

THE EFFECT OF WORK AUTONOMY, SELF-EFFICACY AND WORK ENGAGEMENT TOWARDS ORGANIZATIONAL COMMITMENT

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Abstract

This paper aims to find out the effects Work autonomy, self-efficacy, and work engagement on organizational commitment, and the effects job autonomy and self-efficacy on work engagement also the effects job autonomy on self-efficacy. Path analysis method with field survey was used in this research. Population consisted of 109 employees of PT. Transportation Jakarta and simple random sampling technique with Cochran formula resulting 85 sample size. Instrument development was through framing indicators of variable, testing instruments, and testing reliability and validity. Results confirmed that: (1) Job autonomy has positive direct effect on organizational commitment, (2) Self-efficacy has positive direct effect on organizational commitment, (3) work engagement has positive direct effect on organizational commitment, (4) job autonomy has positive direct effect on work engagement, (5) self- efficacy has positive direct effect on work engagement and (6) job autonomy has positive direct effect on self-efficacy.

Keywords: Organizational commitment, Job autonomy, self-efficacy, work engagement and organizational commitment

INTRODUCTION

Organizational commitment reflects employees' attitude to the organization. The attitude is the result of a psychological bound between the organization and the employees which affect how far an individual can identify the organizational goal and value, perform the best performance, and reach the organizational objectives and is willing to be involved in the organization.

According to Klein *et al.* in Wright and Kehoe (2008), there are three commitment elements that should be distinguished, namely: target, strength, and rational or the underlying principle of commitment. Commitment target declines other than focus to the commitment, commitment strength replicate the intensity towards the target, and rational or the underlying principle of commitment is the rationalization of individual commitment.

Dhar (2015) states that organizational commitment is the strength and individual's involvement to a certain organization. Becker *et al.* (2015) refers it as an individual recognizes and realizes an environment with all its variants gives a proper and sufficient understanding towards a commitment in an organization, individuals, and groups, goals and attitudes. Askew *et al.* (2013) emphasizes more on the connection of the organizational commitment to attitude of the member of a certain organization, psychological bound of employee and his organization.

Meyer and Allen in Dhar (2015) divides commitment into three different aspects, those are: affective commitment, continuous, and normative. Therefore, it defines that the different work target is not the aspect or dimension which underlies the willing to build a global commitment in a structural hierarchy. The employees are strongly committed to several work targets, not other things, based on their willingness to accept the organizational values, strategies and their strong will to work for the organization's success and to stay within the organization (Morin *et al.*, 2015),

Morin *et al.*(2015) contributes commitment theory in two ways. First, expanding the application of person-centered approach (centering on an individual) to work commitment. Second, testing the profiles that involve all three commitment thinking pattern simultaneously since it is related to the two different target; organization and work.

DKI Jakarta as the capital city of Indonesia has become the first city in South East and South Asia in the implementation of BRT, whose track lane is 208km, to have the longest track lane in the world (Transjakarta, 2017). In 2014, DKI Jakarta province has roads that consist of toll roads, primary artery roads, secondary artery roads, and administrative roads with approximate length of 6.955.842.26 km.

The policy to overcome chronic traffic problems, pollution, and energy safety has generated demand and supply management in transportation (Maimunah and Kaneko, 2016). Transportation Demand Management as in parking management and the Electronic Road

Pricing (ERP) has given a effect to the community to use public transportation as TransJakarta Busway (Rotaris and Danielis, 2014). Based on transportation Statistics of DKI Jakarta (2015), in 2014, the percentage of vehicle DKI Jakarta is as follow: Motorcycle 74.67%, passenger cars 18.64%, load car 3.48%, bus 2.07% and special vehicles 0.79%.

When TransJakarta was established for the first time, it created some disputes coming from the stakeholders, especially from the citizens of Jakarta. The disputes were based on the past experience of public transportation use which was notorious of not having a comfortable and efficient fleet. Previously, transportation business was not based on the road, and it did not follow the latest public transportation trend. Consequently, people were anxious about whether or not the operator of TransJakarta transportation system would be able to provide and maintain the high-quality standard services as expected by the public of Jakarta.

The image above describes that PT. Transjakarta has served 123,73 million passengers in 2016, it rose up significantly compared to the previous year which was only 102,95 million. It shows a increase in the number of people who use TransJakarta as transportation mode to take them to their destination (Transjakarta, 2017).

