

The Antecedent of Organizational Commitment of Sharia Banking Employees

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Abstract—Organizational commitment is one of the important concepts in human resource management. Some organizations conduct a regular survey on employee organizational commitment. Therefore, giving attention to the antecedents of organizational commitment is very important. This study aims to analyze the antecedents of organizational commitment, which are meaningful work, sense of community, alignment with organization value, and job involvement in sharia banking employees. The samples of this study are as many as 142 employees of sharia banking. Descriptive and path analysis are employed for the research method. The result of the research shows that the meaningful work and sense of community have a direct and indirect positive effect on the organization commitment. Meanwhile, alignment with organization value has an indirect positive effect.

Keywords— Job involvement, organizational commitment, workplace spirituality

I. INTRODUCTION

There has been a rapid development of sharia banking in Indonesia. This development can be seen from the increasing assets, third party funds, and number of the offices and employees of sharia banking. The potential of developing sharia banking in Indonesia is highly promising. Based on the global Islamic financial report of 2017, the development potential of sharia banking in Indonesia ranks in the seventh [1]. According to sharia banking statistics in March 2018, there are as many as 13 sharia banks, 20 sharia business banks, and 167 Islamic finance banks. The total assets of sharia banks and Islamic business units are amounted to IDR 428,201 billion. It increases compared to that in the end of 2017, which is 424,181 billion [2].

The total amount of third party fund collected by sharia banks from year to year increases. The amount of the collected third-party fund is IDR 339,909 billion in March 2018 while at the end of 2017, its total accumulation is IDR 334,719 billion. Moreover, it is IDR 279,335 and IDR 231,175 billion in 2015 and 2016 respectively. A total of 2,170 sharia banks and sharia business units are spread over areas. This number does not include the 451 Sharia Financing Banks [2]. The increasing assets, the third party fund, and the number of offices lead into the growth of employees in sharia banking. The total number of sharia banking workers by the end of 2017 is 60,365 people. It increases compared to those in 2016, which are 59,969.

The development of sharia banking employees in Indonesia is still not in line with the level of efficiency and organizational commitment. Therefore, their working attitude needs to improve to support the organizational efficiency. According [3] explained that the efficiency level of sharia banking employees in Malaysia is higher than that of Indonesian employees. Even though the potential for sharia banking development in Indonesia ranks seventh in 2017, it gets lower by one grade compared to 2016 [4].

There has been difference on the employees' organizational commitment level of sharia and conventional banking. Conventional banking employees are proven to have better capacity. According [4] stated that sharia banking human resources have a relatively similar level to those of conventional banking. Meanwhile, in the organizational commitment, conventional banking employees turn out to be higher [5]. Therefore, the commitment of sharia banking organizations needs to be improved.

Organizational commitment is an important working attitude which needs to be improved. Every organization affords to increase the organizational commitment the employees. Some organizations routinely survey their employees' organizational commitment levels. According [6] stated that organizational commitment is an important concept in the organizational attitude and human resource management. Organizational commitment has an important role for the better change of the organization [7]. Organizational commitment can lower the employees' turnover rates and improve the organizational citizenship behavior [8]. According [9] also demonstrated that organizational commitment can reduce employees' turnover. Thus, it is necessary to conduct a research related to the antecedents of organizational commitment in sharia banking.

One of antecedent of organizational commitment is job involvement. Organizational commitment can be enhanced through job involvement [10]. Job involvement is an important part to lead the employee committed towards the organization. Job involvement is closely related to the organizational commitment. According [11] showed a close relationship between job involvement and organizational commitment. The spirituality in the workplace can also increase organizational commitment. One of the dimensions of spirituality in the workplace is increasing the organizational commitment [12]. According [13] showed that the dimension of spirituality in the workplace can

increase the organizational commitment. According [14] also indicated a significant positive influence of spirituality in the workplace on the company organizational commitment in China. Spirituality in the workplace has three dimensions [15]. They are Meaningful Work, Sense of Community, and Alignment with Organizational Value.

