



## ANALITIKA

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### *Effect of Demography Factor and Employee Engagement to Organizational Commitment*

### **Pengaruh Faktor Demografi dan Keterlibatan Karyawan terhadap Komitmen Organisasi**

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#### **Abstrak**

Komitmen Organisasi adalah topik penting dari perilaku organisasi karena dapat mempengaruhi kepuasan kerja, kewarganegaraan organisasi, turn over, dan kinerja pekerjaan. Tujuan dari penelitian ini adalah untuk menguji pengaruh faktor demografi (jenis kelamin, pengalaman bertahun-tahun) dan keterlibatan karyawan terhadap komitmen organisasi. Penelitian ini menggunakan karyawan bank sebanyak 200 orang, instrumen penelitian menggunakan Organizational Commitment Questionnaire (OCQ) dan Skala Keterlibatan Kerja Utrecht (UWES-17). Teknik analisis menggunakan regresi berganda dan T-test. Hasil analisis menunjukkan bahwa faktor demografi dan keterlibatan karyawan secara simultan berpengaruh terhadap komitmen organisasi, selain itu ditemukan bahwa antara komitmen karyawan organisasi pria dan wanita tidak berbeda.

**Kata Kunci:** Faktor Demografi, Keterlibatan Karyawan, Komitmen Organisasi.

#### **Abstract**

*Organizational Commitment is important topic of organizational behavior, as it can affect job satisfaction, organizational citizenship, turn over, and job performance. The purpose of this study is to examine the effect of demographic factors (gender, years of experience) and employee engagement to organizational commitment. This study used bank employees as many as 200 people, research instrument use Organizational Commitment Questionnaire (OCQ) and Utrecht Work Engagement Scale (UWES-17). Analytical technique is use multiple regression and T- test. The result of analysis shows that demography factor and employee engagement simultaneously effect organizational commitment, besides it found that between male and female organizational commitment employees is not different.*

**Keywords:** Demography Factor, Employee Engagement, Organizational Commitment.

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## INTRODUCTION

The study of organizational commitment has been largely undertaken by experts, the fundamental reason for the importance of studying this topic is that many organizational commitments have an impact on output in work, including turn over, absenteeism, performance, motivation and withdrawal behavior in work. Organizational commitment is also closely related to the intention to leave work, employee retention and job performance in organizations (Samudi, Slambolchi, Mobarakabadi, 2016;), in its development organizational commitment proves to mediate the relationship between resilience and organizational citizenship behavior (Paul, Bamel, & Garg, 2016), this means that resilience will increase organizational commitment, and subsequent organizational commitment will have a positive effect on organizational citizenship behavior.

A more specific Research commitment is made by Sow M.T. (2015) who found that affectice commitment was able to predict turnover intension of 36%. According to Mowday, Porter & Steers (1982) Organizational commitment is the relative strength of the individual in self-identification and involvement in the organization. Organizational commitment is defined as the belief and acceptance of the goals and values of the organization, the willingness to earnestly with the organization, and have a strong desire to remain a member of the organization (Mowday, R., & Steers, 1979; Chong, Wong & Lau, 2011). An organizational commitment shows a person's power in identifying his involvement in an organizational part.

Organizational commitment is built on the trustworthiness of workers of organizational values, the willingness of workers to help realize organizational goals and loyalty to remain members of the organization.

Allen and Meyer (1990) suggest three components of organizational commitment, namely: (1) affective commitment that leads to the employee's emotional attachment to, identification with, and involvement in the organization. Affective commitment is related to the emotional attachment of employees to the organization. (2) The continuous commitment is concerned with an awareness of the costs associated with leaving the organization. This indicates that there is consideration of profit and loss in the employee related to the desire to keep working or just leave the organization. (3) Normative commitment reflects a feeling of obligation to continue employment. In other words, normative commitment relates to a compulsory feeling of staying in the organization.

Organizational commitment can be influenced by several factors, including demographic characteristics such as age, gender, education. However, from various studies show that results are not constant (Salancik, 1977). The influence of gender on organizational commitment provides support to men. In the meta-analysis, it was found that sex effects favor men at the level of identification and internalization, male teachers can adopt organizational norms and values rather than female teachers. On the contrary female teachers who tend to have a commitment to the organization because of its acquisition (Aydin & Sarier & Uysal, 2011).

From several studies found a link between employee engagements with organizational commitment. Saks (2006) explains that employee engagement predicts an outsourcer. But employee engagement also plays an important role in enhancing higher loyalty thereby reducing the willingness to leave the company voluntarily (Macey and Schneider, 2008). Research shows that high-involving employees are more productive employees (Gallup, 2010). Added by Wefald and Downey (2009), who found that employee involvement has a strong correlation with job satisfaction.

Employees who engage in high jobs will live their work with all their heart and mind and carry out their work wholeheartedly as well. Nurofia (2009) states that high-involvement employees will be more productive, more focused, safer (low occupational injuries) and there is no feeling of wanting to get out of the company. However, many companies have difficulty maintaining competent employees. This happens because people care more about themselves than they do to the company.

The level of employee involvement psychologically with the organization is related to the employee's emotional relationship to the organization. The results show that there is a positive correlation between organizational commitment and employee engagement (Mangundjaya, 2012). Employee involvement is a positive outlook, a feeling of fulfillment, a work-related statement of mind, characterized by vigor, dedication and absorption. Vigor refers to the will and determination to exert energy and effort in one's work and to be resilient and

persistent when faced with obstacles. Dedication is an emotional component of employee involvement that refers to finding meaning and purpose in the work, being enthusiastic, inspired and proud of its work. Absorption is the cognitive component of attachment that is where people are completely drowned and satisfied with their work as time passes quickly and is difficult to escape from work (Salanova et al, 2005).