One of the most important aspects to measure the quality of service is the level of employee's performance. Gallie (2003) suggests that work autonomy is a work quality dimension. Hackman and Oldham (1975, p. 162) defines work autonomy as "how far the work has given substantial freedom, independence, and wisdom in work schedule and decide the procedure used in the practice". Freedom, based on Cohen-Meitar *et al.* (2009) refers to a chance for individuals to make judgments in the work place and to choose the kind of jobs and to stimulate responsibility from employees' experience from the result of their work (Eboch, 2015) and intrinsic motivation contribution (George and Jones, 2012), as well to have positive connection between the employees' attitude and organizational performance.

As Volmer *et al.* (2012) adds that work autonomy refers to how far an individual can decide the speed, the sequence, and the method on how to finish his job and also how work exception should be handled.

Self-efficacy is the self aspect that is generally related to the endurance (Salanova *et al.*, 2006), self-control ability (Lorente *et al.*, 2014), the ability to reach the goals (De Neve *et al.*, 2015), to meet the demand that is motivated by challenge, efforts, as well as the perseverance to face the hurdles, to trigger employees satisfaction (Luthans andYoussef, 2007). Mastenbroek *et al.* (2014) suggest that self-efficacy is measured by attitude (for example: extraversion, emotional stability) that is the act in cognitive level, and circumstances (those are: self-esteem, optimism, and hope) which is proactive attitude. These things may influence the perception and interpretation of a situation and how someone would react. Bandura (2009)

states that even though individual perception environmental adaptation are variables, depends on self-efficacy level, since they are nurtured by environmental factors so that an individual tends to be engaged in his job and performs it well.

Work engagement is “a positive thing, comply with the circumstances which is connected to work of mind marked with optimism, dedication, and absorption” (Schaufeli *et al.*, 2006, p. 702). Optimism “refers to high level of energy and mental endurance during working, willingness to invest an effort in one’s job, and perseverance in overcoming the obstacles”; dedication “refers to the feeling of significance/importance, enthusiasm, inspiration, pride and challenge”; absorption “marked by full concentration and drown happily in one’s job, time flies and difficult to be separated from one’s job”.

Bakker and Demerouti (2008) prove that a bound worker is better than unbound worker and transfer to someone else. Work engagement is a positive psychological response to empower working condition to get the feeling of bigger working effectiveness (Laschinger *et al.*, 2009), contribute to good mental and physical health (Caesens and Stinglhamber, 2014), positive condition which is connected to proactive attitude (Petrou *et al.*, 2012), cognitive awareness and emotional connection (Harter *et al.*, 2002), contrary to burn-out dimension (Maslach and Leiter, 1997), and counterpart positive boredom and affective-cognitive positive welfare (Maslach *et al.*, 2001) and also an active agent who have initiative in the work place, and resulted in a cycle of positive feedback for themselves (Schaufeli and Salanova, 2008)

May *et al.* (2004) introduces three dimensional concept of working bound which emphasizes on three components i.e. physical, emotional and cognitive. Shirom (2003) introduces three dimensions *Shirom-Malemed Vigor Measure* (SMVM) which is a spirit concept with physical, emotional and employees’ cognitive liveliness. Whilst Peterson *et al.* (2005) introduce three absorption conceptualizations those are; time flies, fully concentrate on an activity, losing self-sense. Employees are extremely happy and contented with their lives with work engagement as the most powerful predictors from each three orientations.

The objective of the research is to find out empirically; (1) the effect of work autonomy to the organizational commitment, (2) the effect of self-efficacy towards the organizational commitment, (3) the effect of work engagement to organizational commitment, (4) the effect of work autonomy towards work engagement, (6) the effect of work autonomy to self-efficacy.

METHOD

This research was designed by using causal quantitative approach. The method used in this research was survey method with path analysis technique. The population for this study was employees from PT. TransJakarta. The employees surveyed were those who have 3 to 5 years

working experience or above. The total population studied was 109 employees, and by using Cochran formulae of categorical data resulting in 85 respondents. Data collection technique used in this research for field study data was by using questionnaires sent to the respondents. Data analysis technique used was descriptive statistics and inferential.

The test result would analyze the items with the validity test using Pearson correlation (Creswell, 2009) and the reliability would be calculated by using Conbach Alpha (Creswell, 2009). The valid and reliable queries were arranged into a prepared questionnaire, and then were distributed to the actual research that was PT. Transportasi Jakarta.

