

INCREASING ORGANIZATIONAL COMMITMENT: LITERATURE REVIEW

Didi Sutisna ^{a*)}, Martinus Tukiran ^{a)}

^{a)}Universitas Pakuan, Bogor, Indonesia

^{*)}Corresponding Author: didisutisna252@gmail.com

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Abstract. This article aims to present a comprehensive literature review on the factors that influence the enhancement of organizational commitment. Organizational commitment is an important aspect of human resource and organizational psychology research, as it has significant implications for individual performance, organizational sustainability, and the achievement of organizational goals. The literature review was conducted by analysing the findings of relevant previous studies so that it is possible to systematically identify and present the variables that influence increased organizational commitment. Previous research has provided valuable insights into the factors that influence the enhancement of organizational commitment. However, there is still room for further research to explore and clarify the relationship between these variables and organizational commitment. The proposed constellation model by including demographic factors as moderator variables is expected to be material for further research so that the influence of demographic factors as moderators between the independent variables and the organizational commitment variable can be known. The proposed proposition is that the relationship between the Independent Variables and organizational commitment is moderated by Demographic Factors..

Keywords: organizational commitment; relationship

I. INTRODUCTION

Organizational commitment is important and is the main focus in research on human resources and organizational psychology. The level of employee commitment to the organization where they work has important implications for individual performance, organizational sustainability and the achievement of overall organizational goals, organizational commitment is more than just loyalty, but also includes active contribution to achieving organizational goals [1]. Research conducted by Rizal et al., [2] resulted in the conclusion that organizational commitment has a positive and significant effect on employee performance with a correlation coefficient value of 0.795. Further research conducted by Ginanjar [3] get the conclusion that organizational commitment has a significant effect on employee performance with a coefficient value of 0.774 in the strong category. Likewise research conducted by Pane [4] states that 1) affective commitment has a significant positive relationship to employee performance, with a correlation coefficient value of 0.465; 2) Normative commitment has a significant positive relationship to employee performance, with a correlation coefficient of 0.335; and 3) Continuing commitment shows positive results that have a significant effect on employee performance with a correlation coefficient value of 0.487. Because organizational commitment has implications for achieving organizational goals, a deeper understanding of the factors that influence organizational commitment is very important for researchers and practitioners.

In addition, this article will present the relationship between these factors and organizational commitment. This conceptual framework will provide a clearer understanding of

the mechanisms and pathways linking these factors to organizational commitment. Previous research has provided valuable insights into the factors that influence increased organizational commitment. However, there is still room for further research to explore and clarify the relationship between these factors and organizational commitment. Therefore, this article also identifies research gaps that still exist and provides directions for future research in exploring more in-depth factors and provides new constellation proposals in the relationship between independent variables and organizational commitment variables by including demographic factors as variables. moderator which is expected to increase the contribution of independent variables to increasing organizational commitment. Besides that, with the existence of a new constellation in the relationship between the independent variable and the organizational commitment variable which is moderated by demographic factors, a proposition is made related to the proposed new constellation.

Organizational commitment according to Richard T. Mowday [5] is the relative strength of individual identification and involvement of a person in a particular organization. Meyer & Allen, [6] stated that organizational commitment is a psychological state that (a) characterizes an employee's relationship with the organization, and (b) has implications for the decision to continue membership in the organization". Thus, regardless of definition, employees who are "committed" are more likely to remain in the organization. than "non-committed" employees. Greenberg [7] defines organizational commitment as the degree to which people are involved with their organization and are interested in

remaining in it and the degree to which an individual identifies and is involved with their organization and/or is unwilling to leave it.

