

## Literature Review on Employee Commitment

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### Abstract

*Employee Commitment (EC) literature has grown very large, and there's a need to recognize the cutting-edge troubles on this frame of literature. This systematic evaluate aimed to study modern-day problems in EC. The research search in several databases, together with EBSCO commercial enterprise source most excellent (BSP), business supply entire (BSC), directory of Open get entry to Journals (DOAJ), instructional seek whole (ASC), technology Direct (SD), Sage Journals (SJ), Taylor and Francis online (T&FO), Emerald perception (EI), Wiley on-line Library (WOL) and ProQuest. The hunt in online databases observed 86 studies and thru energetic 8 studies become selected for overview. After analyzing the cloth, "human resource (HR) rules", "wages/salaries", "management/supervisory and subordinate's relationships", "language skill ability", "best service and gadgets' delivery", "non-stop improvement corporations", "emotional empowerment", "job pride" and "leadership dimensions" emerged as essential contemporary troubles. The evaluate also discovered no hyperlink among the EC and the economic crisis. The researchers concluded that the literature on EC has grown so massive that researchers have to conduct normal evaluations to update destiny researchers. but, in addition to restricting the systematic process, the contemporary reviewers endorse that further research should be conducted to decide the outcomes of this review.*

### Keywords

employee commitment; current issues; systematic review



## I. Introduction

In recent years, the literature on employee commitment (EC) has expanded considerably, driven by academics and practitioners. This concept has evolved since previous studies, such as those by Adenguga (2013), Akintayo (2010), Allen & Meyer (1990), Becker (1960), Buchanan (1974), Cook & Wall (1980), Dost et al. (2011), Ireferin & Mechanic (2014), Meyer & Allen (1997), (1984), (1987), Mowday et al. (1979), Porter et al. (1974), Wiener (1982), Zheng et al. (2010). However, despite extensive research on e-cigarettes, little is known about recent developments in the field. Robinson (2003) even warns against viewing EC as a one-dimensional concept suitable for a single HR policy. As we know according to Ikhwan & Wahyuni (2022) that Human Resources (HR) is a very valuable company asset because it can affect the growth and development of a business. With this perspective, they point out that, the idea of EC has become dynamic and complex in practice. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an

organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Existing literature defines EC as a stabilizing force designed to maintain behavioural direction even if the company fails to meet expectations (Scholl, 1981). It is also defined as the force that stabilizes employee behaviour in situations where there may be attempts to change employee behaviour (Brickman, 1987). Mowday et al. (1979) stated that EC is a relative attitude with which individuals can identify with organizational leadership. O'Reilly & Chatman (1986) proposed that EC is an individual's emotional attachment to an organization to the extent that he or she has characteristics of that organization. Allen & Meyer (1990) mentioned that EC is a psychological condition that brings personal attachment to the organization.

Previous researchers have classified EC into affective, persistent, and normative attachment such as those research carried out by Adenguga (2013), Allen & Meyer (1990), Meyer & Allen (1997), Mowday et al. (1982), and Wu & Liu (2014). Affective commitment is defined as emotional attachment to an organization (Mowday et al., 1982). In turn, affective commitment can be viewed in four dimensions, namely personal experience, personal characteristics, structural/organizational characteristics, and job-related characteristics or work experience (Mowday et al., 1982). These arguments are also supported by some researchers, such as Rhodes & Steers (1981), who propose work experience, equitable distribution of justice and compensation, and participation in decision-making conferences. Glisson & Durick (1988) noted that role clarity and non-conflict, including supervisor reflection, drive EC. Meyer & Allen (1987) found that equity in rewarding employees in line with their performance as an enhancement to affective commitment. O'reilly & Caldwell (1980) noticed corporations with obvious development structures correlate with the higher emotional commitment of employees. Consequently, this similarly categorization of this kind of dedication can be now growing extra demanding situations to follow in literature. Despite the fact that, some research, such as Allen & Meyer (1990) have argued that affective is the maximum essential commitment to the achievement of the commercial enterprise.

