



Employee Commitment: A Systematic Review

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Abstract. By conducting a content analysis of recent studies from a variety of industries and searching multiple databases for relevant material, this systematic review investigates the primary determinants impacting employee commitment. Nine papers were chosen for summary after a search through online databases yielded up relevant studies. Organizational commitment is found to be significantly influenced by human resource management (HRM) practices, work satisfaction, leadership trust, burnout, wellness programs, and employer image. Results show that good HRM procedures significantly increase commitment, especially when they center on the growth and engagement of employees. Job satisfaction is another important predictor since loyal employees are more likely to feel appreciated and encouraged at work. Trust in leadership is also essential; workers who feel their leaders are rooting for them will remain more committed even in the face of burnout. Wellness initiatives help build emotional commitment and a sense of corporate support, particularly in trying times like the COVID-19 pandemic. Additionally, a good employer brand increases worker loyalty, especially in sectors that are competitive and owned by families.

Keywords: Employee, Commitment, Organizational, Systematic Review.

1 Introduction

Understanding the nuances of employee commitment has become essential for academics and professionals alike, as businesses strive to maintain and enhance their competitive advantage in a rapidly evolving business landscape. One definition of employee commitment is a person's psychological attachment to their employer. This bond plays a significant role in motivating employees to take actions that advance organizational objectives [1]. The degree of this link has drawn attention from businesses hoping to succeed in the long run in today's fast-paced workplaces since it directly affects an employee's readiness to make a meaningful contribution toward the attainment of company objectives [2].

Higher employee commitment levels have been consistently linked to a number of positive organizational outcomes, including improved employee performance, higher work satisfaction, and overall increased organizational effectiveness, according to numerous research [3]. In addition to the organization's short-term success, these outcomes support long-term organizational resilience and sustainability. The intricate idea of employee commitment is composed of three distinct dimensions: affective

commitment, which refers to emotional attachment to the organization; continuation commitment, which is related to the perceived cost of quitting the company; and normative commitment, which is related to the sense of obligation to remain with the company. Each of these categories reflects the different psychological elements that affect workers' loyalty and involvement with their workplace [4].

There are still a lot of unanswered questions in the literature, despite the established connection between positive organizational outcomes and employee engagement. In particular, the evolving nature of work environments brought about by technological advancements, the emergence of remote work, and growing flexibility calls for a reevaluation of traditional models of employee commitment. Moreover, scant information exists regarding the influence of contextual and cultural factors, like variations among sectors, industries, and regions, on commitment. These factors are crucial for determining the attitudes and behaviors of workers, but they have typically received insufficient attention in earlier studies. Additionally, interventions and strategies that businesses can utilize to boost employee commitment are conspicuously underemphasized, especially in the context of diverse and increasingly globalized workforces [5], even though a significant portion of current research focuses on identifying the causes and consequences of it. Understanding the mechanisms that foster and maintain commitment in a range of contexts is essential for both the advancement of theory and real-world implementation.

A comprehensive review of the literature on employee commitment has been carried out in order to close these gaps. This study will specifically offer a comprehensive analysis of the theoretical foundations, primary motivators, and outcomes associated with employee commitment. By synthesizing the findings of multiple empirical studies and highlighting areas that require additional research, this review aims to identify patterns and emerging trends in the literature. Ultimately, the goal of this research is to produce meaningful data that will guide future academic research and the development of workable strategies for encouraging employee commitment in today's complex organizational settings.

2 Research Method

Design of Research. Integrating and analyzing different previous studies is done through the use of systematic reviews. The objective of this approach is to thoroughly discover, assess, and summarize research findings using predetermined criteria. This approach will assist in comprehending the key patterns and discoveries regarding employee commitment from a variety of theoretical and empirical viewpoints. **Criteria for Inclusion and Exclusion.** Research published within the last five years, articles addressing employee commitment within the context of the organization, studies employing mixed, quantitative, or qualitative methodologies, and the exclusion of non-peer-reviewed papers or technical reports are some of the criteria used to determine which literature gets included.

Look for String Development. To limit the search results, the search string combines terms with Boolean operators (AND, OR, NOT). "Work commitment" OR "employee commitment" AND "organizational commitment" AND ("affective commitment" OR "normative commitment" OR "continuance commitment") is the

search string that should be used to find employee commitment. Database Lookup. Do open-access searches in reputable scholarly databases. Among the resources consulted are (a) Emerald Insight; (b) ProQuest; and (c) Scopus. Selection and Screening. The next step is to check the title and abstract for relevance to your topic after receiving the search results. Read the complete manuscript if it satisfies the inclusion requirements. The standard of the assessment. assisting in the screening and assessment of the caliber of chosen literature with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) tool. Data on Sintesis. Following the selection of the papers, key findings, methodologies, and conclusions from each study are combined and examined to uncover patterns, gaps, and consistency in the results. Reporting and Conversation. Write a report outlining the search strategy, important discoveries, and additions to the body of knowledge on employee commitment. Talk about the review results' theoretical and practical ramifications. Using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines as a guide, the examiner ultimately chose the set of studies to be reviewed (see Figure 1 below).

