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## Factors that Influence Fluctuations in Employee Commitment

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### Abstract

**Research aim :** *The purpose of this study is to explore factors that can influence fluctuations in employee commitment*

**Design/Method/Approach :** *This study was conducted qualitative approach through a review of 30 articles published in the last 10 years between 2013 – 2023.*

**Research Finding :** *The employee organizational commitment able to fluctuate along with company developments and policies. Some factors that influence fluctuations in employee commitment include job satisfaction, leadership, organizational culture, work motivation, job stress, compensation, career development.*

**Theoretical contribution/Originality :** *this study explore factors that influence fluctuations in employee commitment include job satisfaction, leadership, organizational culture, work motivation, job stress, compensation, career development.*

**Practitioner/Policy implication :** *The results provide information to managers related to factors that influence fluctuations in employee commitment. The results of the study are expected to be a suggestion for company managers to establish policies that able to maintain the stability of organizational commitment*

**Research limitation :** *This study used secondary data through systematic literature review of articles for the last 10 years*

**Keywords :** *Employee Commitment; Organizational Commitment*

## 1. Introduction

Employees are one of the important factors in the process of organisational growth and development in the Company. In times of growth or development, employees can function as drivers, creators, and causes. Growth refers to the 'increase' caused by biological processes in which organisms become larger in size, increasing in weight [38]. In practice, growth can be likened to an employee's career path that is measured against certain targets that must be met to reach a certain level. Development is a broader term that denotes progress, more openness, progressive change - a kind of growth towards greater maturity, development can also be interpreted as a process of qualitative transformation that results in maturity and functional improvement [38]. In practice, employee development can be likened to an increase in emotional maturity and maturity of thought.

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Organisational growth and development has several stages. According to [11] the stages of organisational development or known as the organisational life cycle include (1) Entrepreneurial Stage, the stage where the company is established and the focus is on production and marketing, namely how products are created and maintaining products on the market. At this stage, managers need to be creative; (2) Collectivity Stage, a stage where there is already a clear organisational structure to achieve larger organisational goals, starting to form sections with clear job desks. At this stage, it is necessary to delegate the right people; (3) Formalisation Stage, the stage where the organisation starts to make SOP to make the division of labour clearer, there is an incentive system for employees who work according to targets; The company's bureaucracy becomes complicated and complex; (4) Elaboration Stage, the stage where managers develop working skills to deal with problems together through teamwork. There is a need for continuous work updates.

According to [27] the stages of organisational development in the company consist of 5 (five) namely (1) Existence stage, characterised by the company's struggle to achieve security. Decision making is in the hands of one or a few members, while ownership is prioritised. The structure is simple, as most companies are quite small in terms of revenue and number of employees; (2) Survival stage, characterised by movement from a simple structure that emphasises the role of managers and promotes division of labour. Some organisations never move beyond the beginning of this stage by not becoming successful, but not so successful as to go out of business; (3) Success stage, characterised by the development of a more formal organisational structure with job descriptions, hierarchical reporting relationships, and policies and procedures that eliminate much of the flexibility enjoyed in earlier stages of the organisation. Success at this stage is characterised by large companies that operate bureaucratically; (4) Renewal stage, characterised by corporate renewal reflecting the mature organisation's desire to return to a leaner time without losing economic development; (5) Decline stage, during this stage customer needs diminish as members of the organisation engage in violent political power struggles. The emphasis shifts from focusing on customers to focusing on the personal goals of employees, as they each place the best future goals for the organisation. Based on the stages proposed by [11] and [27], it can be concluded that the organizational life cycle stages consist of: (1) entrepreneurial stage; (2) collectivity stage; (3) formalisation stage; (4) elaboration stage; (5) decline. At the collectivity stage; formalisation stage; elaboration stage requires strong organisational commitment to achieve organisational goals and objectives. Durkin in [55] states that organisational commitment is a very strong and close feeling from employees towards the goals and values of an organisation in relation to their role in achieving organisational goals.