Continuance dedication is known as continuing with interest in fear of a "perceived cost" due to losing employment and less to be had different opportunities ((Adenguga, 2013), (Allen & Meyer, 1990), (Meyer & Allen, 1997), (Wu & Liu, 2014)). As noted by Stebbins (1970) and Meyer & Allen (1984) define a continuance commitment as prices-based totally commitment. Meanwhile, Njanja et al. (2016) define continuance commitment with the family business, where a man or woman would see continuous commitment as saving expenses. According to Ritzer & Trice (1969) Some researchers also measures which include inducing right wages may additionally boom this form of commitment and Winarsih & Fariz (2021) state that highly committed members will accept each other, learn from other members, and fully participate in all organizational activities, but this wondering became squashed via a few pupils, Meyer & Allen (1984), who argued that the advent of financial advantages complements affective as an alternative continuance dedication. Besides, continuance commitment is about the concern of what should happen in future if engagement is discontinued (Becker, 1960; Farrell & Rusbult, 1981; Rusbult & Farrell, 1983). However, Stebbins (1970) engaged in the debate and stated continuance commitment isn't always leaving the job due to economic troubles that fall into a person. Therefore, these debates may want to prove tough to understand what can be non-stop dedication.

In the literature, normative commitment is depicted as engagement that is motivated by a sense of obligation to remain with the employer for some time ((Allen & Meyer, 1990), (Meyer & Allen, 1997), (Adenguga, 2013), (Wu & Liu, 2014)). Allen & Meyer

(1990) defined normative dedication as an individual's perception as one accountable for the jogging of the business enterprise. Additionally, Wiener (1982) had recommended that normative dedication is an internalized attachment to the agency's desires and pastimes. Besides, Schwartz & Tessler (1972) and Schwartz (1973) defined the inner responsibility as a crucial character characteristic that stops a person from leaving the organization, for that reason by terminating the settlement (Prestholdt et al., 1987). Following these arguments for and in opposition to the perceived kinds of commitment in literature, know-how EC itself appear similarly perplexing. Nevertheless, Allen & Meyer (1990) of their discussion seemed they had been consolidating all styles of dedication in a try and apprehend EC.

According to the existing literature, there are a number of benefits associated with EC, those benefits include reduced absenteeism (Barber et al., 1999; Cohen, 1993), fewer intentions to searching for any other process opportunity (Cohen, 1993), and improved job satisfaction amongst committed employees (Vandenberg & Lance, 1992). Once more, EC has blessings of improving task overall performance (Mathieu & Zajac, 1990), reduced intentions of leaving the process (Balfour & Wechsler, 1996), accelerated business' income (Barber et al., 1999), reduced team of workers turnover (Cohen, 1991) and lastly, an accelerated returns for shareholders (Walker Information Inc, 2000). Machokoto (2019) argued that EC manner organizational performance.

This review aims to explore the current issues in EC literature; how has worker dedication been defined? What are the prevailing sorts of employee dedication? How has employee commitment been operationalized? And proof of tiers of employee dedication in literature, which include advised antecedents and results of worker commitment. Likewise, the paper consists of how individual differences affect employee commitment? How is employee dedication related to paintings perception? As well as to what quantity employee dedication is associated with worker emotional being?

## II. Research Method

### 2.1. Search Strategy and Selection Criteria

The researcher discovered that 'Employee Commitment' (EC) and 'Organizational Commitment' (OC) are concepts that are being used interchangeably in the literature. Using the keywords "employee commitment" (EC) and "organizational commitment" (OC), the researcher examined published and peer-reviewed journal articles, textbooks, conference papers, and working papers that are relevant to EC. The review targeted studies that were published (see Table 1 below). The inclusion criteria considered primary studies published in English-language and with full access, to enable the researcher to read through the whole essay and understand the arguments.

**Table 1.** Databases of Search Strategy

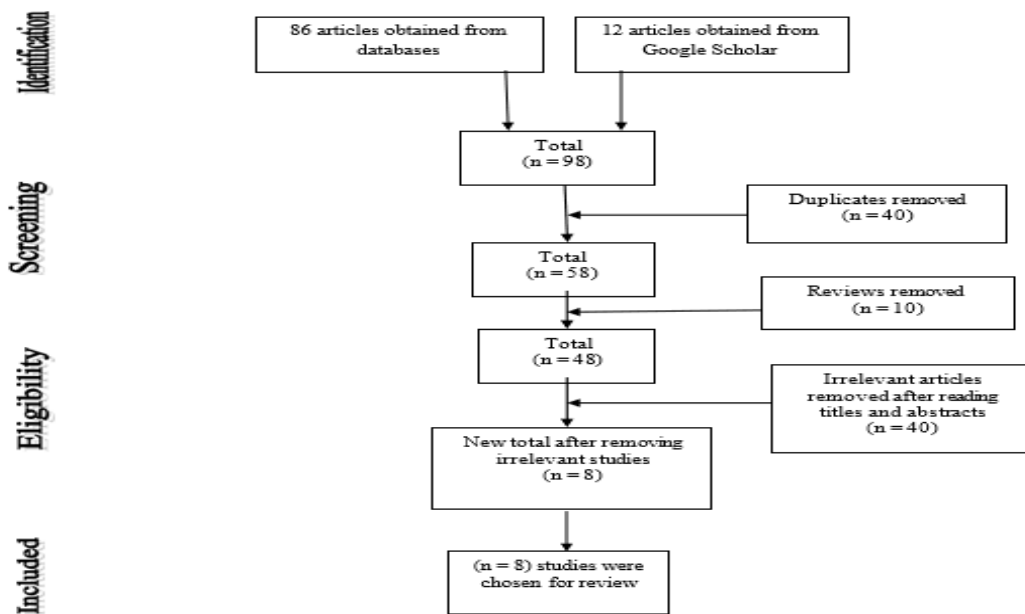
Databases	Search	Results
BSP	EC & OC	11
BSC	EC & OC	11
DOAJ	EC & OC	4
ASC	EC & OC	6
SD	EC & OC	6
SJ	EC & OC	5
T&FO	EC & OC	6
EI	EC & OC	22
WOL	EC & OC	4
ProQuest	EC & OC	11

