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## PREDICTORS OF ORGANIZATIONAL COMMITMENT

### 組織承諾的預測者

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#### Abstract

Organizational commitment plays an essential role in the organization to create a competitive advantage for the organization. This study aims to examine the predictors of organizational commitment. Employee engagement, organizational learning, and work environment were used as predictors of organizational commitment. This study applied a quantitative approach with a questionnaire as a research instrument. The respondents were non-managerial permanent employees at one of the state-owned enterprises in Indonesia who had worked for at least one year in the company. The number sample of this study was 180 respondents. The data were analyzed using the Partial Least Square analysis technique. The results show that employee engagement and organizational learning affect employee organizational commitment positively and significantly. In addition, the work environment influences employee organizational commitment positively, but it is not significant. This study can help managers create effective planning that focuses on employee engagement and organizational learning to elevate organizational commitment.

**Keywords:** Employee Engagement, Organization Behavior, Organizational Commitment, Organizational Learning, Work Environment

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**摘要** 組織承諾在組織中發揮至關重要的作用，從而為組織創造競爭優勢。這項研究旨在檢查組織承諾的預測因素。員工敬業度，組織學習和工作環境被用作組織承諾的預測指標。本研究採用以問卷為研究手段的定量方法。受訪者是印度尼西亞一家國有企業中至少在該公司工作了一年的非管理性永久僱員。這項研究的樣本數量為 180 名受訪者。使用偏最小二乘分析技術分析數據。結果表明，員工的敬業度和組織學習對員工的組織承諾產生了積極而顯著的影響。另外，工作環境對員工的組織承諾有積極影響，但意義不大。這項研究可以幫助管理人員制定有效的計劃，側重於員工敬業度和組織學習，以提高組織承諾

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**关键词:** 員工敬業度, 組織行為, 組織承諾, 組織學習, 工作環境

## I. INTRODUCTION

The increasingly rapid global development triggers intense competition in the business world, requiring good human resources management to help a company achieve its goals efficiently and effectively. Moreover, Human Resources (HR) has a significant role in an organization, namely existing human resources (energy, mind, and time) that can be utilized to seek success and achieve individual and shared goals [1]. In practice, HR has a significant contribution to an organization's success ([2]. Foulkes [3] predicted that the role of HR would become more strategic over time so that all organizations conducting business activities, both services, and goods, would try to achieve organizational goals by paying attention to HR development.

Human Resources are the primary source of competitive advantage for any organization by creating their commitment to the organization. One way to increase employee commitment to an organization is to increase employee engagement. According to Schaufeli [4], employee engagement can influence employee commitment to an organization. Employee engagement can also influence organizational success. Towers Watson's study showed that an organization with high employee engagement had an average increase in operating income by 19 percent and earnings per share (EPS) growth of 28 percent [5]. In addition, Tett and Meyer [6] found a relationship between employee engagement and productivity. The study showed the creation of a chain of positive effects from productivity that involved customer satisfaction. According to consultant Aon Hewitt [7], career development, company reputation, compensation, rewards, and communication are the five main factors that influence employee engagement in an organization. In addition, Smith [8] added that increasing employee engagement with an organization could create a supportive work environment.

Improvement of quality and good service is one of the missions of PT. TASPEN (Persero). PT. TASPEN (Persero) is a state-owned company that organizes social security programs for Civil Servants (PNS) in Indonesia through Old Age Savings, Pension Plan Programs, Accident Insurance, and Life Insurance. As the only social security management company and insurance institution that organizes social security programs for civil servants in Indonesia, this state-owned

company should have qualified and professional human resources to become a competitive company.

The company's success in creating superior and competitive human resources can be seen from various awards received by PT. TASPEN (Persero) in the last two years, such as the Most Admired Companies Award - Innovative Company in Pension Sector in 2017 and 2018; Infobank BUMN Awards 2018 with "Excellent" for Financial Performance in 2017; The Best Enterprise 2017 from Europe Business Assembly; and the Indonesia Human Capital Award 2017. Currently, PT. TASPEN (Persero) is a big player compared to other state-owned social security managers and insurance institutions. The achievement of the company can be seen from the position of PT. TASPEN (Persero) ranked third in terms of the number of participants, as many as 6,797,298 participants consisting of active participants and pensioners, and the second position in terms of funds managed among other SOEs the financial services and insurance sectors.

