership

According to Ho et al. (2015), companies with female CEOs report more conservative earnings. Since female CEOs are more ethical and risk averse, the companies expect them to recognize any potential risks from the reported earnings in a timelier fashion. Regardless of the measure of conservatism return-based model or cash-flow-based model, some evidences constantly showed that companies with female CEOs report more conservative earnings. Being consistent with conventional wisdom, the association between female CEOs and accounting conservatism are significant in firms exposed to high rather than low litigation and takeover risks. A cross-sectional analysis of the effects of CEO gender on accounting conservatism produced intuitive results. Specifically, the effects of gender are more pronounced in smaller firms and in firms with stronger corporate governance. According Karakuş (2018) there were meaningful differences between the multi-group models according to the variables of age and gender. The older male teachers have more negative perceptions on their principal's ethical leadership behaviors. Also, female teachers are more sensitive to the managerial actions and so they develop organizational commitment more easily as a response of their principals' ethical leadership behaviors. These results imply that school leaders should take into consideration individual variables (e.g. age and gender), which may have an influence on individuals' perceptions, understandings and sensitivities, in their practices to improve organizational commitment levels of their followers. Al Haj Eida et al. (2020) argued that ethical leadership is a matter where the leader determines his choice among the alternatives available to solve a problem or decide on a problem that is presented then retain his decision. When a leader fights for his opinion on any problem, he regulates his values; ethics and beliefs so that what he spends is consistent with what he believes to be true. The researcher defines the ethical behavior of the leader in the organization as a demonstration of personal behavior that involves employees in making decisions and provides clarity about ethical standards and expectations of followers(Brown & Moshavi, 2005; Treviño, et al. 2000). Ethical leadership can be measured in three dimensions, namely: ethic of care, ethic of justice and ethic of critique (Dedeoğlu, İnanir, & Çelik, 2015; Den Hartog & Belschak, 2012; Langlois, et al. 2014).

2.2 Internal Communication

Hasugian (2017) defines internal communication as all messages sent and received through an organization whether formal or informal. Internal communication is often regarded as a synonym for intra-organizational communication, and quite often equated with employee communication (Verčič & Sriramesh, 2012). Internal communication is helpful for strengthening company-employee relations. Communication makes stakeholders more aware and satisfied with what leaders are doing and whether their actions will reduce uncertainty and enhance interpersonal relationships (Ahmed et al., 2019). From a gender perspective, women are better at implementing internal communication. For example, women tend to produce more comforting messages exhibiting higher levels of person centeredness than men do, and the magnitude of this sex difference appears reliably larger than the magnitude of sex differences in evaluations of comforting messages varying in person centeredness (Burleson, 2003). This communication is often referred to as internal communication within the company. The researcher defines internal communication as structured information exchange both formally and informally between management and employees that occur in the organization (Rhee & Moon, 2009; Welch & Jackson, 2007). Internal communication can be measured in four dimensions, such as communication climate, quality of information, opportunities to communicate to upper management, reliability of information you receive (Balakrishnan & Masthan, 2013; Beukes, Botha, Kompaso, & Sridevi, 2013; Hayase, 2009).

2.3 Psychological Capital

Psychological is definded by Çavuş, and Gökçen as "examining the processes by which positive attitudes, feedback, criticism contribute to the functioning and development of an individual, group or corporation" (Albashiti, 2016). Another opinion put forward that "Psychological capital is the mental resources that enable people to react positively" (Febriana, 2019). Mansour (2020) argues that Psychological Capital as a positive motivation felt by individuals and this motivation helps him make a

unique positive contribution, to solve problems at work and be optimistic about his future career. Chan (2017) argued that "Psychological capital as a critical resource for individuals and also society collectively to solve problems and improve well-being". According to Ngo et al. (2014), the importance of gender role orientation has affected individual's Ppsychological capital. The empirical evidence showed that, as compared with those high in femininity, high-masculinity individuals possess a high level of psychological capital, and they have more positive evaluation of their work environment and career. Ngo et al. (2014) study provides some new insights into research on gender roles and career success, particularly with Chinese setting. To extend the generalizability of our findings, this study should be replicated in other organizational contexts. Based on researchers, psychological capital is a condition of the development of positive individual psychology believed to help employees to persevere in achieving goals and directing the path towards goals for success. Psychological capital can be measured by four namely self-efficacy, hope, optimism, resiliency (Luthans, et al., 2007).

