Application of Systematic Literature Review Method in Studying Factors Affecting Employee Commitment to the Organization

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ABSTRACT: Bhatnagar (2007) found that employees who are committed to the organization can create competitive advantages for the organization. Employees who have been working for the organization will become invaluable assets that help create sustainable competitive advantages for the organization.

When employees are committed, they will be attached and consider themselves a part of the organization, which will motivate them to contribute to achieving the organization's goals. Therefore, this study was conducted to identify factors affecting employee commitment to the organization. Using the systematic literature review method (SLR), 32 selected articles identified 06 factors affecting employee commitment to the organization in decreasing frequency: Promotion and development opportunities; demographics; job satisfaction; job security; job autonomy; and leadership style. This can be the basis for managers to increase the level of employee commitment to the organization by influencing these factors.

KEYWORDS: organizational commitment, factors affecting organizational commitment

1. INTRODUCTION

In the context of increasingly fierce competition among businesses, attracting and retaining human resources has become a difficult problem for managers. Organizational commitment has a great influence on whether employees stay or leave the organization, so human resource managers are very interested in this issue (Johnston et al., 1990; Boles et al., 2007). They realize that retaining employees and reducing employee turnover can be directly related to the costs of training, productivity and referrals (Firth et al., 2004).

So far, when studying the factors affecting organizational commitment, there have been many different conclusions. Specifically: Mathieu and Zajac (1990) said that the factors that are the premise of organizational commitment include: personal characteristics, job characteristics, leader-group relationships, and organizational characteristics. Some other conclusions from the research results of Meyer et al., (2002) indicate that factors such as demographics, individual differences, work experience, and investment are the basis for employee commitment. Similar to this conclusion, the research of (Angle and Perry, 1981; Chughtai and Zafar, 2006) used demographic variables such as age, seniority, education, and marital status to predict employee commitment to the organization. In addition, Yahaya and Ebrahim (2016) argued that the main factors affecting organizational commitment include age, gender, marital status, education, seniority, and leadership style. In addition, job satisfaction has a close relationship with employee commitment to the organization. Many scholars believe that job satisfaction is an important indicator to identify the effects of other factors on organizational commitment, (Lok and Crawford, 2001). Therefore, it can be seen that the research topic on employee organizational commitment is a topic that attracts the attention of many researchers because of the many aspects that need to be tested and exploited. The main purpose of this study is to collect, build and synthesize research related to this topic in a comprehensive way through the use of the SLR method. Based on the results of the literature review process according to the descriptive and inductive approach, the author has identified major challenges to discuss the factors affecting employee organizational commitment. The research question is: what factors affect employee organizational commitment? The study uses the SLR method on articles published over the past decade as a basis for synthesizing and analyzing

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data to answer the research questions. In addition to presenting the main findings, this study also discusses, draws conclusions, identifies limitations and suggests suggestions for further research.

2. THEORETICAL BASIS

2.1. Employee commitment to the organization

It can be said that the first formation of research on employee commitment to the organization must be mentioned in the study of Becker, 1960. This scholar believes that commitment is a "subcontract" between the organization and the individual employee. Developing this study, Meyer and Allen; O'Relley and Chatman transformed Becker's single approach into a multidimensional approach. O'Relley and Chatman (1986) argued that organizational commitment is the feeling that an individual feels that they can accept and adapt to the activities of an organization. Organizational commitment is a psychological bond between an individual and an organization that makes them less likely to voluntarily leave the organization (Meyer & Allen, 1996); (John & Elyse, 2010).

Meyer and Allen (1997) generalized the concept of organizational commitment of employees as a structure consisting of three components: affective commitment; continuance commitment and normative commitment.
Affective commitment is a commitment to the organization because they enjoy doing that job with a positive state when working, (Meyer & Allen, 1991). At this time, employees feel that there is a close relationship between them and the organization that is difficult to separate (Mowday et al.1982).

Continuance commitment represents a relationship with the organization because employees realize that the costs of leaving the organization are greater than the benefits they receive (Kanter, 1968). Therefore, in terms of economic benefits, employees find that continuing to work for the organization is better than looking for other job opportunities outside the organization (Becker, 1960; Meyer & Allen, 1984).

Normative commitment is expressed as a moral obligation to stay in the organization. It is an agreement signed with the employer according to the signed contract, employees need to be responsible for their work and efforts to help the organization achieve its goals. Employees are obliged to dedicate and be loyal to the work of the organization (Coyle-Shapiro et al., 2006).