Test of estimated error normality was used to examine analysis requirement. Variants linearity was tested by regression. After all analysis requirements were completed, analysis was then continued with model testing and hypotheses testing. Data gathered were analyzed by regression and correlation as the base of doing path analysis. The next analysis was by doing simple regression and correlation by using Pearson Product Moment and carried on by calculating path coefficients for each constructed path (Lomax and Hahs-Vaughn, 2012).

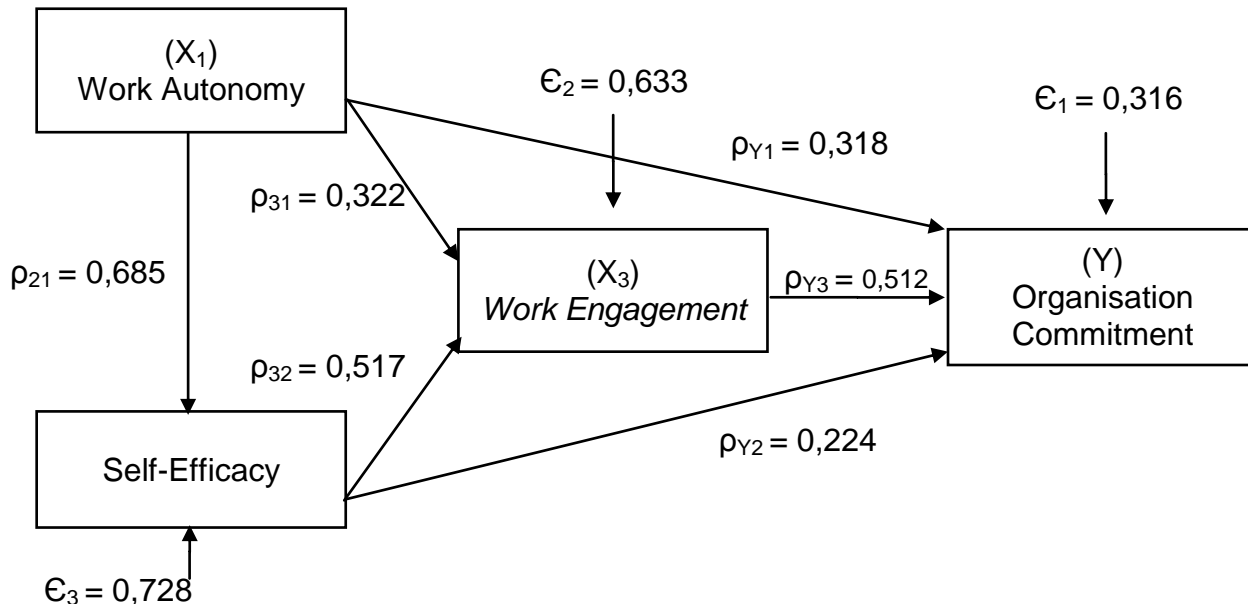
ANALYSIS AND RESULTS

The result of this research shows that work autonomy directly gives positive effect towards organizational commitment. It means that there will be an increase in organizational commitment if work autonomy was given to the employees.

Table 1. Hypothesis Test Results

No	Hypotheses	Statistic test	T _{count}	t _{table}	Decision H ₀	Conclusion
1	Work autonomy gives direct effects towards organizational commitment	H ₀ : $\rho_{y1} \leq 0$ H ₁ : $\rho_{y1} > 0$	6,187	1,989	H ₀ declined	Have direct effect (significant)
2	Self-efficacy gives direct effect towards organizational commitment	H ₀ : $\rho_{y2} \leq 0$ H ₁ : $\rho_{y2} > 0$	3,996	1,989	H ₀ declined	Have direct effect (significant)
3	<i>Work engagement</i> gives direct effect towards organizational commitment	H ₀ : $\rho_{y3} \leq 0$ H ₁ : $\rho_{y3} > 0$	9,239	1,989	H ₀ declined	Have direct effect (significant)
4	Work autonomy gives direct effect towards work engagement	H ₀ : $\rho_{31} \leq 0$ H ₁ : $\rho_{31} > 0$	3,351	1,989	H ₀ declined	Have direct effect (significant)
5	Self-efficacy gives direct effect towards work engagement	H ₀ : $\rho_{32} \leq 0$ H ₁ : $\rho_{32} > 0$	5,375	1,989	H ₀ declined	Have direct effect (significant)
6.	Work autonomy gives direct effect towards self-efficacy	H ₀ : $\rho_{21} \leq 0$ H ₁ : $\rho_{21} > 0$	8,575	1,989	H ₀ declined	Have direct effect (significant))

