

THE IMPACT OF EMPLOYEE ATTITUDE ON ORGANIZATIONAL COMMITMENT

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Abstract

The objective of this study was to determine the effect of the attitude component on employee commitment. The researcher's approach uses a survey approach conducted on employees of microfinance institutions in the city of Bandung. Respondents who were willing to fill out the research questionnaire were 78 employees. Researchers used path analysis to determine the magnitude of the influence of the attitude component on employee work commitment to answer the problem formulation. The results of the study indicate that the attitude component has a significant effect on work commitment. Therefore, the study results recommend the relevant parties to improve employee work attitudes so that work commitment can achieve optimally.

Keywords : *Attitude, Organizational commitment, Employee.*

Abstrak

Tujuan penelitian ini untuk mengetahui pengaruh komponen sikap terhadap komitmen pegawai. Pendekatan peneliti menggunakan pendekatan survey yang dilakukan pada karyawan lembaga keuangan mikro di Kota Bandung. Responden yang bersedia untuk mengisi kuisisioner penelitian sebanyak 78 orang karyawan. Untuk menjawab rumusan masalah peneliti menggunakan analisis jalur untuk mengetahui besarnya pengaruh komponen sikap terhadap komitmen kerja karyawan. Hasil penelitian mengindikasikan komponen sikap berpengaruh signifikan terhadap komitmen kerja. Hasil penelitian merekomendasikan pihak yang terkait untuk meningkatkan sikap kerja karyawan sehingga komitmen kerja dapat dicapai dengan optimal.

Kata kunci: Sikap, Komitmen organisasi, Karyawan.

INTRODUCTION

Individual attitudes are evaluative statements, both favorable and unfavorable, towards objects, individuals, or events. It reflects how a person feels about something. Attitude tends to respond consistently to something to support or not support by paying attention to particular objects. Attitude is an orientation with a relatively continuous influence over a long period on products/services and processes. (Avey, Reichard, Luthans & Mhatre, 2011)

It can say that attitudes are beliefs that contain cognitive, conative, and affective aspects, which are psychological, mental readiness to react and act positively or negatively towards particular objects. (Shah, Irani & Sharif, 2017) Attitudes are not innate; attitudes can change through experience, are an organization of beliefs, are ready to react, are relatively constant, only suitable for certain situations, and are an assessment and interpretation of something. (Avey, Luthans & Youssef, 2010)

Attitudes contain three components that make up the structure of attitudes. The three components are cognitive, affective, and conative components. (Jain, 2014). The cognitive component relates to knowledge, views, beliefs, or perceptions of opinions and beliefs, emphasizing rationality and logic. An essential element of cognition is a person's judgmental beliefs. Evaluative belief manifest as a favorable

or unfavorable impression that a person makes of an object or person. The affective component relates to feelings of pleasure or displeasure with the attitude object. For example, happiness is a positive thing, while displeasure is a negative thing. The conative component relates to the tendency to act or behave towards the attitude object. For example, friendly, warm, aggressive, unfriendly, or apathetic. Some measures can be measured or assessed to examine the behavioral component of an attitude. (Ajzen, 1974).

Attitude is a principle taken by an individual based on his personality, beliefs, and feelings regarding an idea, situation, or environment he faces. Furthermore, affective concerns the feelings felt by a person regarding the ideas, situations, or environment he faces. Cognitive concerns a person's knowledge about something related to ideas, situations, and the environment it faces. (Park, 2012). Humans seek to find a harmony between their beliefs and their feelings towards the objects they encounter. Humans have a structured attitude consisting of various kinds of affective and cognitive components. It is related that changes that occur in one component will cause changes in other components.

The behavioral component of an attitude relates to a person's tendency to act toward a particular person or thing in a certain way. A person, for example, can act towards other people or other things in a friendly, warm, aggressive,

hostile, apathetic, or another way. (Park, 2012). The primary attitude of the workers is about job satisfaction or dissatisfaction. Job satisfaction occurs when what employees expect is fulfilled, while job dissatisfaction is the opposite phenomenon. Organizations need to identify the motives that encourage each individual to work and obtain job satisfaction. (Yalabik, Popaitoon, Chowne & Rayton, 2013)

According to Ajzen (1974), values tie to attitudes because a value is helpful, so that it is a way to organize several attitudes. Values as a constellation of feelings like dislike, rational, irrational, prejudice, patterns of association that affect one's view of the world. The attitude of employees at work can also impact the behavior of obedience to their work, tasks, and the organization in which they work. This behavior is an employee commitment in the organization. Organizational commitment is one of the critical factors considered by the organization. (Walumbwa, Hartnell & Oke, 2010)

The existence of employees in an organization has an essential role in the operational processes within the organization employees; in carrying out their work accompanied by a high understanding of their work, the employee commits himself and the organization. Moreover, the level of commitment possessed by employees has an impact related to aspects of the employees themselves, such as careers, welfare, abilities, and so on, to spur and develop good performance, impacting the achievement of organizational goals. (Yalabik, Popaitoon, Chowne & Rayton,

2013).