Spirituality in the workplace also increases job involvement. There is a significant positive relationship between spirituality in the workplace and job involvement [16]. Based on the background, this study analyzes the antecedents of organizational commitment of sharia banking employees which consist of job involvement and three dimensions of spirituality in the workplace. Previous studies have shown the effect of job involvement [10], [11] and spirituality in the workplace towards organizational commitment [12]–[14]. However, analyzing the influence of spirituality in the workplace on organizational commitment through the variables of job involvement is still needed. Thus, it aims to analyze the influence of spirituality in the workplace on the organizational commitment of Islamic banking employees through the involvement of their work.

II. METHOD

Path analysis is employed to analyze the data. Path analysis method is an extension of multiple regression analysis [17]. It has three types of variables; independent, dependent, and intervening variables. The connectivity between these variables is built on the theoretical basis. This research consists of three variables; meaningful work, sense of community, and alignment with organization value as an independent variable. Organizational commitment is a dependent variable while the intervening variable in this research is job involvement. This study also uses descriptive and comparative analysis. Descriptive analysis describes the biographical characteristics based on the variables, and comparative analysis is used to test the differences of variables in the study based on the biographical characteristics. Before being analyzed, the variables are tested for the validity and reliability. The purpose of the validity and reliability test is to determine the level of consistency and validity of the data to be further analyzed.

The sample of the current research is 142 employees of sharia banking. They are from several backgrounds. Their characteristics are clearly described in the following table:

Table 1. Participants demographics

Characteristics	Variable Characteristics	Number	%
Sex group	Male	86	61
	Female	56	39
Age Group	Less than 25 Years old	53	37
	25-35	72	51
	More than 35 years old	17	12
Religion	Islam	142	100
	others	0	0
Marital status	Married	70	49
	Single	72	51
Education	Senior High School	11	8
	Diploma	11	8
	Undergraduate degree	113	79
	Master	7	5

Based on gender, there are 86 male (61%) and 56 female respondents (39%). Employee groups are 25 to 35 years, which dominates the sample of Islamic banking employees, 51%. And, those who are less than 25 years are 53 respondents (37%). There are 17 respondents (12%) aged 35 years. The number of respondents who already gets married is 70 (49%), while the unmarried ones are 72 (51%). Most of them, 113 (79%), are undergraduates.

This research is conducted in Sharia Banking in Kota Malang, Indonesia. The data are obtained through questionnaires with likert scale 1 to 5. The values begin with 1, which shows totally disagree, to 5 which shows strongly agree. Questionnaires are classified into four categories; 1) the determination of biographical characteristics of the respondents, 2) instruments of organizational commitment, 3) instruments of spirituality in the workplace, and 4) instruments of the employment engagement.

III. RESULT AND DISCUSSION

The results of the study in Table 2 show a description of the implementation of one of the three dimensions of spirituality in the workplace, meaningful work, based on the biographical characteristics. Meaningful work is an individual aspect that shows how a person perceives the values and goals of work. The meaningful work implementation is analyzed using comparative test based on sex group, age, marital status, and education level.

A group of female employees commonly have a higher level of meaningful work than the male ones. However, the level of the difference is not significant. It's described in the significance level of comparative test results of 0.33, which is higher than 5%. There is a significant difference in the meaningful work implementation by age group. Groups of Islamic banking employees aged less than 25 years have a high level of meaningful work. This age group has the idealism to join sharia banking, while based on the characteristics of marital status and education level there is no significant difference from each category.

Table 3. shows the average implementation of a sense of community based on its biographical characteristics. Sense of community is an individual feeling which is tied to other parties and the environment in the workplace. The analysis shows that female employees

have a higher sense of community. However, the comparative test results show no significant differences based on this gender group. Based on education level group and marital status also shows no significant difference.