2.4 Work Engagement

According to Liu et al. (2017) men and women have different family and social roles and behave differently in the workplace. For example, women typically have higher levels of family and work stress, and view both family and work roles as very important; in contrast, men are more likely to give priority to work over family and have less difficulty balancing family and work. Women have low sense of control when experiencing burnout, while men do not. Women perceive higher levels of support in their personal and professional environments and value emotional support more than men. Women tend to apply more emotional and avoidance coping strategies than men. Research has also shown that it is easier for women than for men to be engaged in work that involves "social" or "people" skills. Accordingly, compared with men, women are good at service work. Probably because of this, the majority of hospitality workers are women. A work engagement is people who involve themselves in the best interests of organization, and this is related to meaningfulness, security and availability. Then, it is a construct that captures variation between individuals and the amount of energy and dedication they give to their work (Abu-Shamaa et al., 2015). Work engagement is a time when employees feel attached to their work, employees will feel compelled to try to achieve goals that are challenging, want to succeed, and have a personal commitment to achieve organizational goals (Helmy & Wiwoho, 2020). Based on the previous opinions, it can be concluded that work engagement is defined as employee's mind condition in an organization that plays a role physically, intelligently and emotionally so that they interpret work as a priority and have a sense of responsibility in completing it. Work engagement can be measured in 3 dimensions, such as vigor, dedication and absorption (Caesens & Stinglhamber, 2014; Hartog & Belschak, 2012; Schaufeli & Bakker, 2004).

2.5 Meaning of work

In integrating historical views about the meaning of work, Beukes dan Botha (2013) define the meaning of work as the level of general interest experienced by subjective experiences of working in an individual's life, and at certain times, these subjective experiences can be classified into three main categories: individual experiences working as a job, career or vocation. Meanwhile, Jung dan Yoon (2016); Rosso, Dekas dan Wrzesniewski (2010); Steger, Dik, dan Duffy (2012) stated that meaningful work is the importance of work for people (meaning); both have significance and positivity in valence (meaningfulness). It can be earned from the individual or the organization itself. Some people bring a sense of meaning and mission with them to the workplace, and some organizations excel at creating meaningful workplaces where every employee becomes part of creating success, cohesiveness, and culture at work (Steger, 2011a). The meaningful work is not just about the meaning of the paid work we perform; it is about the way we live our lives. It is the alignment of purpose, values, and the relationships and activities we pursue in life. It is about living our lives and performing our work with integrity. It is about integrated wholeness(Chalofsky & Krishna, 2009). In this study, the meaning of work can be defined as conditions where employees feel comfortable in working, so they are able to complete the work to the maximum. The meaning of work can be measured in 3 dimensions namely positive meaning, meaning making through work, greater good motivation (Babcock-Roberson & Strickland, 2010; Hou, Gao, Wang, Li, & Yu, 2011; Schaufeli et al., 2006; Steger, 2011)

3. Research Methods

3.1 Measures/Scale

The populations in this study were employees in the creative industries with a limited sample of 202 respondents who were included in the millennial generation category. The ethical leadership presented in this section is a research instrument adapted from Dedeoğlu et al. (2015), Den Hartog and Belschak, (2012), Langlois et al. (2014). The internal communication presented in this section is a research instrument adapted from Hayase (2009). The psychological capital presented in this section is a research instrument adapted from Luthans et al. (2007); Walden, Jung, and Westerman (2017). The work engagement presented in this section is a research instrument adapted from Caesens & Stinglhamber (2014); Hartog & Belschak, (2012); Schaufeli & Bakker (2004). The meaning of work presented in this section is a research instrument adapted from Babcock-Roberson & Strickland (2010); Hou et al. (2011); Wilmar B. Schaufeli et al. (2006); Steger, (2011). Additionally, a Likert scale model 5 alternative answers have been provided to fill each statement. Each answer was accordingly listed from level 1 to level 5 (from strongly agree to strongly disagree).

3.2   Data Analysis

This research used survey method with descriptive approach. The model used in this study was a model of causality (causal modeling) or relationship and influence, or also called path analysis (path analysis). In order to test the hypothesis proposed in this study, SEM (Structural Equation Modeling) operated using a 3.0 SMARTPLS program was utilized as the model fit analysis technique. In this study the influence of intervening variables detection was tested by Sobel test. Partial Least Square was used to analyze the direct effect of the exogenous variables on endogenous variable (Hair et al., 2014).