Figure 1. Empiric Causal Model 2



Direct Effect of work autonomy towards organizational commitment

Result of this research shows that there is a positive effect of work autonomy towards organizational commitment, this result supports the previous research done by Park and Searcy (2012) finds out that stronger work autonomy is connected organizational commitment in an organization which is more competitive, qualified, and organizational commitment. This research mediates the connection between work autonomy and employees' mental welfares. PT. Transportasi Jakarta is an organization that has competitive qualities and this is because of the support from the regional government, therefore, PT TransJakarta has to provide more work autonomy to its employees. When PT. TransJakarta gives more work autonomy, the employees can consider their freedom and judgment as indications that PT. Transportasi Jakarta respect and appreciate their opinions.

It can be seen here that discretion as giving work autonomy can be interpreted as a support from PT. Transportasi Jakarta to its employees. The employees who are given more work autonomy, generally, have more commitment and are better mentally. Based on the discussion above, it can be concluded that, individually, work autonomy have an effect towards organizational commitment. Work autonomy correlates with employees attitude resulted in the increase of employees' commitment to the organization. For that reason, it is clearly seen that work autonomy has a direct positive effect t organizational commitment.

Direct Effect of self-efficacy towards organizational commitment

A previous research done Canrinus *et al.* (2012) found out that to build organizational commitment there is a psychological connection between a person and his work based on an affective reaction to his position. With this background it can be assumed that employees' self-efficacy contributes to organizational commitment. To test this statement, Canrinus *et al.* (2012) simulate in a conceptual model of self-efficacy effect towards organizational commitment which partly mediated by the change of employees' motivation level. Responsibility is merely a factor for the employees to work optimally and it is connected to organizational commitment factors.

Self-efficacy and the change of motivation level are often described in employees' focal attitude. Self-efficacy and motivation level changes represent personal perspectives in employees on how they see themselves as professionals in their work. Employees regards that there is a possibility of reaching a valuable result will lead them to certain attitude. If an employee believes that he can get a positive result, consequently, he will possibly repeat the same attitude.

Commitment to each employee can be influenced by the organization's characteristics; employees with high performance will develop in an environment that has commitment to the organization's high performance. Therefore, it is apparent that self-efficacy has positive direct effect towards organizational commitment.

Direct effect of work engagement towards organizational commitment

According to the study conducted by Hakanen *et al.* (2006), it is explained that work engagement mediates the effect of work resources to organizational commitment. In other words, motivation process with resources as simultaneous support of work engagement and organizational commitment, so that work engagement has predicative values towards employees' organizational commitment. Besides, Hakanen *et al.* (2006) state, assuming that employees' work engagement influence employees' commitment to organization because organization provides employees with resources that are not only possible in reaching their work goals but also giving opportunities for them to learn, grow and develop

Sustaining basic needs or reaching work goals is a positive result for employees. By having work engagement, created self-fulfillment and positive thought to the work. The work demands (uncooperative co-workers, work loads and physical environment of the working place) will predict an appalling health condition through its impact on work fatigue, and work resources (work control, supervision support, information, social climate and innovation) will predict organizational commitment through work engagement. Thus, employees' welfares not only focused on the work stress and welfare threats, but also on employees' positive work

aspects. It is obvious that work engagement has direct positive effect towards organizational commitment.

Positive Direct effect of work autonomy towards work engagement

A study done by Zhang *et al.* (2016) reveal that work autonomy makes employee feel free to decide an free from control or external hurdles. Consequently, work autonomy can be taken as an important work resource which promotes work engagement. Seen from *Job Demands-Resources Model* it can be assumed that motivation process with work resource as work autonomy, influences work engagement. Furthermore, Zhang *et al.* (2016) state in their study that member of the team with high work autonomy would involve further in risk-taking, alternative thinking, and hopefully promote creativity.

Work autonomy generally is a part of work features needed in organization and closely related to work motivation. Employees with high work autonomy can decide how and when to do the job assigned, have chances to use personal judgments in doing the job so that they will have more responsibility on the result of their work. Work autonomy is also taken as an important work resource which promotes three dimension of work engagement which is passion, dedication and absorption.