Table 2. Comparative Analysis of Meaningful Work Implementation based on Biographical Characteristics

Variables	Variable Categories	Mean	SD	F-Value	Significance level
Sex group	Male	3.88	0.97	-0.97	0.33
	Female	4.04	0.72		
Age Group	Less than 25 Years old	4.18	0.57	3.33	0.039*
	25-35	3.77	1.01		
Marital status	More than 35 years old	3.98	0.94	-0.53	0.60
	Married	3.90	0.86		
Education	Single	3.98	0.90	1.08	0.36
	Senior High School	3.91	1.35		
	Diploma	4.14	0.44		
	Undergraduate degree	3.97	0.83		
	Master	3.40	1.24		

** p < 0.01

* p < 0.05

Table 3. Comparative Analysis of Community Sense Implementation based on Biographical Characteristics

Variables	Variable Categories	Mean	SD	F-Value	Significance level
Sex group	Male	3.83	0.68	-0.07	0.94
	Female	3.84	0.54		
Age Group	Less than 25 Years old	4.00	0.46	4.91	0.009**
	25-35	3.68	0.71		
Marital status	More than 35 years old	3.97	0.59	-1.38	0.17
	Married	3.76	0.68		
Education	Single	3.90	0.58	0.45	0.72
	Senior High School	3.91	0.64		
	Diploma	3.78	0.40		
	Undergraduate degree	3.85	0.65		
	Master	3.59	0.62		

** p < 0.01

* p < 0.05

A group of employees aged less than 25 years turn out to have a higher sense of community than the other group. They feel that they are parts of the new environment. The analysis shows that there are significant differences in the implementation of sense of community by age group. These results can be interpreted as the youngest age group requires recognition in new environments. They want to make the workplace part of the family, and they are also commonly unmarried yet.

The implementation of individual values conformity with the organizational ones is shown in table 4. The result of comparative analysis shows that the group of male employees has higher personal value connectivity with corporate value. However, the comparative test results show that the alignment with organization value is not significant. Employee groups based on marital status and education level also show insignificant difference from the implementation of alignment with organization value.

Table 4. Comparative Analysis of Alignment with Organization Value Implementation based on Biographical Characteristics

Variables	Variable Categories	Mean	SD	F-Value	Significance level
Sex group	Male	3.63	0.61	0.44	0.66
	Female	3.58	0.57		
Age Group	Less than 25 Years old	3.73	0.46	3.58	0.03*
	25-35	3.48	0.69		
Marital status	More than 35 years old	3.80	0.47	-0.95	0.35
	Married	3.57	0.62		
Education	Single	3.66	0.58	1.04	0.38
	Senior High School	3.41	0.66		
	Diploma	3.75	0.42		
	Undergraduate degree	3.64	0.61		
	Master	3.37	0.58		

** p < 0.01

* p < 0.05

The result of comparative analysis in table 4 shows significant difference of alignment with organization value implementation based on age group. The value of F is 3.58 with significance level of 0.03. The fact that the significance level of F is less than 0.05 concludes that there is a difference of alignment implementation with organization value based on age group. Group employees over the age of 35 years have the highest average score, which is 3.93 on the suitability of individual values with the value of the company.

Organizational commitment is the willingness of

employees to stay in the organization. Table 5 shows the results of comparative analysis of organizational commitment implementation. It indicates a strong desire to survive in sharia banking by age group. Employee groups less than 25 years old have a higher average survival rate in the organization, which is 3.91, compared to other age groups. Meanwhile, in the sex group, marital status and education level, there was no significant difference. The result of this study is different from the research [18] which showed there were significant differences in organizational commitment of sharia banking employees.

Table 5. Comparative Analysis of Organizational Commitment Implementation based on Biographical Characteristics

Variables	Variable Categories	Mean	SD	F-Value	Significance level
Sex group	Male	3.77	0.82	0.46	0.64
	Female	3.71	0.56		
Age Group	Less than 25 Years old	3.93	0.51	3.09	0.049*
	25-35	3.61	0.83		
	More than 35 years old	3.73	0.74		
Marital status	Married	3.70	0.73	-0.67	0.50
	Single	3.79	0.73		
Education	Senior High School	3.79	1.07	0.67	0.57
	Diploma	3.85	0.47		
	Undergraduate degree	3.75	0.69		
	Master	3.38	0.99		

** p < 0.01

* p < 0.05

Table 6 shows the comparative analysis of job involvement implementation based on biographical characteristics. The involvement of a job measures the level of partisanship employee as an individual at the work done.