Langton et al. [8] defines organizational commitment as the extent to which an employee identifies himself with a particular organization and its goals, and the desire to maintain membership in the organization. According to Idrus, [9] Organizational commitment is the employee's attachment to the organization based on the desire, need, and obligation to stay in the organization. According to Scandura, [10], Organizational commitment is a psychological state that describes an employee's relationship with their organization and a tendency to continue the relationship with the organization. It links individuals to the organization because of their identification with the organization's values and goals. According to [11] Organizational commitment is the psychological bond between workers and the organization and by having loyalty, wanting to be involved, and being less willing to leave the organization. According to Sobirin et al. [12], Organizational commitment is defined as an individual's desire to remain a member of the organization, as evidenced by the attitude of acceptance of organizational goals and seriousness in carrying out organizational activities. According to Luthans et al. [13] Organizational commitment is defined as (1) a strong desire to remain a member of a particular organization; (2) a willingness to exert a high level of effort on behalf of the organization; and (3) belief in, and acceptance of, the organization's values and goals. According to Hellriegel, Don; Slocum [1] Organizational commitment is the strength of employee involvement in the organization and identification with the organization. Organizational commitment is characterized by 1) support and acceptance of organizational goals and values, 2) willingness to exert considerable effort on behalf of the organization, and 3) the desire to remain in the organization. This article aims to present a literature review on the factors that influence the increase in organizational commitment. By conducting a literature review, analyzing findings from relevant previous studies, it is possible to identify and systematically present the main factors that influence the increase in organizational commitment. It is hoped that this article can make a significant contribution in developing knowledge about the factors that influence the increase in organizational commitment and provide clear directions for practitioners and researchers in the field of human resources and organizational psychology.

II. RESEARCH METHODS

The method used for this research is a literature review method. The data obtained were then compiled, analyzed, and concluded. An effective and well-conducted study as a research method can create a solid foundation for advancing knowledge and facilitating theory development [14]. In its implementation the literature review method compares several journals that examine organizational commitment. Comparisons of several journals were made to find similarities in objects, methods, and problem solving.

Implementation began by collecting 86 international journals from the Education Management Doctoral Study Program, Pakuan University, then selecting 3 journals related to the theme of increasing organizational commitment.

III. RESULTS AND DISCUSSION

From the analysis of the research results obtained on the 3 journals, it can be concluded that from the 3 journals there are 6 independent variables that have a positive and significant effect on organizational commitment variables, namely: 1) Organizational Culture, 2) Self-Efficacy, 3) Emotional Intelligence, 4) Teamwork, 5) Situational Leadership, and 6) Transformational Leadership. The correlation coefficient value of each independent variable with the organizational commitment variable produced through statistical tests from each researcher in each journal can be seen in table 1 below.

Table 1. Correlation coefficient

Journal	Independent Variables	Correlation coefficient	Relationship Category
Journal_1	Organizational culture	0,409	Currently
	Self Efficacy	0,281	Low
	Emotional Intelligence	0,481	Currently
Journal_2	Team work	0,344	Low
	Situational Leadership	0,465	Currently
	Self Efficacy	0,319	Low
Journal_3	Organizational culture	0,163	Very Low
	Transformational leadership	0,234	Low
	Job satisfaction	0,409	Currently

From table 1 it can be seen that the correlation coefficient values between the independent variables and the organizational commitment variable are not all strong or very strong but are in very low and moderate intervals, where the correlation coefficient values are in the interval 0.163-0.481. This is in accordance with what is stated by Sugiyono, [14] that the interpretation of the correlation coefficient is divided into 5 categories, namely:

- 1) Very low (0.00-0.199);
- 2) Low (0.20-0.399);
- 3) Moderate (0.40-0.599);
- 4) Strong (0.60-0.799)
- 5) Very strong (0.80-1.00).

Likewise with the contribution of each variable to organizational commitment. From the data in table 2 it can be seen that the coefficient of determination of the independent variables on the variable organizational commitment is at intervals of 3% - 23%. The coefficient of determination according to Supardi [15] is the square of the value of the correlation coefficient, and the coefficient of determination

expresses the contribution of the independent variables to the dependent variable.

