



# ANTECEDENTS AND CONSEQUENCES OF AFFECTIVE COMMITMENT AMONG INDONESIAN ENGINEERS WORKING IN AUTOMOBILE SECTOR: AN INVESTIGATION OF AFFECTING VARIABLES FOR IMPROVEMENT IN ENGINEERS ROLE

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## ABSTRACT

**Objectives:** *The purpose of this study was to investigate the antecedents and consequences of affective commitment among Indonesian engineers working in automobile sector, with particular focus on how the effects of spiritual intelligence and intrinsic motivation on affective commitment and engineer performance.*

**Methods:** *A total of 239 engineers filled out questionnaires from cross-automobile sample of five large cities of Southeast Sulawesi – Indonesia. In order to test the research hypotheses, this study used Partial Least Square (PLS) technique.*

**Results:** *The study found that spiritual intelligence significantly affects affective commitment and engineer performance as well as intrinsic motivation significantly affects affective commitment and engineer performance. The study further revealed that affective commitment does not affect engineer performance.*

**Conclusion:** *The present study contributes to the extant literature about antecedents and consequences of affective commitment among Indonesian engineers working in automobile sector.*

**Key words:** Spiritual Intelligence, Intrinsic Motivation, Affective Commitment, Engineer Performance.

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## 1. INTRODUCTION

The existence of modern organizations, both profit and non-profit-oriented have changed the way of perspectives regarding the orientation of public services, where the services provided should be humanist, effective, friendly and gratify. These ideals can be accomplished if the public services of organization are performed through dedication to the community for realizing the overall prosperity. The development of the desired organizations in the globalization era is strongly advocated by the availability of qualified human resources [1], who will lead to optimum job performance [2]. Without the involvement of human resources, the organization will have difficulty to realize the goals that have been planned.

Employees who have gone beyond a certain period of work in an organization will display high commitment to the organization to achieve optimal performance. Employees who feel attached to the organization will see themselves as part of the organization that causes them to be loyal to the organization [3]. Allen & Meyer [4] defined affective commitment as the employee's emotional attachment to the organization. Affective commitment is an emotional desire that arises from the individuals to remain in the organization. Affective commitment reflects the strength of individual tendencies to remain in the organization because they agree and enjoy working to the organization [5]. They further want to stay employed in the organization. Members of organizations with high affective commitment will continue to be members in the organization because they have a desire to do so [6]. Therefore, individuals with high affective commitment have a strong emotional closeness to the organization. This means that the individuals will have motivation and desire to contribute significantly to the organization than others who have low affective commitment [6].

The findings of Khan et al. [7] and Memari et al. [8] concluded that affective commitment is positively correlated with employee performance. Employees with high affective commitment can reduce the desire to leave the workplace, show the highest job performance, feel better about the job, and not waste time to work [6, 9-13]. Based on the empirical findings, the proposed hypothesis is:

### ***H1: Affective commitment significantly affects engineer performance.***

Spiritual intelligence is the ability to deal with and solve problems practically through the connection between the world and the inner energy within the human being [14]. Zohar & Marshal [15] defined spiritual intelligence as a sense of morality, the ability to adapt to rigid rules with understanding and love, and the capability to see when love and understanding reach its limits. Spiritual intelligence allows one to grapple with good and evil, imagine what has not happened, and take up someone from a lowness. Spiritual intelligence puts one's behavior and life in a wider context and meaningful.

The concept of spiritual intelligence in relation to the work, according to Chin et al. [16] has the main function such as helping to provide value of life from within individuals, giving meaningful work, and showing high integrity. Isfahani & Nobakht [17] revealed that spiritual intelligence can facilitate the dialogue between mind and emotion, between the soul and the body, to help one to be self-transcendent. Employees with high spiritual intelligence always associate personal life with their work emotionally and full loyalty [18]. They show their commitment especially the affective commitment to succeed in completing a better job [6].

Spiritual intelligence provides employees to express and give meaning to their actions to actualize better performance [19]. Torabi & Javadi [20] argued that spiritual intelligence can give effect to one's behavior in the work. The differences of spiritual intelligence among individuals will affect the results of the work. Those who can give meaning to life and bring

spirituality into the work will result better job performance than those who work without having spiritual intelligence [21]. The study that conducted by Rani et al. [22] provides the evidence that spiritual intelligence affect employee performance. Employees who bring spirituality in their work will feel better and more meaningful. This will encourage and motivate them to further improve performance so that their career becomes more advanced. Based on the empirical findings, the proposed hypothesis is:

***H2: Spiritual intelligence significantly affects affective commitment.***

***H3: Spiritual intelligence significantly affects engineer performance.***

Intrinsic motivation is the inner appreciation that individuals feel when doing the works [23], where these works are able to provide pleasure, challenge and satisfaction for the individuals [24, 25]. According to Olsson [26], intrinsic motivation is an impulse within individuals where they feel happy and cheerful after doing a series of work because of something that arises and attaches to the work itself and not compelled from the outside. These happiest people tend to be more creative to do their tasks in the organization [27].