4. Results and Discussion

Descriptive Analysis

Table 1
Profile of Respondents

Gender	Variable									
	Ethical Leadership		Psychological Capital		Internal Communication		Work Engagement		Meaning Of Work	
	Scale	Total	Scale	Total	Scale	Total	Scale	Total	Scale	Total
Female	Strongly Disagree	1	Strongly Disagree	9	Strongly Disagree	4	Strongly Disagree	4	Strongly Disagree	0
	Disagree	3	Disagree	40	Disagree	17	Disagree	7	Disagree	7
	Doubtful	19	Doubtful	20	Doubtful	1	Doubtful	10	Doubtful	17
	Agree	57	Agree	7	Agree	9	Agree	61	Agree	70
	Strongly Agree	2	Strongly Agree	5	Strongly Agree	63	Strongly Agree	12	Strongly Agree	6
Male	Strongly Disagree	2	Strongly Disagree	2	Strongly Disagree	13	Strongly Disagree	33	Strongly Disagree	25
	Disagree	19	Disagree	10	Disagree	12	Disagree	36	Disagree	52
	Doubtful	29	Doubtful	40	Doubtful	42	Doubtful	11	Doubtful	11
	Agree	57	Agree	6	Agree	18	Agree	21	Agree	14
	Strongly Agree	13	Strongly Agree	63	Strongly Agree	23	Strongly Agree	7	Strongly Agree	0

Source: Researcher's processed data (2020)

The populations in this study are employees in the creative industries with sample limited to millennial generation category. There were 202 respondents with the composition which male employees (108 respondents or 53%) are more dominant than female employees (94 respondents or 47%). From a gender perspective, the table shows that male and female employees chose to answer 'agree' to the instrument of ethical leadership's variables with almost the same value of comparison. From their answers, it shows that the ethical leadership is needed in the organization or company. Ethics of caring, fairness and criticism are the basis of the assessment. Respondents consider the ethical leadership needs to be present and applied in a creative industry. A total of 63 male employees answered 'strongly agree' with the psychological capital variable instruments. This can be seen from 40 female employees who stated 'disagree' with the statement items from the psychological capital variable instruments. On the other hand, there are 63 male employees tend to answer 'strongly agree' on psychological capital variable instruments. It shows that male position tends to be higher than female, and it is related to the belief in the expectations and resilience of psychological capital that male employees are better than female employees. The lack of empathy in male employees makes them more confident and able to withstand strong arguments about themselves. From a gender perspective, male employees have a different perspective from female employees in terms of communicating in the office environment. Communication climate, quality of information, opportunities to communicate to upper management, and reliability of information that they received are the dimensions measured on this variable. The internal communication skills of female employees tend to be higher than male employees with 63 female employee respondents answered 'strongly agree' on the internal communication variable instrument. The dimensions of vigor, dedication, and absorption are used to measure the work engagement variables of millennial employees in the creative industries. Work attachment to female employees is much higher than work engagement to male employees. This is in accordance with 61 female respondents who answered 'agreed' on the instrument of work engagement variable. They spent most of their time to work and dedicated themselves to the creative industry companies. The meaning of work for female employees is more crucial than the meaning of work for male employees. This can be seen from the number of 'agreed' answers chosen by 70 female employees. They agreed that they have found a career that is meaningful, and have satisfying goals so that the work they pursue has a greater goal.

Analysis Outer Model

Analysis of model outer is aimed to determine how the relationship between the latent variables and its each indicator. Cronbach's alpha value is used to determine the level indicator of each construct validity. If the Cronbach alpha value is more than 0.6, then the construction is declared valid, and vice versa. The results of the alpha Cronbach calculation are shown in Table 2. According to Table 2, Cronbach's Alpha value is existed in ethical leadership 0.952, internal communication 0,962, meaning of work is 0.969, psychological capital is 0,958, and work engagement is 0.965.