2.2. Factors affecting employee commitment to the organization

When employees have commitment to the organization, it will bring many benefits to that organization such as: increased job satisfaction, increased work performance, leading to increased company profits, and reduced absenteeism and intention to leave organization, reducing turnover (Mowday et al., 1979; Taylor et al., 2011). Therefore, employee commitment to the organization should be considered essential to the business operations of each organization. If the organization has difficulty in attracting and retaining competent employees, it will be difficult to optimize performance. When organizations try to foster employee commitment to the organization, the possibility of employees looking for alternative jobs outside the organization will decrease. In addition to the direct costs of the recruitment process, there are other hidden costs such as management time and lost productivity as new employees need time to become more effective in their roles, (Robinson et al., 2006).
Bin et al., (2011), suggested that personal factors that influence employee commitment include age, job stability, and marital status. The group of scholars also suggested that other personal factors such as material benefits, spiritual rewards, status, loyalty, and acceptance can also influence employee commitment.

Scott et al., (2007), pointed out that some other factors that promote employee commitment to the organization are: job-related factors, job opportunities, personality, positive relationships, organizational structure, human motivation, performance appraisal, and management style.

Based on the study of Cohen (1991), it can be seen that age and seniority have a positive relationship with employee commitment to the organization. It can be seen that employees who have worked for a longer time or for a long time at an organization often feel a sense of belonging and want to continue to be attached to that organization. On the contrary, employees in the early stages of their career often have the mentality of "standing on this mountain, looking at that mountain".

Along with the similar conclusion, given in the studies of (Glisson & Durick, 1988; Mathieu & Zajac, 1990; Meyer et al., 1993; Salami, 2008) also show that variables such as age, job rank and ability, job level have a positive relationship with employee commitment to the organization. That is, employee commitment to the organization will increase as they get older and have more seniority, or when they achieve higher achievements and job positions.

However, the relationship between gender and employee commitment to the organization still has many conflicting conclusions. While some studies have found that gender influences organizational commitment (Karrasch, 2003), others have found no such relationship (Balay, 2007).

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Bono & Judge, (2003), have shown that job autonomy is a key factor for employee commitment to the organization. Accordingly, when employees are given autonomy, they will have a higher commitment to the organization, which will contribute to the development of the organization.

In addition, Perryer and Jordan's (2005) study also showed that employee commitment to the organization is a powerful phenomenon and can be used to analyze their performance. In particular, the leadership style of the manager has a significant influence in either the positive or negative direction on organizational commitment based on the degree of its impact (AlKahtani et al., 2021). Therefore, it can be said that employee commitment to the organization is an important factor, widely concerned in many studies, and associated with the leadership role of senior managers.

The level of employee commitment to the organization is also influenced by the feeling of security and stability in the job. Ruokolainen (2011) pointed out that the level of commitment of an individual will be lower if they feel uncertain about their future job in the organization. At that time, they feel that there is no guarantee for their career, so they tend to look for another job instead. Therefore, the level of concentration and commitment to the current job is reduced. This is considered job instability (De Witte, 1999). It is understood as the feeling that a person feels that they may lose their current job. And Okpara's (2004) study found that employees are more committed to the organization when they believe that they have opportunities to grow and learn in the organization they are working for. This suggests that job stability and opportunities for growth are important factors that promote employee commitment to the organization. In addition, job satisfaction is also considered to be one of the key factors that influence the aspects of employee commitment to the organization. Dubinsky et al., (1990) found a significant relationship between job satisfaction and employee commitment to the organization. Similarly, Ayeni and Phopoola's (2007) study also found that job satisfaction strongly influences employee commitment to the organization. Furthermore, Coleman and Cooper's (1997) study revealed that affective and normative aspects of commitment are influenced by job satisfaction. Moser (1997) also determined that dissatisfied employees have lower levels of commitment.