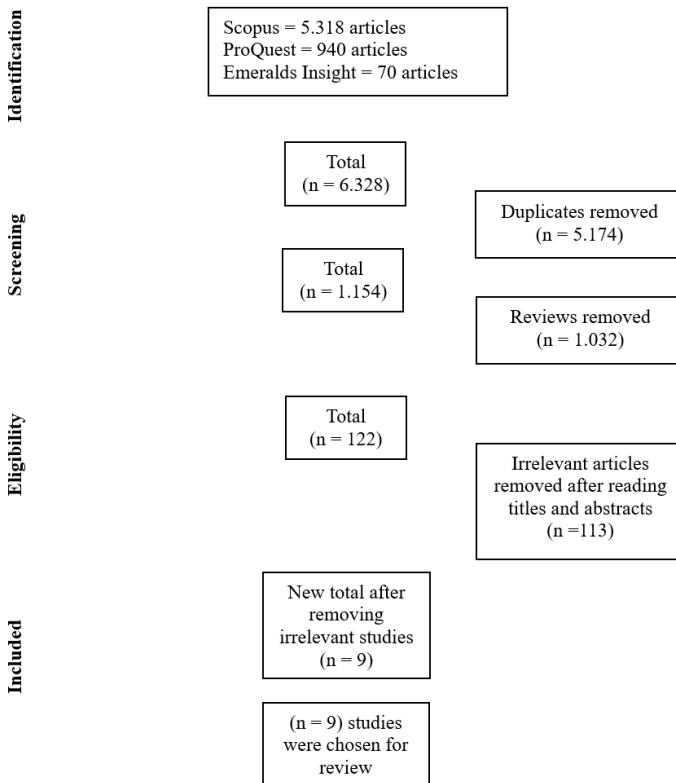


Fig. 1. PRISMA Flow Chart

3 Result and Discussion

Based on the findings of the evaluated articles, the content analysis results revealed a number of important elements that influence the organization's commitment. These factors can be discussed in further detail. HR (Human Resources) Procedures. One of the primary elements influencing employee commitment is HR procedures. Effective HR strategies, such as career management, training, and employee development, dramatically boost employee engagement and loyalty, according to studies [6, 7]. Appropriately planned employee development fosters growth and a sense of gratitude, both of which boost loyalty to the company. According to [8], funding employee development not only keeps people within the company but also lessens the likelihood that they will depart. contentment with one's work. The Saudi banking industry's job satisfaction is a significant indicator of organizational commitment, according to research by [6]. Affective commitment, or the degree to which workers feel emotionally bonded to the company, is increased when workers are satisfied with their roles, the work environment, and corporate policy. The association between organizational dedication and work satisfaction is also supported by the study conducted in the health industry by [9], particularly for nurse managers. Not only does job satisfaction boost loyalty, but it also fortifies workers' sense of accountability for the organization's success.

Chief Trust. Employee commitment is significantly impacted by the level of trust that they have in their managers or organizational leaders. According to a study by [10], employees' sense of security and loyalty to the company can both rise when they receive trust from their bosses. This trust contributes to the development of a positive work atmosphere where staff members feel appreciated and supported, which increases their loyalty to the company. In addition to being a leader, a manager's responsibility includes serving as a support system for workers' mental and emotional health. exhaustion. The impact of work burnout, often known as the burnout factor, on employee commitment is detrimental. According to the study by [10], burnout, particularly in the public sector, functions as a mediating variable that reduces organizational commitment. Burnout makes employees feel less obligated to the company and more likely to hunt for other employment opportunities. As a result, burnout management plays a crucial role in employee commitment initiatives, particularly in industries with heavy workloads.

Program for Welfare. Programs for employee wellbeing that companies provide are also essential in raising affective commitment among staff members. According to a study by [11], wellness initiatives might boost emotional commitment and perceived organizational support, especially in the midst of the COVID-19 pandemic. When companies care for their workers' physical and mental health, their loyalty and motivation to contribute more to the company increase. Employer Presence. Employee commitment is directly impacted by an employer's favorable reputation. A study on family-run hospitality businesses conducted by [12] demonstrates the positive effects of a positive employer brand on worker engagement and loyalty. Companies with a positive employer brand are better equipped to draw and keep top talent in highly competitive fields like hospitality, which in turn boosts employee loyalty.

4 Conclusion

The analysis's main finding is that organizational commitment acts as a mediator in the relationship between these variables and the productivity of employees. Organizational commitment is a significant factor in the relationships between employee growth, job satisfaction, employee turnover, and intents for innovation, according to a number of research, including those by [7, 8]. Strong organizational commitment enables individuals to innovate and make greater contributions to the company in addition to lowering turnover. A decrease in the intention to leave the company, which is closely linked to employee happiness and emotional engagement to the company, is a component that is frequently linked to employee commitment. Research shows that employees are less likely to leave a business when they have a higher level of commitment, as demonstrated by studies like those done by [13, 8]. However, as [11,14] indicate, high affective commitment is also linked to an increase in innovative behaviors. Workers that are emotionally invested in the company are typically more willing to take the initiative to come up with fresh concepts and innovate in order to increase the company's output and efficiency.

In addition to being influenced by a number of outside variables, including job satisfaction, HR procedures, and wellness initiatives, organizational commitment plays a significant role in shaping employee loyalty, creative behavior, and intention to leave the company. Extensive research conducted in various industries and geographical settings indicates that enhancing employee commitment is a crucial tactic for preserving the sustainability and competitiveness of organizations. This is particularly true in the current era of global competition and evolving work conditions.

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