Table 2
Cronbach's Alpha

Item	Cronbach's Alpha	Item	Cronbach's Alpha
Ethical Leadership	0.952	Psychological Capital	0.958
Internal Communication	0.962	Work Engagement	0.965
Meaning Of Work	0.969		

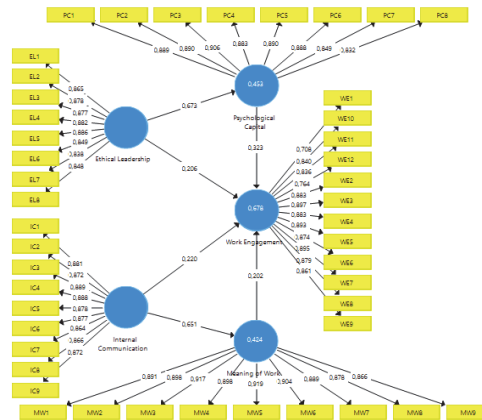**Source:** data processed by researchers (2020)

Fig. 1. Outer Model   **Source:** data processed by researchers (2020)

The results show that the value of all Cronbach's alpha variables is more than 0.6. It is concluded that all constructs on the variables used in this study are valid. Furthermore, the value of Average Variance Extracted (AVE) and Composite Reliability (CR) can be used as a measurement to determine the value of the reliability indicator. The AVE value obtained from the respondents shows the variance of each variable. Testing criteria for AVE is above 0.5. It means the higher AVE value shows the better results and growing diversity of indicators. Meanwhile, the criteria for testing the value of composite reliability are above 0.7. It means the higher CR value shows the higher variable reliability value.

Table 3
Average Variance Extracted (AVE) and Composite Reliability (CR)

	Composite Reliability	Average Variance Extracted (AVE)
Ethical Leadership	0.960	0.749
Internal Communication	0.968	0.768
Meaning Of Work	0.973	0.802
Psychological Capital	0.964	0.772
Work Engagement	0.970	0.727

Source: data processed by researchers (2020)

Table 3 shows that the value of Composite Reliability is existed in ethical leadership 0.960, internal communication 0,968, meaning of work 0.973, psychological capital 0.964, and work engagement 0.970. Then, the value of Average Variance Extracted (AVE) is existed in ethical leadership 0.749, internal communication 0.768, meaning of work 0.802, psychological capital 0.772, and work engagement 0.727.

Analysis of Inner Model

Table 4
R-Square (R^2)

Item	Meaning of Work	Psychological Capital	Work Engagement
R-Square	0.424	0.453	0.678

Source: data processed by researchers (2020)

1. R-squared Model I is 0.424, it can be defined as the construct ability of internal communication in explaining the construct meaning of work by 42.4 percent.
2. R-Square Model II is 0.453, it can be defined as the construct ability of ethical leadership in explaining the constructs psychological capital by 45.3 percent.
3. R-Square Model III is 0.678, it can be defined the construct ability of ethical leadership, internal communication, psychological capital and meaning of work in explaining the construct Behavioral Intention by 67.8 percent.

From Table 5, it is explained that the relationship between construct internal communication and meaning of work is 0.735 showing that there is a strong relationship in between the variables. Then, the relationship between construct ethical leadership and psychological capital is 0.829 so that there is a strong relationship as well amongst the variable.

Table 5

The results of f-Square (f^2)

	Ethical Leadership	Internal Communication	Meaning Of Work	Psychological Capital	Work Engagement
Ethical Leadership				0,829	0,054
Internal Communication			0,735		0,056
Meaning Of Work					0,064
Psychological Capital					0,140
Work Engagement					

Source: data processed by researchers (2020)

Next, the relationship between construct psychological capital and work engagement is 0.140 which interpret quietly strong relationship. Similarly, the relationship between construct meaning of work and work engagement shows quietly strong results in 0.064. In following, the relationship between construct internal communication and work engagement is also quietly strong in 0.056. Finally, the relationship between construct ethical leadership and work engagement is 0.054 which also show quietly strong relationship.

Hypothesis Test

After testing the analysis of internal and external models, the next step is to analyze the measurement of the relationship or the relationship between structural constructions (hypothesis testing). According to Ghazali and Latan (2015) in hypothesis testing can be described by t-statistic value and probability value. Testing the hypothesis using a statistical value for alpha 5% of the t-statistics used was 1.96. The criterion for acceptance or rejection of the hypothesis is H_a is accepted and H_0 is rejected, when the t- statistic is more than 1.96 and the probability value is less than 0,05.