In developing human resources, PT. TASPEN (Persero) has a program to support superior and competitive human resources by developing employee competencies. Competency development is defined as various systematic efforts that refer to opportunities designed to help employees develop according to an organization's vision and mission, and individual aspirations. Competency development is intended to create soft competencies and complex competencies obtained through education and training. Employees' education and training are found in analyzing learning needs obtained through proposals and reports on employee compensation gaps.

Various offers of education and training programs for these employees should affect employee satisfaction with the organization. Furthermore, employee satisfaction can influence employee commitment to the organization because adherence is often associated with job satisfaction. It can be assumed that the higher employee job satisfaction, the higher the work commitment [9]. PT. TASPEN (Persero) surveys employee satisfaction every year to determine employee satisfaction with the organization. This survey was conducted over for one month with the questionnaire method and involved all employees of PT. TASPEN (Persero) is located

in the head office and branch offices (including the head of the branch office) as respondents.

## II. LITERATURE REVIEW

### A. Organizational Commitment

Mowday, Steers, and Porter [10] identified commitment into two approaches, namely commitment-related attitudes and commitment-related behavior. Mowday, et al. [11] defined that organizational commitment is an employee's emotional connection to the organization, which is the effect of the similarity between the employee's individual goals and corporate values and influences employee behavior's important role in an organization. Mowday et al. [10] added that organizational commitment consists of three interrelated attitudes, namely (1) a strong desire to become and retain members within an organization; (2) high business will work for an organization; and (3) belief in accepting the values and goals of an organization.

Human resources are generally seen as a supporting function in business to minimize costs and reduce the risk [12]. However, the presence of HR is more than that. HR is a practical investment element that can significantly influence the long-term increase in productivity for an organization [13]. Sjabahdyni [14] stated that HR is a resource that drives an organization to be guarded, cared for, maintained, and developed in an organization. Hence, an organization needs to create organizational commitment within human resources.

Organizational commitment is an essential factor in an organization because it affects various benefits for an organization. According to Chughtai and Zafar [15], organizational commitment in employees is necessary. That is because high organizational commitment within employees will influence performance improvement, employee linkages to an organization [15], motivation and organizational behavior [16], low turnover levels [17], absenteeism [18], high levels of job satisfaction [19], employee loyalty and productivity [20].

Organizational commitment is a concept that attracts much attention from researchers with various disciplinary backgrounds such as industrial psychology, industrial sociology, management, business administration, and public administration [21]. Mathieu and Zajac [22] supported this interest in researching organizational commitment that organizational commitment is one of the essential attitudes of employees' psychological conditions. There are other theoretical explanations by experts on the

definition of organizational commitment [23]. According to Mowday et al. [11], organizational commitment is an employee's emotional connection to an organization, which is the effect of the similarity between the employee's individual goals and corporate values and influences employee behavior's important role in an organization. Organizational commitment is also defined as a psychological condition that constantly reflects the relationship between employees and an organization and influences employees' decision-making to continue their participation in an organization [24].

Many researchers found that employees' high level of organizational commitment determines organizational success [25]. An organization can increase employee commitment through salary, incentives, and recognition or recognition [8], [26]. Mangkuprawira [13] added that a pleasant work environment could encourage employees to develop their expertise to the maximum where it will increase organizational commitment and can achieve organizational success.

In general, organizational commitment consists of three interrelated attitudes [10], namely: (1) a strong desire to become and retain members within an organization; (2) high business will for an organization; and (3) belief in accepting the values and goals of an organization, at the beginning of research on organizational commitment [11] [27][28]. Meyer and Allen [24] stated that organizational commitment consists of two dimensions: affective commitment and continuance commitment. Then, Allen and Meyer [29] added another dimension, known as normative commitment. Mowday et al. [10] identified commitment into two approaches, namely commitment-related attitudes and commitment-related behavior. Commitment with a behavioral approach focuses on identifying employees' conditions where the behavior after being shown tends to be performed repeatedly and its effect on changes in attitude. At the same time, organizational commitment with the attitude approach focuses on identifying events that contribute to developing the commitment itself to create a desire to remain a part of an organization. Hanaysha [30] conducted a study on employee engagement, work environment, and organizational learning on organizational commitment. Each element will be elaborated on in the following paragraphs.