This argument is in line with research conducted by Arriaga & Agnew (2001). If employees participate fully in work, it means that employees pay attention to the organization's interests in achieving its goals. Employees become more concerned about the effective functioning of the organization so that they are more loyal and dedicated in carrying out their work and try to maintain their behaviors in carrying out these work tasks. (Yousef, 2017). Employees will be more committed to work because they view the effort and performance they give to the organization as having a positive meaning for the organization's welfare and their welfare. (Yalabik, Popaitoon, Chowne & Rayton, 2013)

The phenomenon in microfinance sector companies in Bandung indicates that employee commitment is still not optimal, which is caused by inadequate employee work attitudes. Based on these problems, the researchers researched employee work attitudes consisting of cognitive, affective, and conative aspects on employee work commitment.

RESEARCH METHODS

This study uses a quantitative approach where the aim is to verify the formulation of the problem that has to determine previously. To test these variables, the researchers used employee respondents who worked in the microfinance sector in Bandung as many as 78 employees with random sampling techniques.

The study conduct to verify employee attitudes based on the attitude component.

Attitude variables divide into three factors, namely cognitive, affective and conative components. Indicators of cognitive components, namely Knowledge, Views, Beliefs, Opinions, and Beliefs

Indicators of affective components are happy and not happy. Indicators of conative components are Friendly, Warm, Aggressive, Unfriendly, and Apathy. The organizational climate variable consists of 3 dimensions, namely Affective Commitment, Continuous Commitment, and Normative Commitment.

The data analysis technique used path analysis which had previously test for validity and reliability.

RESULTS AND DISCUSSION

The results of testing the validity and reliability are as follows:

Table 1. Table of the results of the calculation of the validity and reliability of the statement items

Instrument	Variables			
	X1	X2	X3	Y
inst1	.636	.430	.536	.534
inst2	.556	.429	.609	.474
inst3	.634	.650	.495	.650
inst4	.596	.458	.435	.678
inst5	.464	.565	.554	.592
inst6	.553	.603	.515	.525
inst7	.499	.503	.428	.469
inst8	.552		.519	.596
inst9				.526
inst10				.508
inst11				.451
inst12				.589
Reliability	.838	.798	.788	0.864

Table 1 shows that all research instruments are valid and reliable. After the validation test, the researcher conducted a test using path analysis. The results of the path analysis calculation describe as follows:

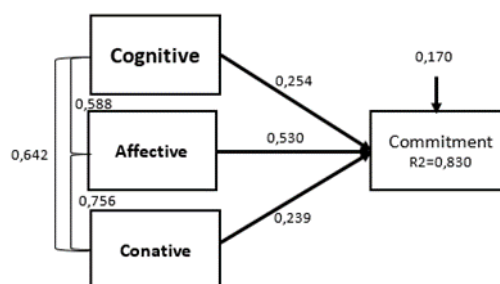


Figure 1. Path analysis

The calculation results show that the overall effect is 83.0%, and the rest of the other effects are 17.0%. Thus, the total effect of X1 is 18.3%, the total effect of X2 is 45.6%, and the total effect of X3 is 19.2%.

Attitudes are evaluative statements, both favorable and unfavorable, towards objects, individuals, or events. It reflects how a person feels about something. Attitudes contain three components that make up the structure of attitudes. The cognitive component relates to knowledge, views, beliefs, or perceptions refers to the thought process, emphasizing rationality and logic. The affective component relates to feelings of pleasure or displeasure with the attitude object. Happiness is a positive thing, while displeasure is a negative thing. Finally, the conative component relates to the tendency to act or behave towards the attitude object, for example, friendly,

warm, aggressive, unfriendly, or apathetic.

Based on respondents indicating that employees believe the institution has goals, principles, and work mechanisms. They felt that every job assignment contributes to the achievement of organizational goals. Employees' attitudes towards their work feel valued by superiors, peers, and subordinates. They feel that he has succeeded in carrying out his work and is proud to join and work in the company. In addition, the employee's work attitude indicates that they carry out their duties according to the vision, mission, and strategy of the institution and carry out the institution's policies with full responsibility.

The primary attitude of the workers is about job satisfaction or dissatisfaction. Job satisfaction occurs when what employees expect is fulfilled, while job dissatisfaction is the opposite phenomenon. Therefore, organizations need to identify the motives that encourage each individual to work and obtain job satisfaction.

It is related that changes in one component will cause changes in other components that can create harmony and harmony between beliefs, feelings, and behavior in a balanced manner. In addition, this condition will foster work enthusiasm and work spirit, which the team indicates by a vital commitment to employees.

The study supports previous research by Yalabik, Popaitoon, Chowne & Rayton (2013), proving that work attitude affects employee commitment in an organization.

CONCLUSIONS AND RECOMMENDATIONS

The results of the study indicate that work attitudes have a significant effect on organizational commitment. For this reason, it is necessary to improve employee attitudes so that employee work commitment can be achieved. For example, continuous improvement in rewarding work performance, increasing employee competence, improving work facilities' completeness, and improving work mechanisms.

This study only examines the components of the attitude, which consists of 3 aspects, namely cognitive, affective and conative. Therefore, it is necessary to study further on measuring employee attitudes with other approaches to see more comprehensively the role of work attitudes. Likewise, with the research sample where researchers only use the microfinance sector, it is advisable to test further by involving other sectors.

Research has limitations which only measure the affective commitment of employees, while normative commitment and continuous commitment not examined in this study. It expected that in future studies, it could measure normative or continuous

commitment which has implications for the performance of the officer.

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