Information:

EC = Employee Commitment

OC = Organizational Commitment

Total articles obtained from databases were 86 (40 = EC, 46 = OC). The researcher also searched on Google Scholar and got 12 articles (8 = EC, 4 = OC). Therefore, a total of 98 studies were selected for further processing. Figure 1 above indicates that the majority of the relevant studies were obtained through Emerald Insight (EI). And a minimal amount was obtained from the Directory of Open Access Journals (DOAJ) and Wiley Online Library (WOL). Other databases gave the almost same number of articles during the searches. This finding displays that the majority of researchers favored EI rather than DOAJ and WOL. Therefore, this directs future researchers to where the EC literature is published. A further vigorous selection process on studies found included reading articles' titles and abstracts and removed duplicates, reviews and irrelevant studies. A new total of 8 articles were chosen for review. The examiner used the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines to choose the last pack of studies for the review (see Figure 1 below).

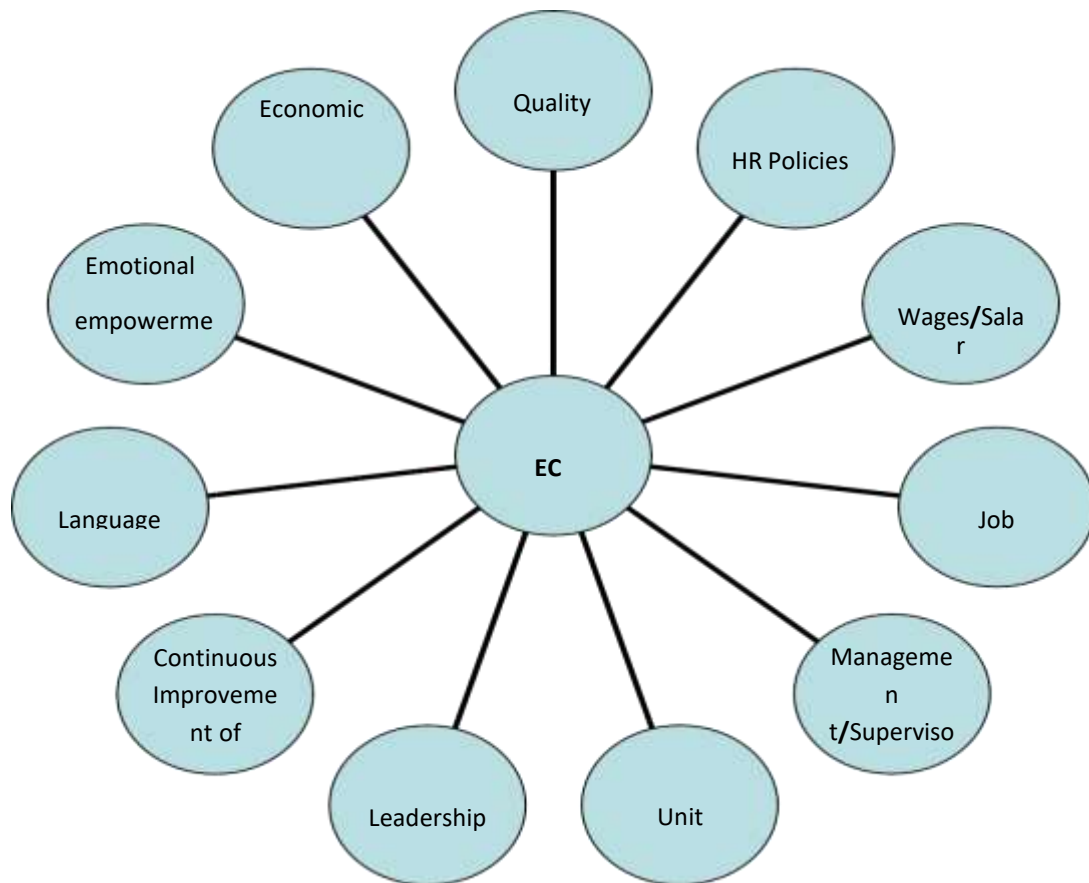


*Figure 1. PRISMA Flow Chart*

### III. Result and Discussion

#### 3.1 Data Analysis

Aladwan et al. (2015), Conway & Briner (2015), Lam et al. (2015), Ouyang et al. (2015), Pyngavil (2015), Yamao & Sekiguchi (2015), Masakure & Gerhardt (2016) and Meyer et al. (2018) were studies chosen for this review. All these studies used quantitative methods to collect and analyze their data, and researches were conducted in China, India, Japan, Jordan, Turkey, UK and USA. The researcher employed content analysis method to review the studies.



**Figure 2.** *Studies Analysis*

The effects indicated that EC is associated with first-rate service and units' shipping (Conway & Briner, 2015), and non-stop development of establishments (Lam et al., 2015). The effects also display that EC is connected to human resources guidelines (Aladwan et al., 2015), wages/salaries (Masakure & Gerhardt, 2016), and management/supervisory and subordinates' relationships (Lam et al., 2015). once more, the effects cautioned that EC is corrected to emotional empowerment and activity satisfaction (Ouyang et al., 2015), language (Yamamoto & Sekiguchi, 2015), and associated to leadership dimensions (Pyngavil, 2015). but the consequences highlighted that there may be no dating between the EC and the financial disaster (Meyer et al., 2018). Lam et al. (2015) lamented non-stop organization development has a relation with EC. Their study changed into aimed at addressing the space in the literature on operations management via examining which influencing strategies are best to influence EC in non-stop improvement obligations. Within the equal venture, Lam et al. (2015) tested how influential practices effect at the supervisor-subordinate courting and the impact of the management to implement non-stop improvement. The results showed that there's