

## Relationship between Affective Commitment and Work Engagement in Employees of Savings and Loans Cooperatives in Kupang City

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**Abstract.** Micro, Small, and Medium Enterprises (MSME) and cooperatives in NTT, especially in the city of Kupang, have a strategic role in the economic development of the community, especially in overcoming poverty. This makes organizations pay important attention to Organizational Commitment, especially the affective commitment that employees have so that services can be carried out properly. This study aims to determine the relationship between affective commitment and work engagement among cooperative employees in Kupang City. The type of research used is quantitative research with correlational methods. Sampling using purposive sampling technique with a total sample of 81 employees who work in cooperatives in Kupang City. Data collection used is a modification of the affective commitment scale developed by Meyer, Allen & Smith (1993) and an adaptation of the work engagement scale developed by Schaufeli & Bakker (2004). The analysis technique uses Pearson Product Moment Correlation and shows that there is a significant relationship between affective commitment and work engagement where the Pearson Correlation value= 0.225 with a significance of 0.044. This shows that employees who work in cooperatives in Kupang City have high work engagement and affect the level of affective commitment shown in the cooperative where they work.

**Keywords:** *Organizational Commitment, Affective Commitment, Work Engagement, Cooperative Employees, Employee Commitment*

**Abstrak .** UMKM dan Koperasi di NTT khususnya di Kota Kupang mempunyai peran yang strategis dalam pembangunan ekonomi masyarakat khususnya mengatasi kemiskinan. Hal ini membuat organisasi menaruh perhatian penting pada komitmen organisasi khususnya komitmen afektif yang dimiliki karyawan agar pelayanan dapat dilakukan dengan baik. Penelitian ini bertujuan untuk mengetahui hubungan komitmen afektif dengan work engagement pada karyawan koperasi di Kota Kupang. Jenis penelitian yang digunakan adalah penelitian kuantitatif dengan metode korelasional. Pengambilan sampel menggunakan teknik Purposive Sampling dengan jumlah sampel 81 orang karyawan yang bekerja di koperasi di Kota Kupang. Pengambilan data menggunakan modifikasi skala komitmen afektif yang dikembangkan oleh Meyer, Allen & Smith (1993) dan adaptasi skala work engagement yang dikembangkan oleh Schaufeli & Bakker (2004). Teknik analisis menggunakan Korelasi Product Moment Pearson dan

menunjukkan bahwa ada hubungan yang signifikan antara komitmen afektif dengan work engagement dimana nilai Pearson Coorelation = 0,225 dengan signifikansi 0,044. Hal ini menunjukkan karyawan yang bekerja di Koperasi di Kota Kupang memiliki work engagement yang tinggi dan mempengaruhi tingkat komitmen afektif yang ditunjukkan pada koperasi tempat mereka bekerja.

**Kata Kunci:** Komitmen Organisasi, Komitmen Afektif, Work Engagement, Karyawan Koperasi, Komitmen Karyawan

Article history:

Received : 07 November 2020

Received in revised form : 10 February 2021

Accepted : 11 February 2021

Available online : 1 March 2021

## **Introduction**

Economic development carried out by a country is an effort to improve the standard of living of its population. One indicator of the success of the economic development of a country or government is the reduction in the number of poor people. The results of the analysis of the Central Statistics Agency (CSA) during the period September 2018 to March 2019, Nusa Tenggara Timur (NTT) is the province with the highest poor population in Indonesia, namely 21.35% after Papua 27.5% and West Papua 22.17% of the resident population. Efforts made by the government to overcome poverty problems are by strengthening cooperatives and Micro, Small, and Medium Enterprises (MSME) . In NTT alone there are 3,776 cooperatives that are still active and have a total membership of around 1.2 million of the population. Meanwhile, in Kupang City in March 2018 there were 107 cooperatives that were still active.

MSME and cooperatives in NTT, especially in Kupang City, have a strategic role in the economic development of the community. Apart from playing a role in economic growth and employment, it also plays a role in the distribution of development results. With the development of technology and globalization today, organizations are facing big problems. The existence of these changes makes organizations pay important attention to employee commitment in an organization.

Research on organizational commitment has been done a lot, but these studies only look at review organizational commitment as a whole, even though each component of organizational commitment is formed and developed from different sources (Allen & Meyer, 1997). This study focuses on one component of organizational commitment, namely affective commitment.