Positive Direct Effect of Self-Efficacy on Work Engagement

Referring to a study conducted by Caesens and Stinglhamber (2014), it is shown that the more people have high level of self-efficacy, the more absorptive they are to the job and they will put every efforts and energy to do an optimal work. Self-efficacy also increases intrinsic interest to failed activities in the past. In the same perspectives, self-efficacy can be an important determinant of work engagement.

By judging employee's contribution through positive evaluative feedback on employees performance will encourage employees to be more engaged to the mastery of work experience. The higher self-efficacy employees have the more absorptive employees to their job. Employees who are engaged to have energetic connection and are effective in doing their work activities and have high level of mental resistant. So that they can logically think that work engagement can contribute to employees' upright physical and mental health. Accordingly, work engagement has beneficial consequences to employees' welfares.

Positive Direct Effect of work autonomy towards self-efficacy

Jungert *et al.* (2013) in their research found that work autonomy in every significant connection resulted positively. Consequently, supported work autonomy will play an important role in

encouraging positive result as motivation and self-efficacy. Individual who thinks that his job is particularly autonomous will feel that they can do their job by himself without having to get too much guidance so that it will create a connection between autonomy and efficacy.

Work autonomy in the work place related to individual result and also organizational. Employees with work autonomy show bigger work satisfaction; become more creative and has lower turnover will emotional exhaustion. Work autonomy also related to bigger persistent in handling difficulties, learning better, performing better, and handling problems more effectively. Hence, having motivated work autonomy is a significant advantage for organization or team work as well as to facilitate motivation and self-efficacy is some consequences that have to be acquired by the organization.

CONCLUSION

The result of this research can be concluded that there is a positive direct effect towards organizational commitment of PT. Transportasi Jakarta. Work autonomy is given by considering freedom and discretion as indication that company respects and appreciates employees' opinion and the employees have obligation to reply to the support they received from the company and do their best effort to the course of organizational goals. This thing will contribute to the employees' understanding improvement and end up in employees' organizational commitment.

There is a positive direct effect of self-efficacy to organizational commitment. Self-efficacy of PT. Transportasi Jakarta is related psychologically between the employees and the work. Self-efficacy is mediated by the change of employees' motivational level and able to strengthen employees' responsibility of their work. In their personal perspectives, employees see themselves as professionals in their work.

There is a positive direct effect on work engagement towards organizational commitment. The leaders of PT. Transportasi Jakarta should intensify their employees' work engagement to give inspiration by motivation process/self-efficacy and work resources and also fulfilling employees basic needs or achieving work goals so that the employees will not only reach their work goals but also to give chances to learn, grow and develop and have positive thought to their work.

There is a positive direct effect of work autonomy to work engagement. The increase of employees' work autonomy at PT. Transportasi Jakarta enables employees to feel free to decide and to free from control or other external problems. Therefore, work autonomy can become an important work resource to promote work engagement, specifically work autonomy can be raised by involving more team member with high work autonomy level in risk-taking,

alternative thinking and problem solving, and all expected to increase creativity, and to increase employees' work engagement.

There is a positive direct effect of self-efficacy towards work engagement. Leaders of PT. Transportasi Jakarta should broaden jobs' assimilation, improve intrinsic interest through failed activities from the past, assess employees' contribution by evaluative feedback on employees' performance, and also induce energetic and affective connection towards employees' working activities, and also have high level of mental resistant. By having bigger number of employees with high self-efficacy employees will enter in every efforts and energy to reach optimal work, have similar perspectives, become important determinants of work engagement, and will promote employees to be more engaged in the mastery of work experience. In other words, employees think that work engagement contributes towards employees' excellent physical and mental health. Moreover, work engagement has beneficial consequences to employees' welfare.

There is a direct positive effect of work autonomy to self-efficacy. PT. Transportasi Jakarta's employees work autonomy should be sustained since it plays an important role in enhancing positive result such as motivation and self-efficacy that creates connection between work autonomy and self-efficacy. In addition, it is also increase greater work satisfaction, become more creative, have low turnover will and emotional exhaustion, and have bigger persistence in facing problems, learn better, work better, and handle problems more effectively.

This research could be developed wider by conducting studies on variables such as *Job Involvement*, *Job Attitude*, *Job Embeddedness*, *Leadership Style*, and *Work Environment* that will increase employees' organizational commitment which has not been examined because of the limitation of time and fund.

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