Employees who are intrinsically motivated will do the job for a pleasure that inherent in the job [28]. With intrinsic motivation, employees expect to be responsible for their own actions and not for something that done for them. The jobs should be designed effectively in order to give one's competence and pleasure [29]. Intrinsic motivation provides a strong impetus to employees to complete a job that can produce internally satisfaction [30].

The findings of Choong et al. [12] and Galletta et al. [31] concluded that there is a strong relationship between intrinsic motivation and affective commitment. Intrinsically motivated employees showed high involvement and loyalty within their organizations, and improved better performance. Yousaf et al. [13] further added that intrinsic motivation positively affects affective commitment and job performance, work satisfaction and Islamic work ethics [32], job involvement [33], organizational commitment [12]. Based on the empirical findings, the proposed hypothesis is:

***H4: Intrinsic motivation significantly affects affective commitment.***

***H5: Intrinsic motivation significantly affects engineer performance.***

## **2. MATERIALS AND METHODS**

### **2.1. Sample and Data Collection**

The population of this study was all engineers who working in the automobile sectors in five large cities of Southeast Sulawesi - Indonesia, which were Kendari, Kolaka, Konawe, Bau-bau, and Wakatobi. The sample was conducted using simple random sampling techniques. Technique of data collection was done by distributing 300 questionnaires. After deletion of incomplete responses, 239 (80%) questionnaires were usable and analyzed. Out of 239 respondents, 142 (59,4%) were male and 97 (40,6%) were female. In addition, the respondents generally were dominated by the age of 40–49 years (35,6%) and > 50 years (26,3%). With respect to the educational level of respondents, the majority (78,2%) were graduated from university and 21,8% went to masters (refers to Table 1).

**Table 1** Designation of the respondents

Items	Description	Frequency	Percentage
<b>Gender</b>	Male	142	59,4
	Female	97	40,6
<b>Age</b>	20 – 29 years old	33	13,8
	30 – 39 years old	58	24,3
	40 – 49 years old	85	35,6
	> 50 years old	63	26,3
<b>Highest education level</b>	Undergraduates	187	78,2
	Masters	52	21,8
<b>Work experience</b>	1 – 3 years	41	17,2
	4 – 6 years	82	34,3
	> 7 years	116	48,5

## 2.2. Measurement

The total questionnaires consisted of 15 items. All items were measured using a 5-point Likert scale where 1 = strongly disagree and 5 = strongly agree. Spiritual intelligence was measured using 4 items including critical existential thinking, personal meaning production, transcendental awareness and conscious state expansion [34]. Intrinsic motivation was measured using 4 items including intrinsic motivation to know, intrinsic motivation to accomplish things, intrinsic motivation to experience stimulation and identified regulation [35]. Affective commitment was measured using 3 items adopted from Organizational Commitment Scale [4]. Engineer performance was measured using 4 items including quality of works, quantity of works, timeliness of works, and ability to cooperate [1].

In this study, Partial Least Square (PLS) technique was chosen to analyze the data because of the following reasons: research on requirements relationships is relatively new, and there is no measurement model that is already available. PLS can be a reasonable technique to be used when the phenomenon to be investigated is relatively new [36].

## 3. RESULTS AND DISCUSSION

The results from the analysis of measurement model showed that all of the standardized factor loadings of each construct were high (above 0.50) that ensured the convergent validity [37]. Composite reliability and cronbach  $\alpha$  for all the four constructs was above 0.70 that ensured the internal consistency [37]. The average variance extracted (AVE) from all constructs exceeds the cut-off criterion of 0.50 and were greater than the squared correlations between any pair of constructs (refers to Table 2). Since all the figures and measurement of reliability and validity of the measurement items, therefore, this research tested the same measurement model for further testing of the structural models and hypotheses.