### B. Employee Engagement

Employee Engagement is a concept that is considered essential to be studied [31]. An

increase in employee engagement can influence the level of employee commitment to an organization [4]. Employee engagement influenced organizational success. Moreover, it affected productivity [6]. Schaufeli et al. [32] defined employee engagement as a state of positive and satisfying thinking related to work characterized by vigor, dedication, and absorption. Anindita and Seda [33] showed that employees with high involvement will have a positive attitude and will be involved in organizational achievement. Schaufeli and Bakker [34] also stated that employees who have engagement with the organization would have a high commitment to the organization. So, it can be said that an employee with a high level of engagement is most likely to be committed to an organization that provides the resources needed to complete the task. It is supported by a study conducted by Saks [35], which found that employee engagement positively influenced job satisfaction and organizational commitment. Based on the explanation above, the hypothesis can be formulated as follows:

*H1:* Employee engagement influences organizational commitment of PT. TASPEN (Persero) employees.

### C. Work Environment

In a dynamic workplace environment, individuals become increasingly frustrated and alienated from work [36]. A dynamic workplace can be prevented by creating a positive work environment within an organization that employees need. The work environment is a crucial factor affecting employee satisfaction and commitment to an organization [31]. According to Hall and Mirvis [37], employees can perform well according to organizational interests with commensurate rewards, relationship development, rewards and benefits, and a supportive work environment. Gatenby et al. [38] had a similar opinion: an environment where employees are motivated to relate to their work and care to do a good job is needed. A work environment must be created where employees are encouraged to utilize and develop their expertise maximally [13].

A work environment is a place for employees to do their work, where the environment can bring positive and negative things for employees to achieve organizationally. Arnold and Dupré [39] stated that an organization needs to understand the importance and benefits of a supportive work environment. It is hoped that an organization can support policies that make the workplace attractive to employees and increase

their commitment to the organization to reduce their intention to leave the organization [40]. Dul and Ceylan [41] stated that the work environment is divided into two groups of contextual characteristics: social-organizational work environment characteristics and physical work environment characteristics. Social-organizational environmental is defined as an aspect of job design and leadership style, while the physical environment aspect is related to the workplace and buildings around it [41]. To create a high organizational commitment, an organization must create a conducive physical work environment [42]. Based on the explanation above, the hypothesis can be formulated as follows:

*H2:* Work environment influences organizational commitment of PT. TASPEN (Persero) employees.

### D. Organizational Learning

Employee development can be performed through various means, such as employee education and training. To maintain a competitive advantage, an organization needs learning and creativity to increase its resources and skills [43] [44]. Cyert and March [45] introduced organizational learning. They believe that organizational learning is an organization's effort to respond to changes in the external environment, match organizational goals with new conditions, and lead to procedural discoveries that help an organization achieve effectiveness. According to Senge [46], organizational learning is based on an individual's ability to think of an organization as a system. Thus, the process of organizational learning can enable an organization to change decision-making rules, introducing models that are responsible for changes in an organization that cause changes at the development stage [44]. Lim [47] stated that organizational learning had a positive relationship with organizational commitment and satisfying work in internal and external behavior to improve capabilities and support quality services [10].

Argyris and Schon [48] defined organizational learning as the process of finding and correcting administrative mistakes. Alvani [49] described organizational learning as the process of finding errors and mistakes, resolving and updating things. Salarian et al. [50] stated that organizational learning affects job satisfaction, ability to receive knowledge, readiness to face changes and challenges, and organizational commitment from employees. Organizations with a learning culture can also attract knowledgeable individuals who will increase their commitment

to the organization [51]. According to Marsick and Watkins [52], organizational learning is an organization that learns continuously and changes itself.

Moreover, organizational learning has two components; represent the people who form an organization and define the structure and culture created by an organization's social institutions [53]. These components have four levels of organizational learning: individual level, team level, organizational level, and global level. Based on the explanation above, the hypothesis can be formulated as follows:

*H3: Organizational learning influences organizational commitment of PT. TASPEN (Persero) employees.*

### III. METHODS/MATERIALS

This study used a quantitative approach. Pendekatan kuantitatif mengukur adanya hubungan antara teori yang ada dengan kondisi di dunia nyata on the influence of *employee engagement, work environment and organizational learning on organizational commitment* of PT. TASPEN (Persero) employees. Collecting data in this study by distributing online questionnaires of PT TASPEN (Persero) employees at the head office and branch offices with the number of questionnaires collected 180 respondents. The collected data were analyzed using SPSS 23 and WarpPLS 6 software.