Table 6

Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Ethical Leadership → Psychological Capital	0.673	0.673	0.037	18.403	0.000
Ethical Leadership → Work Engagement	0.206	0.206	0.065	3.167	0.002
Internal Communication → Meaning Of Work	0.651	0.650	0.042	15.596	0.000
Internal Communication → Work Engagement	0.220	0.223	0.069	3.202	0.001
Meaning Of Work → Work Engagement	0.202	0.207	0.057	3.559	0.000
Psychological Capital → Work Engagement	0.323	0.316	0.063	5.158	0.000

Source: data processed by researchers (2020)

H₁: Ethical Leadership has a positive effect on Psychological Capital.

Based on the calculation of coefficient path, it describes that value of Original Sample 0.673, T-Statistics 18.403 is more than 1.96 and P value is 0.000 that less than 0.05. It may conclude that Ethical Leadership has a positive effect on Psychological Capital significantly. Ethical leadership is proven to be positively and significantly influential on psychological capital (Eid, Mearns, Larsson, Laberg, & Johnsen, 2012; Gooty, Gavin, Gavin, Frazier, & Snow, 2009; Mcmurray, 2009; Woolley et al., 2010). In the context of the role of a leader, Bouckenooghe, Zafar, & Raja (2015) argue that there is a positive relationship between psychological capital regarding employee performance in the ethical behavior of the leader.

H₂: Ethical Leadership has a positive effect on Work Engagement.

Based on the calculation of coefficient path, it describes that value of Original Sample 0.206, T-Statistics 3,167 is more than 1.96 and P value is 0,002 that less than 0.05. It may conclude that Ethical Leadership has a positive effect on Work Engagement significantly. Ethical leadership is proven to be positively and significantly influential on work engagement (Ahmad & Gao, 2018; Babcock-Roberson & Strickland, 2010). Babcock-Roberson & Strickland (2010) suggested that leadership is positively related to employee engagement. Such ethical leadership will increase employees' sense of control, expand individual responsibility, and create a sense of psychological meaningfulness, thereby encouraging greater motivation and increased effort by employees (Piccolo, 2010).

H₃: Internal Communication has a positive effect on Work Engagement.

Based on the calculation of coefficient path, it describes that value of Original Sample 0.220, T-Statistics 3.202 is more than 1.96 and P value is 0.001 that less than 0,05. It may conclude that Internal Communication has a positive effect on Work Engagement significantly. Internal communication variable is proven to be positively and significantly influential on work engagement (Karanges, 2014; Hayase, 2009; Walden et al., 2017). Wyatt (2007) argues that "... companies that communicate effectively internally with their employees are four times more likely to have a high level of engagement ...". Resource (2002) also found that "... better communication than company executives are associated with better attachment from employees".

H₄: Internal Communication has a positive effect on Meaning of Work.

Based on the calculation of coefficient path, it describes that value of Original Sample 0,651, T-Statistics 15,596 is more than 1,96 and P value is 0,000 that less than 0,05. It may conclude that Internal Communication has a positive effect on Meaning of Work significantly. Internal communication variable has a positive and significant effect on the meaning of work (Cheney et al. 2017). It is important for organizations to build effective internal communication in order to increase the meaningfulness of work in employees (Cheney et al. 2017; Zorn & Taylor, 2004).

H₅: Psychological Capital has a positive effect on Work Engagement.

Based on the calculation of coefficient path, it describes that the value of Original Sample 0,323, T-Statistics 5,158 is more than 1,96 and P value is 0,000 that less than 0,05. It may conclude that Psychological Capital has a positive effect on Work Engagement significantly. Psychological capital variable has a positive and significant effect on work engagement (Paek et al. 2015). Xanthopoulou (2009) found that employees involved were highly efficient, had higher expectations for generally experiencing positive results in their lives (optimistic), and believed that they could satisfy their needs by participating in roles in organizations (based on self-esteem organizations).

H₆: Meaning of Work has a positive effect on Work Engagement.

Based on the calculation of coefficient path, it describes that value of Original Sample 0,202, T-Statistics 3,559 is more than 1,96 and P value is 0,000 that less than 0,05. It may conclude that Meaning of Work has a positive effect on Work Engagement significantly. Meaning of work variables are proven to be positively and significantly affect work engagement (Chalofsky & Krishna, 2009; Hoole & Bonnema, 2015). Nawaz, Abbas Bhatti, Ahmad, & Ahmed, (2018); Olivier & Rothmann (2012) where in their research they found that meaningful work engagement is important for employees to develop their attachment at work. This study also underlines that meaningful work engagement is used by employees to increase their psychological resources and work with higher dedication and commitment so as to show work engagement.