2.3. Proposed model

Based on the review of previously published research documents, the author found that there are many different factors that affect employee commitment to the organization. Based on the studies presented in section 2.2, the author builds a proposed model to highlight the different factors that can affect employee commitment to the organization.
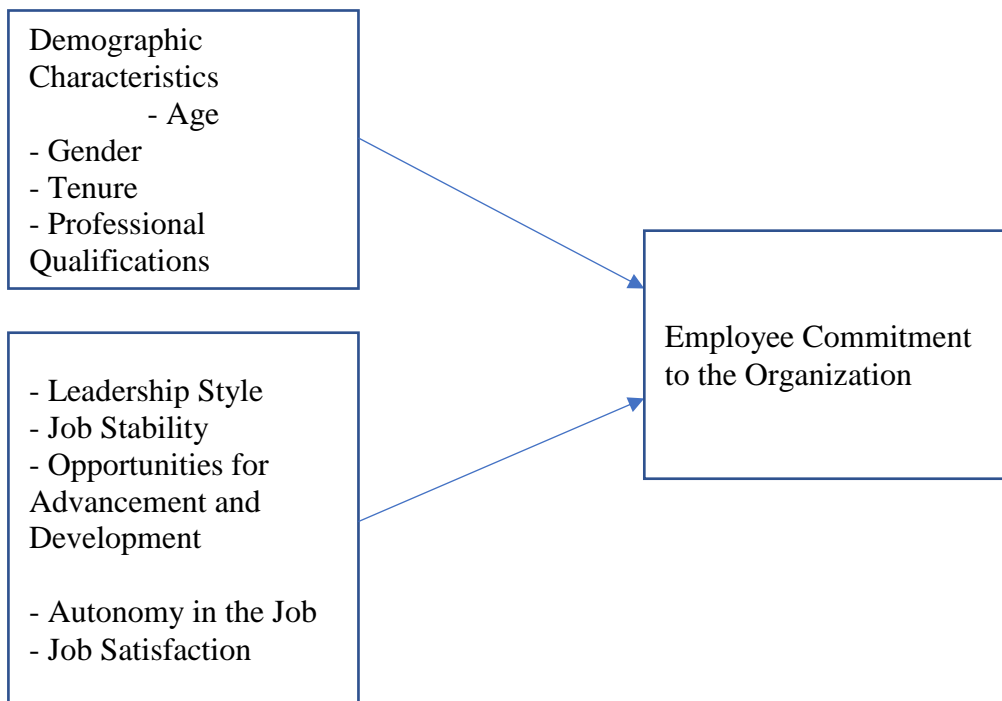
The model is shown below:

Figure 1: Proposed model of factors affecting employee commitment to the organization

3. RESEARCH METHODOLOGY

The author uses the systematic literature review (SLR) method and follows the guidelines of Tranfield (2003), Kitchenham (2007) and Okoli (2010). The SLR method includes the main activities such as planning (generating research questions);

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implementing (searching literature, selecting studies, synthesizing data) and reporting (writing reports). This evaluation model is illustrated in Figure 1.2.
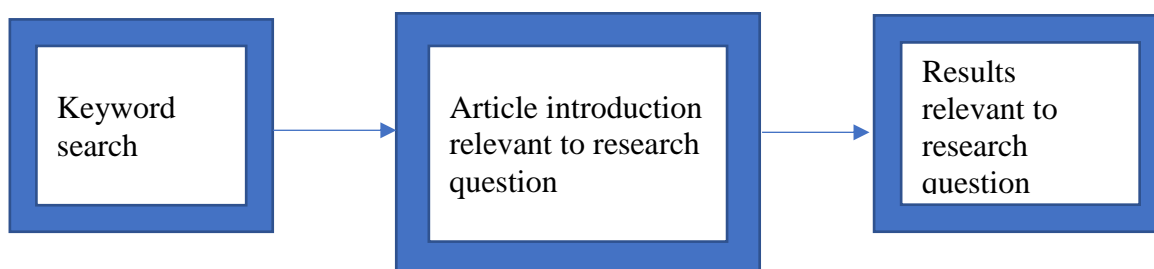

Figure 2: Research Process

During the research planning process, the research posed research questions as mentioned in the introduction. The research activities included the following steps:

- Searching for raw data: Using keywords to search such as: organizational commitment; factors influencing organizational commitment.

- Searching for data from academic databases such as: Semantics Scholar; ResearchGate; Jstor; Science Direct, Scopus, Emerald Insight.