In terms of measurement, employee engagement was measured through three dimensions developed by Schaufeli and Bekker [34]: vigor, dedication, and absorption. Then, the work environment was measured using the theory by McGuire and McLaren [42] to measure the physical environment and Sedarmayanti [52] to measure the non-physical environment 10 and 6 items. An approach developed by Marsick and Watkins [51] was used to measure organizational learning. Finally, the organizational commitment was measured using Mowday, Steers, and Porter's [10] theory, consisting of 15 statement items. These items are calculated using a Likert scale of 1 to 5, where one represents "Strongly Disagree," and five represents "Strongly Agree."

### IV. RESULTS AND DISCUSSION

Descriptive analysis based on gender showed that 59% of respondents were male and 41% were female. In addition, it can be seen that respondents in this study were dominated by employees with the age group > 50 years or 37.8%, followed by the 22-25 year age group with a percentage of 29.4%. Then the age group

26-29 years of 16.7%, the age group 30-33 years with a share of 7.2%, the age group 34-37 years of 4.4%, followed by the age group 46-49 years with the percentage of 2.8%, and the age group 38-41 years with a share of 1.7%. Moreover, it can be seen that respondents with more than six years of service had a percentage of 55.6%, followed by respondents with 1-3 years of service as many as 27.8%, and 16.7% of respondents had 4-6 years of service. Furthermore, as many as 108 respondents were undergraduate graduates, then diploma graduated of 36 respondents, 25 respondents were Senior High School (SMA) graduated, and 11 respondents were postgraduate.

#### A. Evaluation of Measurement Model (Outer Model)

Evaluation of the measurement model was carried out to determine the value of a good or bad relationship between variables and indicators. The measurement model in this study was assessed with validity and reliability tests.

Table 1.  
Comparison of Average Variances Extracted (AVE)

Variable	EE	WE	OL	OC
Employee Engagement (EE)	(0.792)	0.657	0.679	0.773
Work Environment (WE)	0.657	(0.741)	0.751	0.623
Organizational Learning (OL)	0.679	0.715	(0.751)	0.750
Organizational Commitment (OC)	0.773	0.623	0.750	(0.798)

1. Discriminant validity for each variable can be seen from the value of loading and cross-loading or looking at the importance of Average Variances Extracted (AVE). The discriminant validity has been met if each variable's loading value is greater than the cross-loading of other latent variables. The results of the validity test in this study met the discriminant validity criteria.

2. Convergent validity for each variable can be seen between the value of the reflective indicator and the latent variable's value. In factor analysis, it can be seen from the factor loading value. If the factor loading is more significant than 0.5, then the convergent validity has been met. In this study, the factor loading value of each variable had a value of more than 0.5.

#### B. Evaluation of Structural Model (Inner Model)

The goodness of Fit (GoF) needs to be known before interpreting hypothesis testing. GoF is an index and measure of the worth of relationships between latent variables (inner models) and their

assumptions. GoF in this study had a value of 0.629, which was included in the large category. In addition, the Goodness of Fit value evaluates the structural needs model. The R square value evaluates the accuracy of using the exogenous variables in this study. The value of Full Collinearity VIF is the result of the full collinearity test and includes the vertical and lateral multicollinearity.

Table 2.  
Results of reliability test

	EE	WE	OL	OC
Composite Reliability	0.930	0.944	0.956	0.961
Cronbach's Alpha	0.913	0.936	0.952	0.955

Table 3.  
R-square and full collinearity VIF

Variable	R-Square	Full Collinearity VIF (Standard <3.3)
Employee Engagement		2.851
Work Environment		2.532
Organizational Learning		3.285
Organizational Commitment	68.1%	3.250

### C. Hypothesis Testing

In this study, testing the hypothesis was performed by looking at the path coefficient and p-value. If the p-value <0.05 (alpha 5%), the value is significant, so the hypothesis is accepted. If the p-value > 0.05 (alpha 5%), the hypothesis is rejected.