Employees at work also have a cycle, namely the employee life cycle, namely the stages that employees go through in a company organisation. According to [33] there are 5 employee life cycles, namely: (1) onboarding, the stage where employees first join the company and are given access to company data; (2) orientation, the stage where employees are introduced to their job desks, and join the company's organisational culture; (3) career planning, the stage where employees collaborate to plan to build a career in the company to achieve goals and objectives. There is an evaluation of employee performance appraisals; (4) career development, the stage where employees reach maturity at work. At this stage, commitment and efforts are needed to retain employees; (5) termination, the final stage in a career, namely retirement, resignation, and termination of employment. [51] states that there are 6 employee life cycles, namely: (1) attraction; (2) recruitment; (3) onboarding; (4) development; (5) retention; (6)

separation; Based on these opinions, it can be concluded that the employee life cycle consists of (1) recruitment; (2) onboarding; (3) development; (4) retention; (5) separation.

Employee commitment has an important role in the process of organisational growth and development within the company and the growth and development of the employee's own career. Commitment is a global psychological state representing the experience of dependence on a relationship or relationship ([7], [9], [55]). Commitment is a belief from employees that creates interest and strength towards the organisation ([10], [55]). Organisational commitment has characteristics consisting of the will to survive; identification of values and goals of the organisation and willingness to put more effort into the organisation [25]. Employees commitment to the organisation is evidenced by seeing themselves as members of the organisation and tend to ignore dissatisfaction. Conversely, employees who are less strongly committed to the organisation tend to see themselves as outsiders, expressing more dissatisfaction. Commitment affects employee performance ([32], [44]).

### **1.1. Statement of Problem**

The problem that occurs is that employee commitment can change and be unstable depending on satisfaction and even the compensation received. According to the findings of [45], commitment is influenced by organisational climate. Fluctuations in employee commitment can affect organisational performance. Commitment affects employee performance ([32], [44]). It has become a common expectation that organisational performance can run in accordance with organisational goals. It is important for companies to maintain the stability of employee commitment at each career level they get. Based on introduction this statement problem “What are the factors that influence fluctuations in employee commitment?”

### **1.2. Research Objectives**

This study aims to identify factors that affect employee commitment. The results of the study are expected to be able to provide advice and consideration in decision making for the development and growth of the company. In addition, the results of the study can also be used as a reference or preposition for researchers who will conduct further research on the same topic.

## **2. Method**

This study used a qualitative approach. Qualitative research is one of the most commonly used types of research and methodologies in the social sciences [8]. Qualitative research is defined as a practice used to study things - individuals and organisations and their reasons, opinions, and motivations, beliefs in their natural environment [14]. One of the main reasons for conducting qualitative research is that the research is exploratory [2]. Literature review is a research methodology that aims to collect and extract the essence of previous research and analyse several experts' overviews written in the text [49]. Systematic Literature Review (SLR) is a systematic way that aims to collect, then critically analyse and present data and findings derived from 30 articles reviewed from 2013 - 2023. SLR is conducted through literature studies, theoretical studies and reviews of previous research.

### 3. Results and Discussion

The result of grouping articles that have similar results on employee commitment. Based on the 30 articles that have been referenced, the factors that influence employee commitment can be presented as follows:

**Table 1. Factors influencing Employee Commitment**

No.	Influential Factors	Indicators	References
1.	Job Satisfaction	<ol style="list-style-type: none"> <li>1. Satisfaction with salary, bonuses and benefits;</li> <li>2. Satisfaction with leadership from superiors;</li> <li>3. Satisfaction with social relationships among peers;</li> <li>4. Satisfaction with work that is in accordance with the field of knowledge;</li> <li>5. Satisfaction with facilities and infrastructure in the workplace</li> </ol>	[3]; [6]; [16]; [34]; [26]; [39]; [40] [48]; [53]
2.	Leadership	<ol style="list-style-type: none"> <li>1. transformational leadership;</li> <li>2. laissez faire leadership;</li> <li>3. charismatic leadership;</li> <li>4. behavioural theories of leadership</li> </ol>	[1]; [12]; [16]; [36]; [39]; [43]; [47]; [48];
3.	Organizational Culture	<ol style="list-style-type: none"> <li>1. Member identity, group emphasis, integration of units, focus on people;</li> <li>2. employee perceptions of the work environment;</li> <li>3. characteristics of the organisation;</li> <li>4. employees' sense of being well organised regarding clear definition of roles and responsibilities;</li> <li>5. feelings of pressure to improve performance and degree of pride;</li> <li>6. employees' feelings of being properly rewarded for completing their work;</li> <li>7. feelings of pride and commitment as a member of the organisation.</li> </ol>	[16]; [21]; [26]; [42]; [45]; [49]; [50]
4.	Work Motivation	<ol style="list-style-type: none"> <li>1. the need for power;</li> <li>2. the need for achievement</li> <li>3. the need for affiliation and socialisation;</li> <li>4. fulfilment of physiological needs</li> <li>5. the need for self-actualisation.</li> </ol>	[18]; [21]; [28]; [37]; [48]
5.	Work Stress	<ol style="list-style-type: none"> <li>1. stress of change;</li> <li>2. stress of work overload</li> <li>3. stress of pressure</li> <li>4. stress of conflict between employees</li> <li>5. stress of unclear job orders;</li> <li>6. stress to Fate anxiety at work</li> </ol>	[3]; [22]; [51]; [53]; [54]

6. Compensation	<ol style="list-style-type: none"> <li>1. financial compensation such as salary, incentives, bonuses;</li> <li>2. non-financial compensation such as awards; work environment; leave entitlements, etc.</li> </ol>	[17]; [19]; [41]; [54]
7. Career Development	<ol style="list-style-type: none"> <li>1. career planning;</li> <li>2. a clear career path</li> <li>3. equitable career development opportunities;</li> <li>4. consistent implementation of career development</li> </ol>	[19]; [20]; [43]

Source : primary data, 2023

1. The Effect of Job Satisfaction on Employee Commitment

Job satisfaction is a general attitude towards one's job, which shows the difference between the number of rewards workers receive and the amount they believe they should receive [48]. Based on the study findings from [3]; [6]; [16]; [34]; [26]; [39]; [40] [48]; [53] it can be explained that the dimensions of job satisfaction that affect employee commitment include: satisfaction with salary, bonuses and benefits; satisfaction with leadership from superiors; satisfaction with social relationships between colleagues; satisfaction with work that is in accordance with the field of knowledge; satisfaction with facilities and infrastructure in the workplace;

2. The Effect of Leadership on Employee Commitment

Leadership that is a finding in this study and is an influencing factor on employee commitment is transformational leadership, which is a leadership style that likes to stimulate and inspire followers to build shared results [1], laissez faire leadership, which is leadership that entrusts the actions and fate of the company to its employees; and charismatic leadership, which is a leader who has charisma so that employees are highly obeyed. Based on existing literature studies, the dimensions that affect employee commitment are transformational leadership style; laissez faire; and charismatic. Findings from [1]; [12]; [16]; [36]; [39]; [43]; [47]; [48] also reinforce the statement that transformational leadership; charismatic leadership; and leadership behaviour affect employee commitment;

3. Effect of Organisational Culture on Employee Commitment

Organisational culture is the common perception held by members of the organisation in giving shared meaning to an existing value. This organisational culture will form norms and become a code of conduct that determines the behavioural attitudes of its members and can be accepted by other members because the norms are good and right from top management to operational employees [4]. Based on articles that have been compiled through the findings of [16]; [21]; [26]; [42]; [45]; [49]; [50] organisational culture affects employee commitment through indicators: member identity, group emphasis, unit integration, focus on Humans; employee perceptions of the work environment; organisational characteristics; feelings of employees being well organised regarding clear definitions of roles and responsibilities; feelings of pressure to improve performance and degrees of pride; employees' feelings if they are properly rewarded after completing their work; feelings of pride and commitment as members of the organisation.