The result of the analysis shows that there is difference of the average of sharia bank employees alignment based on sex group. The male employee group has an average partial alignment of 3.82, while female employees are aligned at 3.78. However, the comparative test results show that the level of difference is not significant, because the significance level of 0.74 is greater than 0.05.

Table 6. Comparative Analysis of Job Involvement Implementation based on Biographical Characteristics

Variables	Variable Categories	Mean	SD	F-Value	Significance level
Sex group	Male	3.82	0.69	0.33	0.74
	Female	3.78	0.53		
Age Group	Less than 25 Years old	3.91	0.51	1.14	0.32
	25-35	3.75	0.66		
	More than 35 years old	3.73	0.85		
Marital status	Married	3.75	0.70	-0.98	0.33
	Single	3.86	0.56		
Education	Senior High School	4.14	0.49	3.76	0.012*
	Diploma	3.82	0.29		
	Undergraduate degree	3.81	0.61		
	Master	3.14	1.12		

** p < 0.01

* p < 0.05

The results of the analysis also show that the implementation of job involvement based on marital status and age is not significantly different. Meanwhile, the implementation of job involvement based on educational level shows different results. The result of the analysis shows that the value of F on the implementation of job involvement based on educational level is 3.76 with

significant value of 0.012. Thus, the implementation of job involvement based on educational level differs significantly at the 5% level. The results of this analysis also provide a conclusion that there is an opposite relationship between the level of education and the score of involvement. It means the higher the education, the lower the involvement of the work.

Table 7. Means, Level of Implementations, Correlations, Reliabilities

Variables	Mean	Level of Implementation	1	2	3	4	5
1 Meaningful work	3.95	High	(0.89)				
2 Sense of Community	3.84	High	0.77**	(0.82)			
3 Alignment with organization value	3.61	High	0.57**	0.61**	(0.81)		
4 Organizational commitment	3.74	High	0.81**	0.79**	0.56**	(0.87)	
5 Job Involvement	3.81	High	0.72**	0.69**	0.63**	0.68**	(0.71)

Cronbach's alpha presented in parenthesis

** $p < 0.01$

* $p < 0.05$

Table 7 shows the average value of research variables, which is meaningful work, sense of community, alignment with organizational value, organizational commitment, and job involvement. Table 7 also shows the correlation between variables and the reliability in parentheses. The average value of the categorized variable is in the range of 3.61 to 3.95. Whilst, the result of bivariate correlation of meaningful work variable with organizational commitment ($r = 0.81, p < 0.01$) and job involvement ($r = 0.72, p < 0.01$) is significantly positive. The correlation between sense of community and organizational commitment ($r = 0.79, p < 0.01$) and job involvement ($r = 0.69, p < 0.01$) has a positive significant relationship. Likewise, the correlation of

alignment with organization value with organizational commitment ($r = 0.56, p < 0.01$) and job involvement ($r = 0.63, p < 0.01$) has a positive significant relationship. Furthermore, the correlation of job involvement with organizational commitment ($r = 0.68, p < 0.01$) also has a significant positive relationship. All variables have significant positive correlation. The results of the reliability test of the research variables shows that the value of cronbach's alpha (meaningful work = 0.89; sense of community = 0.82; alignment with organization value = 0.81; organizational commitment = 0.87; job involvement = 0.71) has a high reliability value.