Referring to the formation of affective commitment, where affection is one component of attitude. Attitude Affection involves feelings or emotions. Our emotional reactions to an object will form a positive or negative attitude to the object. Azwar (1998) explains that this affective attitude is usually the most deeply rooted as an attitude component and the most resilient to influences that might change attitudes. In line with that Mercurio (2015) also says that affection commitment has a stronger impact than other components. Therefore, the researcher chooses affection commitment which will be studied more deeply because affection commitment represents the most powerful source in influencing positive employee work attitudes.

A cooperative is an organization that in its business practice is not only seeking profit but prioritizes services to members or prioritizes the welfare of its members. In contrast to profit-oriented companies. This requires employees who work in cooperatives to have a higher affective commitment than employees who work in profit-oriented companies.

The results of initial interviews in several cooperatives that are still active show that employees who work have low emotional ties to the organizations they work for. This can be seen from the presence of employees who often arrive late and some do not come to work notifications. In addition, there are employees who decide to stop working on the grounds of getting a better job offer, feeling bored with the work environment that is too monotonous, and because they want to develop by trying new jobs and new positions. This is in accordance with the results of several studies which state that when employees have a low affective commitment, it will affect the employee's intention to leave the company and the

high level of employee absenteeism which will have a negative impact on the company (Tanacody, Newman & Fuchs, 2014; Mercurio, 2015). So it can be concluded that the affective commitment of cooperative employees needs to be investigated further.

On the other hand, affective commitment can also be formed if there are internal factors that encourage individuals to remain in the organization. The main internal factor that can affect organizational commitment is work engagement (Kahn, in Elizabet, 2018). Work engagement is described as the extent to which individuals pay attention to and explore the performance of their role in the organization and will produce positive attitudes and positive views. Shaufeli & Bakker (2004) describe work engagement in the workplace as a positive experience. This positive experience is described as a stimulus to some work-related emotions. In this case, affective commitment is a component that can be related to work engagement because it represents an emotional state as a form of attachment to the organization.

Research on the relationship between *work engagement* and organizational commitment components in the context of companies in Indonesia is still rare. Where the characteristics of the cooperative as a social service-oriented non-profit organization will affect the significance of the relationship between affective commitment and work engagement among employees. Based on the description above discussion, the researchers wanted to conduct research about The Relationship between Affective commitment to Work Engagement employee of Savings and Loans Cooperatives in Kupang City.

### **Method**

This type of research is a quantitative study with Correlation Study approach. The population in this study were employees who worked in cooperatives in the city of Kupang, represented by 3 cooperatives, namely the

Kopdit Swastisari, KSU Talenta, and Kopdit Samy Jaya, totaling 81 people.

Sampling using *purposive sampling* technique with the following criteria:

1. Have worked at least 1 year
2. Has a staff position
3. Understand the situation and conditions of the work environment
4. Understand the tasks and roles performed.

Data collection techniques used an adaptation of the Affective Commitment scale (Meyer, Allen & Smith, 1993) and a modification of the Scale Work Engagement (Shaufeli & Bakker, 2004). Data analysis using correlation technique Product Moment.

### **Results**

Participants in this study consisted of 81 cooperative employees who worked in 3 cooperatives in Kupang City and obtained demographic data as follows:

- Participants from KSU Talenta totaled 27 people (33.33%), Kopdit Swastisari amounted to 30 people (37.04%) and from Kopdit Samy Jaya totaled 24 people (29.63%).
- Based on the gender of male participants amounted to 38 people (46.91%) and female participants amounted to 43 people (53.09%).
- Participants were dominated by employees who worked from 1 - 5 years with a total of 42 people (51.85%), while employees who worked for a period of 6 - 10 years had 31 people (38.27%) and those who worked >10 years amounted to 8 people (9.88%).

#### Affective Commitment

Table 1.

*Affective Commitment Score Classification*

| Category | Amount | Percentage |
|----------|--------|------------|
| High     | 47     | 58,03%     |
| Moderate | 33     | 40,74%     |
| Low      | 1      | 1,23%      |
| Total    | 81     | 100%       |

Based on Table 1. It is known that of the 81 participants there is 58.03% or as many as 47 participants had a high affective commitment score, while only 1 participant (1.23%) had a low affective commitment.

Table 2.