As one of the ideas in organizational behavior, employee involvement differs from other ideas such as organizational commitment. Organizational commitment is an attitude And attachment to the organization while the employee's own involvement is not an attitude but rather, the degree to which an individual is attentive and happy in performing the assigned task. Employee engagement contains elements of commitment but does not mean the same. Commitment does not reflect the two aspects of employee engagement that is a two-way relationship and for bound employees is expected to have an awareness of the organization (Saks, 2006). The high work engagement will make a person motivated to work and increase employees' commitment to the organization (Sulaiman & Zahoni, 2016). Hypothesis are there is an effect of employment and employee engagement with organizational commitment and there is a difference in organizational commitment in terms of gender.

## **METHODOLOGY**

Participants in this study are permanent employees at PT.Bank Rakyat Indonesia Banjarmasin branch, with the

number of 200 subjects. Taking the subject is gradually staged from several branch offices of Bank Rakyat Indonesia branch of Banjarmasin. Subjects consisted of 105 male employees and 95 female employees, with S1 education level of 148 people and S2 amounted to 52 people. Organizational commitment is measured using an Organizational Commitment Questionnaire (OCQ) instrument containing 8 items with a reliability value of 0.776. The questioner has 5 scales, ie from strongly disagree (1), disagree (2), disagree (3), agree (4), strongly agree (5). One statement of this instrument is, "I am proud to tell people that I am a part of this organization." This is based on research Mowday, Steers, & Porter (1979). To measure employee engagement using a standardized questionnaire scale from Utrecht Work Engagement Scale (UWES-17) developed by Schaufeli & Bakker (2003). The total of all statements in this questionnaire is 17 items the reliability coefficient is 0.884. This instrument consists of 5 scales, ie strongly disagree (1), disagree (2), disagree (3), agree (4), and strongly agree (5). The questionnaire is divided into 3 aspects, namely vigor (6 items), dedication (5 items), and absorption (6 items). One item statement in this questionnaire is, "I feel the work I do has meaning and purpose for me".

Hypothesis test in this research use multiple regression analysis to know the influence of predictor variable (age, work period, employee involvement) to criterion variable (organizational commitment). Another analytical technique is a t-test that aims to determine the differences in organizational

commitment between female employees and male employees.

## RESULT AND DISCUSSION

Descriptive statistical test results show the value means, standard deviation and intercorrelation on each variable.

Table 1. Coeffisien correlation intervariable

VAR	1	2	3	4	M	SD
AGE	1				39,03	6,51
TENURE	,936*	1			15,63	7,37
ORGANIZATION AL COMMITMENT	,409**	,442**			28,93	4,59
EMPLOYEE COMMITMENT	,255**	,266**	,527**	1	64,44	9,14

Note \*\*: significant, \* : significant

Table 1 illustrates the results of the correlation test between the research variables that prove that the age variable has a significant correlation with the length of work, organizational commitment ( $r = 409 **$ ) and employee engagement ( $r = 255 **$ ), tenure has significant correlation with organizational commitment ( $r = .442 **$ ), and employee engagement ( $r = 266$ ), and employee engagement correlates with organizational commitment ( $r = 527 **$ ), which means that there is an increase in age and employment, Then the employee's commitment to organizational commitment will increase as well. There is an increase in organizational commitment and will be followed by increased employee engagement. From the result of hypothesis test using multiple regression analysis,  $F = 59,254$  ( $p = 000$ ), indicating that employment and employee involvement simultaneously affect organizational commitment. The predictor contribution to the criterion was found to

be 37.6%. Testing of organizational commitment differences in terms of sex found that there was no significant difference in male and female employees ( $t = -0.719, p = 0.473$ ).

From this research, it is found that there is influence of work period and employee's involvement to organizational commitment. Which means that employment, high organizational commitment will increase employee engagement, conversely low service life, employee engagement. Low on employees will decrease organizational commitment. These results are supported by the Lolitha and Johnson (2015) studies which indicate a significant relationship between employee engagement and organizational commitment (affective, continuous and normative). These findings are consistent with the results of a study conducted by Saks (2006) that employee involvement mediates the relationship between antecedents and job satisfaction, organizational commitment, intention to stop working, and organizational citizenship.

One of the findings in this study is that there is a correlation between work with organizational commitment to employees. Employees with long tenure have experienced many things during their work, in this long journey the employees get closer to the work environment physically and socially so as to grow emotional closeness with the organization and this will affect the increase of love and pride in the organization.

High employee involvement is characterized by high energy and passion, appreciation and high dedication to

employees. Employees who demonstrate high dedication will do their best in all of their work-related actions, employees who live their jobs will not easily complain despite obstacles to work. The amount of energy owned tends to be used in every work settlement is not for the benefit of others, so the emotional attachment to the organization will increase and organizational goals more in line with personal goals.

In the study it was found that there was no difference in the organizational commitment of employees between male and female employees, as also presented in a study conducted by Marsden P.V, Kalleberg A.L., Cook C R. (1993) shows no difference in organizational commitment to male and female employees. The current gender role gender equality can affect the roles of male and female employees in fully engaging in work, the tendency to remain in employment and to fully accept goals of the organization.

## **CONCLUSION**

From the research that has been done can be concluded that the employment and employee engagement simultaneously affect the organizational commitment of employees. However, there was no difference in organizational commitment between male and female employees. Companies are expected to retain employees for long periods of time with an effort to provide optimal attention so that the organization's commitment is maintained, and provides support factors in the organization that can increase employee engagement.

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