**Table 2** Results of measurement model

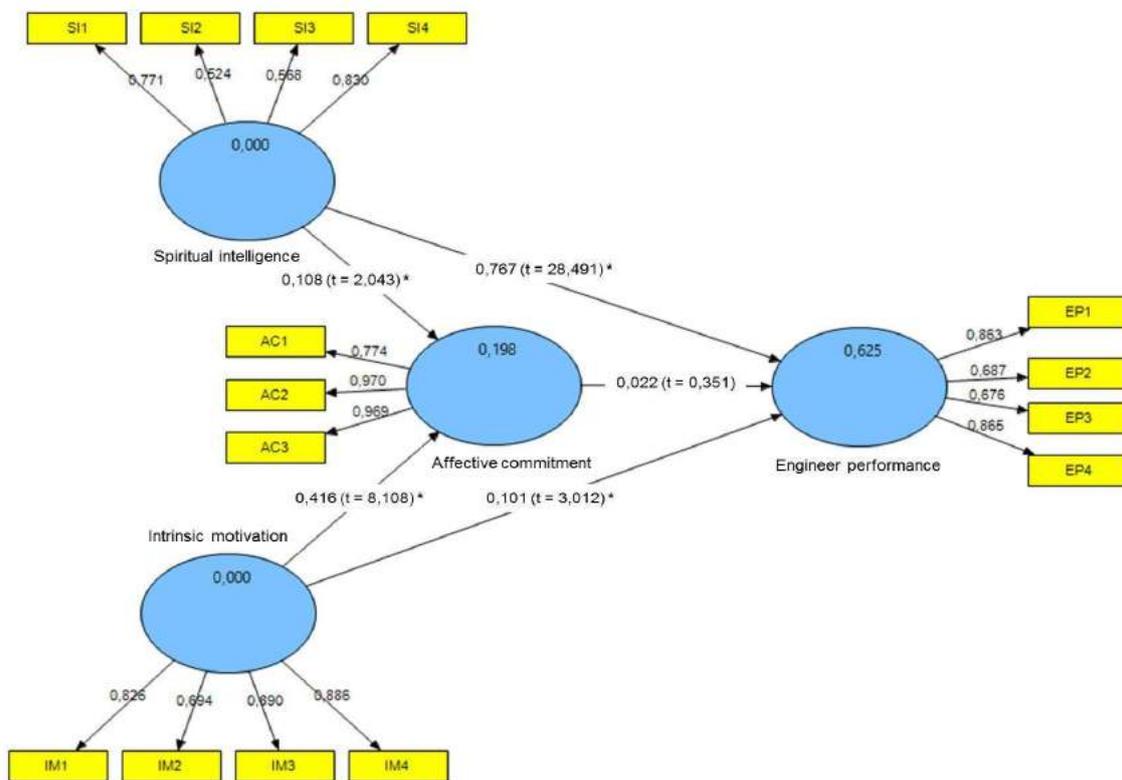
Construct indicators	Factor loadings	Cronbach $\alpha$	Composite reliability	AVE
<b>Engineer performance</b>		0,793	0,858	0,606
EP1	0,863			
EP2	0,687			
EP3	0,676			
EP4	0,865			
<b>Affective commitment</b>		0,891	0,934	0,826
AC1	0,774			
AC2	0,970			

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<b>AC3</b>	0,969			
<b>Spiritual intelligence</b>		0,633	0,774	0,570
<b>SI1</b>	0,771			
<b>SI2</b>	0,524			
<b>SI3</b>	0,568			
<b>SI4</b>	0,830			
<b>Intrinsic motivation</b>		0,845	0,896	0,685
<b>IM1</b>	0,826			
<b>IM2</b>	0,694			
<b>IM3</b>	0,890			
<b>IM4</b>	0,886			

### 3.1. Test of hypotheses

Figure 1 and Table 3 contained the results of the SmartPLS M3 Version 2.0 software process that was carried for Ringle et al. [38] which was performed to test the proposed hypotheses H1 until H5.



*Note:*  $N = 239$ , \*Significant level  $< 0,05$ .

**Figure 1** Hypotheses testing

**Table 3** Summary of hypotheses testing results

	$\beta$	S.E	T Statistics	Results
<b>Affective commitment → Engineer performance</b>	0,022	0,061	0,351	Not supported
<b>Spiritual intelligence → Affective commitment</b>	0,108*	0,053	2,043*	Supported
<b>Spiritual intelligence → Engineer performance</b>	0,767*	0,027	28,491*	Supported
<b>Intrinsic motivation → Affective commitment</b>	0,416*	0,052	8,108*	Supported
<b>Intrinsic motivation → Engineer performance</b>	0,101*	0,034	3,012*	Supported

Note: N = 239, \*Significant level < 0,05.