*Classification of Affective Commitment Scores based on Gender and Length of Work*

| Gender/ Length<br>of Work | Category AC |    |   | Number<br>of |
|---------------------------|-------------|----|---|--------------|
|                           | H           | M  | L |              |
| Male                      | 25          | 13 | 0 | 38           |
| Female                    | 22          | 20 | 1 | 43           |
| Total                     | 47          | 33 | 1 | 81           |
| 1 – 5 years               | 23          | 19 | 0 | 42           |
| 6 – 10 years              | 19          | 11 | 1 | 31           |
| > 10 years                | 5           | 3  | 0 | 8            |
| Total                     | 47          | 33 | 1 | 81           |

Based on Table 2. It is known that out of 47 cooperative employees in Kupang City have a high affective commitment, 25 people (53%) are male respondents, and 1 person (2%) female respondents have low affective commitment. Meanwhile, based on the length of work, it is known that from 42 employees who work between 1 – 5 years, there are 23 people (55%) who have high affective commitment and 19 people (45%) have moderate affective commitment. Of the 31 employees who worked for a period of 6 – 10 years, there were 19 people (61%) with high affective commitment, and 1 person (3%) had a low affective commitment. Meanwhile, of the 8 employees who worked for more than 10 years, there were 5 people (62%) with high affective commitment and 3 people with moderate affective commitment.

### Work Engagement

Table 3.

*Classification of Work Engagement scores*

| Category | Amount | Percentage |
|----------|--------|------------|
| High     | 59     | 72,84%     |
| Moderate | 22     | 27,16%     |
| Low      | 0      | 0          |
| Total    | 81     | 100 %      |

Based on Table 3. It is known that of the 81 participants there were 72.84% or as 59 participants had scores work engagement high, 22 participants (27.16%) had work engagement moderate.

Table 4.

*Classification of Work Engagement Scores by Gender and Length of Work*

| Gender/<br>Length of Work | Category WE |    |   | Amount |
|---------------------------|-------------|----|---|--------|
|                           | H           | M  | L |        |
| Male                      | 25          | 13 | 0 | 38     |
| Female                    | 22          | 20 | 1 | 43     |
| Total                     | 47          | 33 | 1 | 81     |
| 1-5 years                 | 23          | 19 | 0 | 42     |
| 6- 10 years               | 19          | 11 | 1 | 31     |
| > 10 years                | 5           | 3  | 0 | 8      |
| Total                     | 47          | 33 | 1 | 81     |

Based on Table 4. It is known that out of 59 cooperative employees in the city of Kupang have high work engagement, 27 people (46%) are male respondents, and 32 people (54%) female. Meanwhile, based on the length of work, from 42 employees who work between 1 – 5 years, there are 22 people (52%) who have work engagement high and 20 people (48%) have work engagement moderate. Of the 31 employees who worked for a period of 6 - 10 years, there were 29 people (94%) with work engagement high and only 2 people (6%) with work engagement moderate. Meanwhile, of the 8 employees who worked for more than 10 years, all of them had high work engagement.

Normality Test

Table 5.

*Results of Normality Test*

| Variable | Z     | Asymp. Sig.<br>(2-tailed) | A     |
|----------|-------|---------------------------|-------|
| AC       | 0.712 | 0.692                     | 0.079 |
| WE       | 0.684 | 0.794                     | 0.072 |

Based on Table 5. it is concluded that the data distribution on the affective commitment variable and the work engagement variable is normally distributed.

### Hypothesis Test

Table 6.

#### *Hypothesis Test Results*

| Variable | Pearson Correlation | Sig. (2-tailed) |
|----------|---------------------|-----------------|
| AC*WE    | 0,225               | 0,044           |

Based on Table 6. The results of hypothesis testing using correlation Person product-moment show that the affective commitment and variables work engagement have a positive and significant correlation. This explains that the higher the work engagement shown by employees, the higher the affective commitment.

### **Discussion**

Based on the results of the study, more than half of the respondents, 47 people (58.03%), in the category of having high affective commitment. When employees have a high affective commitment, they will try to show their involvement in the organization (Allen & Meyer, 1997). Individuals who tend to have a high affective commitment, have the desire and motivation to play an active role in the organization. Psychologically, employees who have a higher affective commitment enjoy their work and are loyal to organizational decisions.

Affective commitment can be formed because of a mutual feeling of something has been received from the organization. In connection with this, affective commitment is developed as a result of a series of satisfying work experiences from employees and subsequently forms compliance with organizational rules (Schafeli & Salvanova, 2007). In accordance with the results of interviews conducted with cooperative employees in Kupang City, they tend to retain their membership as part of the organization because they feel that they are already part of the family where they work. This shows that employees have a high affective commitment because there are a series of satisfying work experiences that have been passed while working, resulting in feelings of reluctance to resign or break the rules that have been made by the organization.