Table 4.  
Hypothesis testing

Hypothesis	Path Coefficient	P-Value	Description
H1: Employee engagement influences organizational commitment employees	0.469	P<0.001	Accepted
H2: Work environment influences organizational commitment employees.	0.007	0.427	Accepted
H3: Organizational learning influences organizational commitment to employees.	0.428	P<0.001	Accepted

The results of hypothesis testing in this study indicated that all hypotheses were accepted. The

path coefficient of employee engagement on organizational commitment had a value of 0.469 and  $p < 0.001$ , where it is smaller than 0.05, and it had significant influence. The corporate learning variable has influence organizational commitment. The path coefficient shows value 0.428 and  $p < 0.001$ , which means the effect is substantial. On the contrary, H2 in this study is rejected. The value of the work environment variable's path coefficient on organizational commitment was 0.007 with a p-value of 0.427, which had a positive but not significant influence.

### D. Discussion

The result shows that employee engagement significantly influenced organizational commitment, which corresponds with research by Schaufeli [4] and Hanaysha [30]. These studies stated that highly engaged employees would work hard, get involved in activities, and feel happy and absorbed in their work, characterized by vigor, dedication, and absorption. Also, this research was related to a survey conducted by PT TASPEN (Persero) on the level of employee engagement in 2018, which achieved a result of 93.91%. Hence, the creation of this concept in a company can increase the commitment of workers [54]

In the second hypothesis (H2), there is a weak influence of work environment on organizational commitment. According to Render and Heizer [55], the work environment played an essential role in influencing and increasing this concept. In line with the statement of Spector [56], employees will have a high level of commitment and a sense of engagement to a company when they realize that the work environment is considered essential. Arep and Tanjung [57] added that a good work environment could foster morale and increase employee performance productivity. The study also indicated that organizational learning significantly influenced commitment, and this result was supported by previous research [30], [58]. It is also shown that an increase in the knowledge of a company can increase employee commitment.

The scope of this study is to examine the predictors of organizational commitment. The empirical data shows that employee engagement, work environment, and organizational learning are the main predictors of organizational commitment. However, the effect of each predictor is different. Employee engagement and organizational learning have a more substantial impact on organizational commitment than work environment, employee engagement encouraging employees to enhance organizational

performance and stay in the organization. In addition, organizational learning, which can improve organization work by creating, refining, and transferring knowledge, has strongly influenced organizational commitment. Also, the perceived opportunity of learning increases the organizational commitment. Though it is weak, the work environment plays an essential role in increasing organizational commitment.

## V. CONCLUSION

### A. Conclusion

All the hypotheses in the study were accepted based on the formulated problems and conducted research. Hence, it can be concluded that employee engagement has a significant influence on the organizational commitment of PT. TASPEN (Persero) workers. This finding shows that high concentration will increase the commitment to a company. Conversely, the work environment had a positive but insignificant influence. At the same time, organizational learning was revealed to affect the workers' commitment significantly, showing that its increase in a company will enhance employees' commitment.

The study of organizational commitment, which focuses on a state-owned company in Indonesia context has not yet been researched thoroughly. This study has proved that employee engagement, work environment, and organizational learning are the primary and solid predictors for organizational commitment. The results of this study are expected to add to the repertoire of organizational commitment theory.

### B. Implications for Practical Use

This study made several recommendations, as summarized below, to elevate the organizational commitment in the company. Although the engagement level showed an excellent category, the company management is encouraged to improve the employees' comfort while working. The productivity and sense of engagement in 2018 experienced a decrease compared to 2017. Comfort while working can be created by not exceeding the employee's time limit for their jobs. Also, the company should attend to the physical and non-physical office environments. Physically, employees need more storage for important documents or stationery, while communication is required between superiors and subordinates to establish good relationships in the non-physical workspace. Therefore, the company can create an environment that shares company goals among team members, exchanges, and suggests various

opinions for achieving this, as it can positively influence organizational growth. Additionally, the existence of a mutual trust, cooperation, and respect stimulates commitment and brings positive changes to work attitudes and employee behavior. Finally, although organizational learning showed promising results, it can be enhanced by making employees more active in improving their knowledge through existing media to create a learning process in the company.

### C. Limitations and Future Research

This study has limitations as follows: the locus chosen for this study is only one state-owned company in Indonesia, so the result could not be generalized to other organization; in terms of concept, this study limits to examine only three predictors, so it would be others predictors that can influence organizational commitment. In future research, other organizational factors can be reviewed to strengthen this study, and the locus of study can be more expansive to all state-owned companies in Indonesia.

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