4. The Effect of Work Motivation on Employee Commitment

Work motivation is a force of energy that comes from inside and outside the individual to shape work-related behaviour [21]. Based on the findings of [18]; [21]; [28]; [37]; [48] indicators of work motivation that affect employee commitment include: the need for power; the need for achievement; the need for affiliation and socialisation; fulfilment of physiological needs; the need for self-actualisation;

5. The Effect of Job Stress on Employee Commitment

Work stress is an adaptive response, limited by individual differences and psychological processes, namely the consequences of any activity (environment), situation or external event that imposes excessive psychological or physical demands on a person where the individual [51]. Based on the findings of [3]; [22]; [51]; [53]; [54] indicators of work stress that affect employee commitment, namely stress about change; stress about work overload; stress about pressure; stress about conflict between employees; stress about unclear job orders; stress about fate anxiety at work;

6. The Effect of Compensation on Employee Commitment

According to [13]; [23]; [29]; [31] compensation is a payment to employees arising from the employment relationship between employees and the company. Based on the study of [17]; [19]; [41]; [54] compensation indicators that affect employee commitment are financial compensation such as salary, incentives, bonuses; and non-financial compensation such as awards; work environment; leave rights, etc.

7. The Effect of Career Development on Employee Commitment

Career development is a staffing activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum [43]. Based on the studies of [19]; [20]; [43] career development indicators that affect employee commitment are career planning; clear career path; equal career development opportunities; consistent implementation of career development.

There are 5 (five) key factors for developing employee commitment to organisations based on research entitled Asian Employee Report 2001 that organisational managers need to pay attention to [55]:

1. Fairness at Work

Elements that pay attention to fairness, for example: (a) performance appraisals are carried out fairly; (b) organisational regulations are balanced for both employees and organisations; (c) implementation of organisational regulations is carried out fairly and equitably, salaries are given according to employee contributions; 2. Trusted in the Job

2. Trust in the Job

Trust in employees in carrying out work which includes (a) employees are trusted to use company assets to achieve organisational goals; (b) employees are encouraged to use new technology, ways, methods in doing work; (c) manage time at work; (d) employees are given the flexibility to make decisions; (e) trusted to know organisational information;

3. Availability of the Right Resources

The availability of the right resources in the job which includes (a) availability of tools and equipment; (b) training and self-development opportunities; (c) sufficient time to complete the job; (d) sufficient human resources to complete the job;

4. Genuine Care and Concern for Employees  
Concern for employees characterised by (a) concern for employees' feelings; (b) family benefits; (c) employees' long-term careers; (d) feedback on employee performance (reward and punishment); (e) the company can help with urgent employee needs;
5. Having a Well Define Job  
There is a clear job definition that includes (a) clear job description; (b) clear short-term targets; (c) clear instructions; (d) clear results.

## Conclusion

This study provides findings that there are 7 (seven) factors that affect employee commitment. These factors are: (1) organisational culture; (2) leadership; (3) motivation; (4) job satisfaction; (5) job stress; (6) compensation; (7) career development. There are 5 (five) factors that can be used to develop employee commitment, namely: (1) fairness of work; (2) trusted in the job; (3) availability of the right resources; (4) Genuine Care and Concern for Employees; (5) Having a Well Define Job.

These finding factors are important factors for companies to maintain the stability of employee commitment at each career level they get. The findings in this study can be a reference for companies to be able to increase employee commitment. In addition, the research findings can be a reference for researchers who develop research in the field of human resources, especially related to commitment, job satisfaction, leadership, organisational culture, work motivation, work stress, compensation, and career development.

This research has limitations of not having primary data because the research data is combined with previous research. This research conducted a study of 30 literatures for the last 10 years starting from 2013 - 2023. Future research is expected to be able to develop this research, by increasing the number of articles reviewed.

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