The results also show that there is a difference between the level of affective commitment that male and female employees have, where male employees have a higher score than female employees. This result is in line with research conducted by Anwar and Debora (2018) where male employees tend to have higher affective commitment, while research conducted by Yanik and Dicky (2015) shows that male and female employees have no difference in affective commitment scores. significant.

Most of the employees who work in cooperatives in Kupang City have a high affective commitment so that they tend to stay and choose to continue their careers in the cooperative. This is supported by respondent data which shows the length of work of the employees. Almost half of the respondents in this study were dominated by employees who worked in cooperatives for 6 – 9 years and some were even more than 10 years, totaling 39 people (48.14%). Employees who work in organizations for more than 4 years tend to have a fairly high level of commitment to the organization (Cohen in Elizabeth, 2018).

This study also shows the work engagement of cooperative employees in the high category of 59 people (72.84%). Based on the results of interviews conducted by researchers with cooperative employees, they said that the work they were doing had different levels of difficulty, but they wanted to try to get their work done well. In addition, with a good relationship with coworkers, if there are difficulties they face, they can work together so that the problem can be resolved. For those who work in the field and have to meet many customers with various traits and characters, so that they feel there are challenges that make them enjoy their work and feel happy if they can bring benefits to their place of work. This shows that cooperative employees in Kupang City have high work engagement which is shown by enjoying their work and willing to make serious efforts so that their work can be done well.

The results also show that there is a difference between the level of work engagement of male employees and female employees, where women have a higher

score 54% than men 46%. This is in line with the results of other studies which state that women are more responsible for their work than male employees (Wahn's, 1998; Mathieu and Zajac, 1990 in Palupi, 2015).

Most of the respondents in this study had a working period of 1 - 5 years that is 42 people (52%). The tenure has a close relationship with work engagement. In general, it can be seen that the group of participants who have worked more than 10 years have high work engagement. They are employees who think that their performance is important for themselves and also for the organization. This is in line with research conducted by Meirlyn and Hana (2016) which explains that the long working term of office of employees makes them have high work engagement because they already understand the company's vision and mission, always have new ideas, focus on work and always want to give the best, this means that work engagement can increase in line with the increase in tenure.

This study aims to determine the relationship between affective commitment and work engagement among cooperative employees in Kupang City. After the hypothesis test using correlation Person product moment, it can be seen that there is a significant relationship between affective commitment and work engagement ( $r = 0.225$ ,  $p = 0.044$ ). This shows that when employees have high work engagement towards their place of work, their level of commitment will also be high. Thus, the research hypothesis is accepted.

This research is in line with research conducted by Elizabeth (2018) which explains that the higher engagement the employee, the higher the affective commitment. Several studies have shown that work engagement has a positive impact on a company or organization (Saks, 2006; Guest 2014). This is in line with research conducted by Saks (2006) which explains that employees who have engagement with the company will be emotionally committed to the company and will give their best effort beyond what is targeted in a job.

Schafeli and Bakker (2004) describe employee engagement in the workplace as a positive experience. Employees who have had positive experiences can be

antecedents of some work-related emotions (Sonnetag, 2003). In this context, affective commitment is an appropriate component to explain it. Work engagement refers to the psychological aspects of an individual about their presence and involvement when doing work in an organization. Meanwhile, organizational commitment refers to how high the employees' willingness to stay and be loyal to their organization.

When employees feel comfortable in their work environment, they will provide positive feedback to the organization. This feedback can be in the form of affective commitment shown by employees to their organization. Based on this research, employees who work in cooperatives in Kupang City tend to have high *work engagement* and affect the level of affective commitment shown in the cooperative where they work.

### **Conclusion**

Based on the result and discussion, it can be concluded that there is a positive and significant relationship between affective commitment and work engagement among cooperative employees in Kupang City, namely that the higher the employee engagement, the higher the affective commitment, and conversely the lower the employee engagement, the higher the employee engagement, the affective commitment will also be low.

### ***Suggestion***

Suggestions for organizations in this case cooperatives are expected to be able to maintain and maintain positive and supportive working conditions and situations so that employees feel comfortable working. In addition, organizations are also expected to conduct regular evaluations to see achievements and find out problems faced by employees to find solutions to problems faced by employees. Further researchers are expected to increase the number of respondents involved in the research so that the results obtained can be more accurate. Furthermore, the thing that needs to be considered is the need for a trial or tryout of the previous

measurement instrument. The goal is that if there are items on a scale that are less reliable, they can be repaired or replaced so that they do not affect the construct being measured.

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