The empirical results showed that (1) Affective commitment has no significant direct effect on engineer performance (0,022, t-value = 0,351); (2) Spiritual intelligence significantly affects affective commitment (0,108, t-value = 2,043), and engineer performance (0,767, t-value = 28,491); and (3) Intrinsic motivation significantly affects affective commitment (0,416, t-value = 8,108), and engineer performance (0,101, t-value = 3,012). The empirical findings supported hypotheses H2, H3, H4, and H5, whereas the result did not support hypothesis H1.

The result of hypothesis testing revealed that affective commitment has no effect on engineer performance. This was because automobile sector engineers already have code of ethics in performing their tasks. They work based on the standards of professionalism, which are not only determined by the organization, but also arise from self-awareness to help others. Contrary to what was predicted and what other findings have performed (e.g. Khan et al., [7] and Memari et al., [8]), affective commitment positively affects employee performance.

This study further found that spiritual intelligence significantly affects affective commitment. This finding was in line with Kumar & Mehta's study [39] that employees with high spiritual intelligence will always associate personal lives with their organization emotionally and loyalty, which in turn they will show affective commitment to achieve organizational success. When employees are consciously able to explore his or her existence in the organization, they will instantly feel comfortable and strive to be loyal and contribute to the development of the organization. Furthermore, employees who are able to view holistically will more easily adjust themselves in the organization. This will have implications for the emergence of a sense of pride in the workplace. The result of this study was in accordance with a study conducted by Ravikumar & Dhamodharan [18] that spiritual intelligence has a significant positive effect on affective commitment.

Ravikumar & Dhamodharan [18] argued that employees who have high spiritual intelligence will always link their personal life to their work. They will always try to find meaning and value in the work to achieve the desired results. Employees who are capable to view holistically about the quality of life will appear enthusiastic in working to produce high-grade performance. Spiritual intelligence provides employees to express and give meaning to their actions to actualize better performance [19]. This finding was consistent with that of existing literature, which conducted that spiritual intelligence significantly affects employee performance [22]. Employees who bring spirituality in their work will feel better and more meaningful. They become easier to find solutions to their daily work problems and to overcome any obstacles in the workplace. This will encourage and motivate them to further improve performance so that their career becomes more advanced.

Intrinsically motivated employees will show high involvement and loyalty to their organizations [40]. Employees with high levels of loyalty are more work-oriented than other

employees. Employees who have the desire to excel and get a decent appreciation will show contribution in the form of real action emotionally. Furthermore, employees who have responsibility for a job in the organization will always display a sense of pride to the organization and feel themselves as part of the organization. These senses will drive employees to contribute to the organizational development. The result of this study confirmed a study conducted Choong et al. [12] and Galletta et al. [31] that intrinsic motivation has a significant positive effect on affective commitment.

Mgedezi [33] and Yousaf et al. [13] asserted that intrinsically motivated employees will feel a strong work encouragement that comes from inner themselves such as the awareness of the benefits or the meaning of work that can produce internally satisfaction, which in turn it will increase the productivity of employee performance. A good and proportional appreciation given by the organization to employees will greatly affect the quality of their performance. Employees will be more careful and concerned about their work to produce the performance that can be proud of. They get more satisfaction from the work and perceive their jobs as fulfilling more of their personal needs [41]. Furthermore, employees who have a high sense of responsibility will always appear more enthusiastic in the execution of their tasks to achieve quality of their objectives. This finding was supported by the study of Guo et al. [42] that intrinsic motivation significantly affects employee performance.

#### 4. CONCLUSIONS

Despite its drawbacks, the study adds to and extends the existing literature in the area of affective commitment in particular. This is done by providing a greater understanding of the antecedents and consequences of affective commitment among Indonesian engineers. The findings of the study can help managers in automobile sector to better manage the experiences of their employee so as to propel the development of the desired organization.

The present study has some limitations that should be noted: 1) causation cannot be determined because of the correlational nature of the study. Future research in the same area is necessary to determine the direction of these relationships by using longitudinal data; 2) this research is only conducted at one type of organization, namely automobile sectors. Therefore, generalizations of the finding to other automobile sectors are questionable. Future research is suggested to use different samples to determine whether the relationships are maintained across organization.

#### 5. CONFLICTS OF INTEREST

The authors declared that there is no conflict of interest in this study.

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