5. Conclusion

The results of the study have proven that exogenous variables (ethical behavior of leaders and internal communication) had positive and significant effects on endogenous variables (psychological capital, work attachment, meaning of work) to employees (millennial generation) in the creative industry sector. The results also showed that psychological capital was only determined by the ethical behavior of the leadership, whereas psychological capital was the most dominant variable in determining work engagement. Based on a gender perspective, analysis of respondents' answers proves that female employees have higher value than male employees in terms of organizational factors, namely internal communication. Meanwhile, the value of male and female answers for the ethical behavior of leader is likely the same. Therefore, it is concluded that the point of view between male and female millennial employees in evaluating the ethical behavior of the leader is the same. In addition, organizational factors are represented by psychological capital, work engagement and the meaning of work. The highest value of answers was strongly agreed which was answered by the majority of male respondents. In contrast, female respondents were mostly agreed to value work engagement and meaning of work variable. The results of this study are expected to be a material of literature and information in the development of science, especially in the field of human resource management and especially in developing theories about organizational commitment. This research is also expected to be used as a reference for the next research on the process of influencing several variables of ethical leadership, internal communication, psychological capital, work attachment, the meaning of work and organizational commitment.

Acknowledgement

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Appendix 1

Questionnare

Dimension	Statement Item	Loading Factor
Ethical Leadership		
Ethic of Care	My leader builds trust in relationships with others	0.887
	My leader tries to ensure harmony in the organization	0.886
Ethic of Justice	My leader follows the procedures and rules	0.901
	My leader checks the legal clauses and regulations that may apply	0.88
	My leader conducts an investigation before making a decision	0.892
Ethic of Critique	The leader tries to oppose injustice	0.889
	Leadership decisions in conflict resolution are based on a legal and legal framework.	0.855
	Leadership decisions in conflict resolution are based on greater social justice.	0.836
Internal Communication		
Communication Climate	The leader makes you free to talk to him	0.849
	The leader encourages you to tell him when something is wrong at work	0.857
Quality of Information	You are free to tell the leader that does not agree with him	0.882
	You believe that the leader really understands employees	0.887
Opportunities to communicate to upper management	People in this organization are forced to be truly open and honest with one another	0.886
	People in this organization exchange information and opinions freely	0.883
	Top management gives you the type of information that is really wanted and needed	0.87
Reliability of information you receive	Opinions make a difference in daily decisions that affect work	0.872
	Your perspective has a real influence on the organization	0.881
Psychological Capital		
Self- Efficacy	I feel confident when representing the work area in meetings with management	0.859
	I feel confident in helping to set targets / goals in the work area	0.87
Optimism	I always see the good side of work	0.845
	I am wise when having problems at work	0.857
Hope	Right now I feel quite successful at work	0.873
	I can think of many ways to get out of trouble at work	0.881
Resilience	I find it difficult to experience setbacks at work	0.883
	I usually treat stress at work calmly	0.854
Work Engagement		
Vigor	I spend a lot of my energy at work	0.877
	I feel the work that does it all has meaning and purpose	0.888
	Time passes quickly while working	0.879
	I feel strong and full of enthusiasm at work	0.884
Dedication	I am enthusiastic about my work	0.865
	While working. I forget everything around	0.894
	My work is inspiring	0.88
	I feel happy when working intensely	0.867
Absorption	I am proud of this work	0.851
	I can continue work for a long time	0.84
	I really have mental endurance at this job	0.79
	It is very difficult for me to withdraw from my work	0.782
Meaning of work		
Positive Meaning	I have found a meaningful career	0.888
	I understand how work contributes to the meaning of life	0.894
	I have a good feeling about what makes work meaningful.	0.913
Meaning Making Through Work	I have found work that has satisfying goals.	0.889
	My work contributes to personality development	0.909
	My work helps in understanding myself.	0.905
	My work helps to understand the world around me.	0.892
Greater Good Motivation	This job really did not make a difference for me	0.878
	I know this work makes a big difference in yourself	0.874
	The work that I do has a greater purpose	0.878

Source: data processed by researchers (2020)