a relationship among management/supervisory and subordinates dating with EC. Nonetheless, Aladwan et al. (2015) concluded that there is a connection between EC and human aid (HR) rules. Their observe served to study the results of human resources control (HRM) practices on EC inside the center eastern international locations. Meanwhile, Masakure & Gerhardt (2016) reveal that wages/salaries undoubtedly has an influence on EC. The above studies accomplished a examine intended to evaluate the relationship among EC and wages using a theoretical version that first of all predicated a complementary association. Ouyang et al.



(2015) settled that there is a nice dating between EC and mental empowerment and task delight. They executed studies intended to outline psychological empowerment, process delight and EC of Chinese nurses, and discover the impact of mental empowerment and EC on nurses' process delight. Yamao & Sekiguchi (2015) discovered that language skill ability performs a role in EC. They directed a venture to investigate factors that have an effect on the dedication of the non-English speaking team of workers, to the globalization HR rules in their company. In contrary, Pyngavil (2015) highlight that there's a poor connection between EC and management dimensions. Hence, it turned into set to apprehend leadership patterns being utilized by SME marketers and impacts of EC. Pyngavi's have a look at found that leadership dimensions consisting of finance, advertising and marketing, HR, technical and production subjects negatively have an impact on EC. Although, Meyer et al. (2018) found the effect of the financial crisis on the EC determined that the EC turned out to be unaffected by the financial crisis.

### 3.2. Discussions

Current investigation aimed to have a look at current issues inside the EC literature. The researcher observed vast proof of 9 factors that had been proved to be associated with the EC, those are "HR guidelines", "wages/salaries", "management/supervisory and subordinates relationships", "language talent", "first-class service and gadgets shipping", "non-stop development enterprises", "emotional empowerment", "job pride" and "management dimensions" and were discovered from vigorously decided on studies internationally. "HR regulations" being the critical drivers of the companies' human capital control, these have been proved to be prompted with the aid of EC (Aladwan et al., 2015; Yamao & Sekiguchi, 2015). According to Morris et al. (1993), Kinnie et al. (2005), Maheshwari & Vohra (2015) and Shipton et al. (2015) shows that HR has an affect on EC. Meanwhile, "wages/salaries" also important to determine EC (Masakure & Gerhardt, 2016). Previous researchers, Nijhof et al. (1998), McPhail & Fisher (2008), and Edison Anthony Raj & Julius (2017) also reveals that wages/salaries has an influence on EC. For this reason, researchers are currently paying attention to the importance of HR and wage/salary regulations in the recent EC literature.