This process is specified through the following figure:

Figure 3: Implementation process

Table 1: Data search results

Data source	Found articles	Relevant articles	Selected articles
Semantics Scholar	38	12	3
ResearchGate	56	23	6
Science Direct	62	28	7
Scopus	75	36	10
Emerald Insight	26	10	3
Khác	35	18	3
Total	**292**	**127**	**32**

The process of selecting research works was divided into three stages, described in Figure 3. Specifically, as follows: The initial search and screening through keywords, on journals, resulted in 292 relevant articles. These articles were classified into the group of "found articles". Next, the abstract evaluation and exclusion were performed: Based on the abstract of each article, the relevance to answering the research question was determined. Duplicate or irrelevant articles were eliminated, leaving only 127 articles in the group of "relevant articles". Finally, screening and selection were performed. Relevant articles were used and read in detail to answer the research question. After applying detailed exclusion and screening criteria, 32 articles were finally included in the group of "selected articles" for data synthesis. 4. Results of the literature review

Based on the collected data from 32 selected articles, to answer the research question: What factors affect employees' commitment to the organization, 6 elements are proposed as the model in Figure 1, presented specifically in the table below:

Table 2: Coding table of factors in the proposed model

No.	Coding	Explanation of factors
1	NT01	Demographics Characteristics
2	NT02	Leadership style
3	NT03	Job stability

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4	NT04	Opportunities for Advancement and Development
5	NT05	Autonomy in the Job
6	NT06	Job satisfaction

These factors may appear simultaneously or scattered in one of the 32 articles selected for official research. Specifically, the relationship between the factors and the selected articles is shown as follows:

Table 3: Matrix between factors and selected articles

No.	Article code	Factor code					
		NT01	NT02	NT03	NT04	NT05	NT06
1	J05	x	x	x		x	x
2	J15	x	x		x		x
3	J23	x		x	x	x	
4	J29		x	x		x	x
5	J36	x	x		x	x	x
6	J45	x		x	x		x
7	J52		x	x	x	x	x
8	J58	x		x	x	x	
9	J68	x			x		x
10	J73	x	x	x	x	x	x
11	J85		x		x	x	x
12	J89	x		x		x	x
13	J100	x	x	x	x		
14	J116		x		x	x	x
15	J128	x		x	x	x	x
16	J135	x	x		x	x	
17	J143	x		x	x		x
18	J146	x	x		x	x	x
19	J151	x	x	x	x		x
20	J158	x		x	x	x	x
21	J162		x		x		x
22	J178	x		x	x	x	
23	J184	x	x	x		x	x
24	J195	x	x	x	x	x	
25	J210	x		x	x		x
26	J235	x		x	x	x	
27	J246	x	x		x		x
28	J255	x	x	x	x	x	x
29	J268	x			x	x	x
30	J275		x	x	x		x
31	J283	x		x	x	x	x
32	J288	x		x	x		x
Total		26	18	22	28	21	25

From the results, it is easy to see that the factor of promotion and development opportunities has the highest frequency of appearance with 28 times, followed by demographic factors and job satisfaction with the number of appearances of 26 and 25 times respectively, the remaining factors are job autonomy, job stability and leadership style with the lowest frequency of appearance.

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5. CONCLUSION

In this study, the author used the systematic literature review (SLR) method. A total of 292 articles were found, 127 articles were used as candidates for the study, from which 32 articles were selected to find the relationship between the factors of the proposed model on factors affecting employees' commitment to the organization.

Based on the analysis of data from previously published studies, the results showed that there were 06 factors proposed to be included in the model. Through the correlation matrix between the factors in the selected articles, it shows that the frequency of occurrence of the factors decreases as follows: Promotion and development opportunities; demographics; job satisfaction; job stability; job autonomy; and leadership style. During the research process, the author found that in addition to the 06 factors mentioned above, there are a number of other factors that also affect employees' commitment to the organization such as: nature of work; working environment, corporate culture, etc. However, there have not been many studies mentioning these factors, so the author only focuses on the key factors mentioned by many studies and the research approach is limited because it only approaches from the perspective of employee commitment without understanding the commitment to the organization of the leadership team. In the future, there may also be more in-depth research topics on these factors in the relationship between employees' commitment to the organization. Although there have been certain findings as mentioned above, this study still has limitations from accessing the database source. Therefore, in another study, it is possible to conduct research with a more comprehensive database source to have a more comprehensive view of the factors affecting employees' commitment to the organization. Although there are still limitations, the contribution of this study cannot be denied, it can be considered as a premise to provide theoretical bases for studies at the next levels.

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