Table 8. Result of Analysis

Variables	Coefficient (β)	T statistic	P value
Meaningful work to organizational commitment	0.47**	6.62	0.000
Sense of community to organizational commitment	0.39**	5.41	0.000
Alignment with organization value to organizational commitment	0.04	0.78	0.438
Meaningful work to job involvement	0.38**	4.55	0.000
Sense of community to job involvement	0.22*	2.52	0.013
Alignment with organization value to job involvement	0.27**	3.98	0.000
Job Involvement to organizational commitment	0.68**	10.85	0.000

** $p < 0.01$

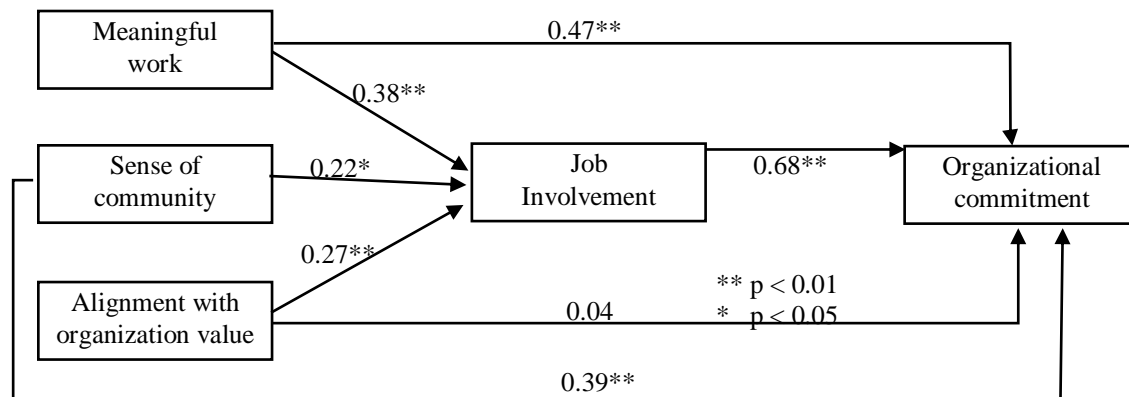
* $p < 0.05$

Table 8 shows the result of the analysis of the effect of meaningful work variables on organizational commitment is significantly positive. The increase of meaningful work variable can increase the organizational commitment ($\beta = 0.47, p < 0.01$). The probability value of this variable is less than 1%. Sense of community has a positive effect on organizational commitment ($\beta = 0.39, p < 0.01$). Increasing individual feelings towards the environment can increase the organizational commitment. Whilst, the influence of alignment with organization value on organizational commitment has no effect ($\beta = 0.04, p < 0.438$). The research results are quite surprising. The suitability of individual values in a company cannot increase organizational commitment.

An individual aspect on how a person perceives the work affects the employee's employment

incidence. Meaningful work has a positive effect on job involvement ($\beta = 0.38, p < 0.01$). An individual who has positive impression on the work will feel engaged at work and will be oriented to achievement. Feelings of being part of the work environment will increase the sense of engagement. Sense of community positively affects job involvement ($\beta = 0.22, p < 0.05$). Employees who have high sense of community will improve job involvement. The conformity of individual values with the organization has positive effect on job involvement ($\beta = 0.27, p < 0.01$). It shows the importance of employees who share the same values with their organizations. The results also explain that job involvement had a positive effect on organizational commitment ($\beta = 0.68, p < 0.01$). The results of the analysis are shown in Figure 1 following path analysis.

Figure 1. Result of Path Analysis



The analysis shows that the variable of meaningful works directly affect organizational commitment. Meaningful work also indirectly influences organizational commitment through job involvement. Sense of community also affects the commitment of the organization directly and indirectly while alignment with organizational value does not directly affect the organizational commitment. However, alignment with organization value affects organizational commitment through job involvement.

IV. CONCLUSION

This study concerns with the antecedents of organizational commitment of sharia banking employees. The variables of meaningful work, sense of community, alignment with organization value, and job involvement were analyzed as antecedents of organizational commitment. The result of descriptive analysis shows that there are significant differences of meaningful work, sense of community, and age based alignment. Similarly, organizational commitment variables based on employee age also differ significantly. The variable job involvement based on the level of education is also significantly different. Uniquely, the higher the level of employee education is, the lower the job involvement is. Organizational commitment variable can be directly increased through meaningful work and sense of community improvement and an indirect job involvement variable. Meanwhile, variable alignment with organization value can increase organizational commitment through job involvement. The results of this study has managerial implications for the leadership in sharia banking to address the needs of spirituality in the workplace, as these variables may effectively increase organizational commitment.

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