Additionally, previous finding also discover that "management/supervisory and subordinates' relationships" as crucial component on EC literature (Lam et al., 2015). Further, Guest (1987), Taylor & Bain (1999), Kim & Rowley (2005) and Meyer et al. (2010) also highlight the influence between administrative center dating and EC. "Language talent" also highlighted as significant factor in modern-day EC literature (Yamao & Sekiguchi, 2015). Furthermore, Mayfield & Mayfield (2002), Crystal (2003), Hitlan et al. (2006) and Peltokorpi (2015) also reveal language talent has an influence on EC. Nonetheless, "satisfactory provider and devices' transport" additionally appeared within the modern literature on EC (Conway & Briner, 2015). As highlighted by Little & Dean (2006), He et al. (2011) and Elmadağ et al. (2008) have additionally located a dating among EC and service delivery. Therefore, language talent, place of work relationship and carrier delivery is servers as significant factors in modern-day EC literature.

The investigations reveal that corporations with stepped forward EC additionally have "non-stop improvements" which is consistent with recent literature (Lam et al., 2015). This factor also supported by previous research, such as Angle & Perry (1981), Meyer et al. (1989), Peccei & Rosenthal (1997), Berling (2000), Eaton (2003), Imran et al. (2010), Chen et al. (2002), Kedar & Borikar (2016) and Okemwa et al. (2019) who highlight that EC with organizational non-stop upgrades. "Emotional empowerment" and "task pride" serves as essential elements of EC in current literature (Ouyang et al., 2015).

Additionally, Avolio et al. (2004), Janssen (2004), Zhu et al. (2004), H.-F. Chen & Chen (2008), Dewettinck & Van Ameijde (2011) also prove emotional empowerment over EC. Further, Lok & Crawford (2004), Karsh et al. (2005), Bhatti & Qureshi (2007), and Dalkrani & Dimitriadis (2018) has taken into account that task pride to EC in latest literature. Hence, this review reveal that companies with better EC witness even higher process delight, emotional empowerment and feature non- stop improvements. Even so, the existing literature noticed that inside the cutting-edge literature, management dimensions, together with finance, marketplace, HR, technical and manufacturing matters, have a negative association with EC (Pyngavil, 2015). Likewise, Walumbwa et al. (2019) also discovered that management dimensions have a negative relationship on EC. Even though Keskes (2014) discovered that leadership patterns have a positive influence on EC. Moreover, the existing literature suggests that EC was not always affected by the financial crisis (Meyer et al., 2018). This role was additionally confirmed through previous research ((Chang, 2006), (Meyer et al., 2018)).

Current investigation reveals the implications and limitations. To begin with, the selection of studies that were included in this investigation turned into a long-time process that might have covered the maximum applicable studies. Boland et al. (2017) stated that the robust process in a systematic evaluate enhances the reliability and transferability of the outcome. Secondly, the authors searched for studies in several databases, such as Google Scholar by relevant topic. Boland et al. (2017) additionally recommended that the approach ought to be inclusive to consist of all associated studies. However, the key problem is the processing method for this evaluation may be biased because only quantitative studies were selected for review. Bettany-Saltikov (2016) show that inside the processing process, there is a researcher's judgement. Furthermore, the complex process ought to have overlooked a few vital studies that have progressed the outcome.

#### IV. Conclusion

This systematic review became a robust and comprehensive examination of current difficulties in Employee Commitment (EC). According to the findings, both academics and practitioners must take into account a broad range of factors in current EC literature. The study discovered that existing literature on EC is covered by HR regulations, salaries, and management/supervisory and subordinate relationships. In addition, language proficiency, superior service and performance, nonstop development organizations, emotional empowerment, job satisfaction, and management dimensions. This result was supported by the most recent research chosen for this overview as well as by previous researchers. This research provides more evidence for current issues in the EC literature and revealed that the research has developed significantly. In addition, the findings disproved the claim that the economic crisis ought to have an effect on EC. However, current investigation found that there is no correlation between EC and the financial crisis. The results of this review are supported by evidence and may be useful to future researchers and practitioners. Nonetheless, we recommend additional comparable research to confirm the conclusions of this review.

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