Table 2. Coefficient of Determination

Journal	Independent Variable	Coefficient of Determination
Journal_1	Organizational culture	17%
	Self Efficacy	8%
	Emotional Intelligence	23%
Journal_2	Team work	12%
	Situational Leadership	22%
	Self Efficacy	10%
Journal_3	Organizational culture	3%
	Transformational leadership	5%
	Job satisfaction	17%

So by knowing the value of the coefficient of determination, it can also be seen that the contribution of other independent variables besides the independent variables in the study affects the organizational commitment variable and this is a gap or gap that can be carried out further research on other independent variables besides the independent variables. which has existed. According to Liana [16], Moderating variables are variables that can strengthen or weaken the direct relationship between the independent variables and the dependent variable. Moderating variables are variables that have an influence on the nature or direction of the relationship between variables. The nature or direction of the relationship between the independent variables and the dependent variables may be positive or negative depending on the moderating variable, therefore the moderating variable is also called a contingency variable.

So are Rahadi & Farid [17] states that the moderator variable can change the relationship between the dependent and independent variables. The results of research conducted by Razak [18] states that demography is a moderating factor of customers which is reflected through age and income and moderates the effect of satisfaction on loyalty. Further research is carried out Parulian [19], stated that: 1) Income demographics moderate the effect of financial literacy on financial behavior, 2) Income demographics moderate the effect of information technology on financial behavior. Razak et al. [20] stated in his research that customer income plays a role in strengthening the effect of satisfaction on BNI customer loyalty in Southeast Sulawesi. This means that the customer income factor has a strengthening influence on customer satisfaction at BNI Southeast Sulawesi. Based on the income category, it was found that the low income group had a strengthening effect on the satisfaction effect on loyalty, but the group had a weak influence on the effect of satisfaction on BNI Southeast Sulawesi customer loyalty. Ardiawan & Kusumadewi [21] in his research concluded that the level of education and income moderate the effect of lifestyle on purchase intention at Moena Fresh Bali. According to Zulham

et al. [22], Demographic factors include: 1) Gender, 2) Place of residence, 3) Marital status, 4) Age, 5) Education level, 6) Field of business, 7) Occupation, 8) Hours worked. According to Amna, (2019) Demographic characteristics include: 1) Gender, 2) Age, 3) Marital status, 4) Religion, 5) Ethnicity, 6) Education level, 7) Income, 8) Employment status. Based on the description above, the authors suspect that demographic factors have an effect as a moderating variable of the relationship between the independent variables on the organizational commitment variable and therefore the authors propose a future constellation model that can be made to increase organizational commitment through the independent variables, namely by including demographic factors as a moderator variable. So that the research constellation can be described as in Figure 1. With the research constellation development model in Figure 1, the following propositions can be made: Relationship between Independent Variables and Organizational Commitment besides being directly related is moderated by Demographic Factors.

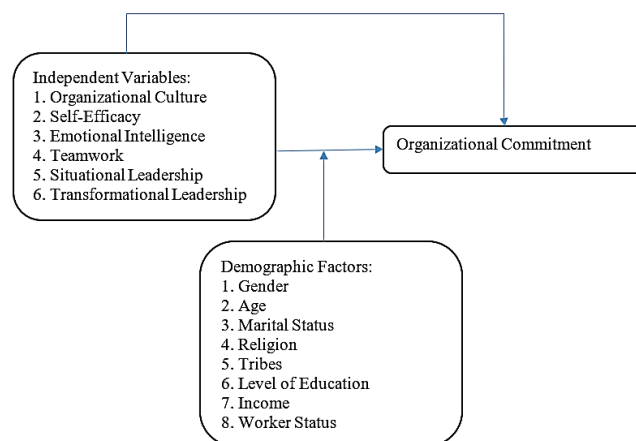


Figure 1. Research Constellation Development Model

IV. CONCLUSION

Based on the research results, several conclusions can be drawn: There is a significant positive relationship between the variables of organizational culture, self-efficacy, emotional intelligence, teamwork, situational leadership, and transformational leadership with commitment to the organization; Correlation coefficient values between independent variables and organizational commitment range from low to moderate intervals; The contribution of independent variables to organizational commitment, as measured by the coefficient of determination, is at intervals of 3% - 23%; There are gaps or gaps in the research indicating that there are factors outside the research variables that also affect organizational commitment; Based on this review, we present a research constellation model with a proposition to assist further research where the research constellation model can be expanded by including demographic factors as a moderator variable to increase understanding of the influence of these factors; We believe that the proposed relationships

have theoretical and practical value for academics and practitioners alike.

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