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Self-Esteem Impact on Organizational Affective and Normative Commitment

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Abstract

Employees' commitment cannot be denied contributing to organizational impactiveness. However, commitment can be affected if no emphasis is placed on psychological factors such as self-esteem. This study aims to investigate how self-esteem factor can influence the commitment by testing the impact of self-esteem on employee commitment to the organization. 196 of civil servants serving the Local Authority (PBT) in the southern zone of Peninsular Malaysia were chosen as respondents. Measuring tools used in this study were Rosenberg Self-Esteem Scale (RSES) and Employee Commitment Survey Revised Version (ECS-R). The data was then analyzed using a simple regression analysis in SPSS. The results of the analysis showed that the self-esteem had a significant impact on affective and normative commitment. From the findings, it also shows that there is an influence relevant self-esteem on the two commitments to the organization namely affective and normative commitment. Hence, organizations need to realize that self-esteem is one of the basic toward formation of attitudes, behavior, personality and psychological reactions in the organization. In conclusion, efforts to help reinforce positive self-esteem among employees need to be addressed in the organization..

Keywords: *Self-esteem; Impact; Affective; Normative; Commitment.*

1. Introduction

Employees in local authorities is also a human capital within the organization, even more so because of they have a high frequency communicate with the community which is interact with services provided are directly and indirectly. Operation definition of self-esteem in this study focuses on self-esteem of employees based on Rosenberg's Self-Esteem theory (1965) and questionnaire of Rosenberg Self Esteem Scale (RSES; Rosenberg, 1965). The focus of self-esteem assessment among PBT employees is to see how self-esteem affects the employee's commitment in the workplace. Self-esteem as a nature linked with emotions which is as an affective domain that have their own place and value in the areas of leadership and organization (Sharifah Akmam and Ahmad Shukri, 2006).

2. Problem Statement

Operation definition of self-esteem in this study focuses on self-esteem of employees based on Rosenberg's Self-Esteem theory (1965). The focus of self-esteem assessment among PBT employees is to see how self-esteem affects the employee's commitment in the workplace. While it is undeniable that self-esteem is important to commitment because it can influence employees to feel higher or lower in the context of self-confidence when doing work (Michael, 2010), however self-esteem functions do not appear in constant commitment, as employees are more focused on cost factors need to be borne in mind if leaving the organization. In fact, the intentions of employees to stay with the organization are more focused on the sense of being forced upon the belief that their cost of living will increase if they leave the existing organization. This is in line with Allen and Meyer (1990) arguments that see a constant commitment as a cost factor when a trusted employee loses if leaving the organization for a long time, for example losing retirement benefits. The statement was further reinforced by Powell and Meyer (2004) commentary on the normative commitment expected in response to situations that increase the cost of workers leaving the organization. In summary, researchers are trying to see the impact of self-esteem on affective and normative commitment of employees in this study.

3. Research Questions

Research question 1: Is there a significant impact of self-esteem on affective commitment in the organization?

Research question 2: Is there a significant impact of self-esteem on normative commitment in the organization?

4. Research Hypothesis

Moslem et al. (2012) in their study of university employees in Mysore have found that self-estimate of employees is negatively associated with employee commitment in the organization. While through Darlene (2007) study on 41 counselors in California, there was a significant positive correlation between self-esteem and employee commitment. Negative or positive correlations but significantly also clearly indicate that significant relationships exist between self-esteem and employee commitments, while showing self-esteem can affect employee commitment at work. Neerpal and Renu (2009) studies also found positive correlation between self-esteem and employee commitment to the organization. Hence,

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it is predictable that there is a significant impact of self-esteem towards organizational commitment like affective and normative commitment among employees. The findings of this research will then confirm that the results of the hypothesis are accepted or not.

Regarding the above discussion, the researcher has formed the following hypotheses. Therefore, the hypothesis of the study for the first and second question is:

H1: There is a significant impact of self-esteem on affective commitment in the organization.

H2: There is a significant impact of self-esteem on normative commitment in the organization.

5. Literature Reviews

Bandura (1994) believes that individuals with high self-esteem levels set their own individual targets and maintain high levels of commitment within the organization. For Hofmeyr and Rice (2000), they provide the innovative of conceptual and relevance in construct commitment among employees. They are suggested commitment employee involve more from the way it is a practice that habit including the ones involved by feeling and thinking. In the same tone, the statement by Bandura (1994) also can explain that is choice career and self-development is example to strength self-esteem and assertion that can give effect to route life through the connected process by choice. Via research by Bandura (1994) also suggested that individuals who have a self-esteem in a stage high need to maintain commitment in job. Therefore, self-esteem participate role as one of factors that can help improve or down stage self-esteem someone employee in its organization.

6. Research Methods

6.1. Research Design

This study is a non-experimental type and use of descriptive statistics and regression. Field studies are quite relevant to be used in this study because of their high reliability (Maimunah, 1992). The need for this study is descriptive and hypothesis testing. The hypothesis test also has an approach to the interpretation of independent variables in two or more factors under certain circumstances (McIntyre, 2005).

6.2. Research Site

The site of this study was chosen as the location of the two-agency body of local authorities in the south of Peninsular Malaysia. In the knowledge of the researcher, such a study has not been made by any party bound to the location already mentioned. This study focuses on the state of the city council and this also means that the city hall, local municipal council and local district council are not included as PBT samples.

6.3. Sampling

The sample of this study only focuses on the categories of employees with a total of 403 and shows the size of the proposed sample is 196 according to the Size Sampling Determination Table (Krejcie and Morgan, 1970). The respondents of this study were from two city councils in Malaysia where the categories of employees were from 22nd to 44th grade. The systematic random sampling method used in the sample selection process for this study. The selection of these categories was taken from several units and departments at both urban councils. The probability of sampling error is 5% for sample size formula by Krejcie and Morgan (1970) developed using 95% confidence interval is 0.05.

6.4. Instrument

The current study is a quantitative study which uses questionnaire. The Rosenberg Self-Esteem Scale (RSES; Rosenberg, 1965) questionnaire was to measure employee self-esteem and the reliability of the instrument used in this study was .794. To test the commitment of employees, the survey Employee Commitment Survey Revised Version (ECS; Meyer et al., 1993) was used and the reliability of this instrument was .817. The reliability of the two surveys has relatively high reliability and reliable values for using.

7. Findings

In exploring how self-esteem predicts employee commitment among employees, regression analysis was implemented. This regression analysis is used to test the capability of self-esteem impact on employee commitment in the organization. To see this impact, self-esteem data is correlated to employee commitment data to form a regression model as in the equation already described. The following table shows the impact of self-esteem on employee commitment in the organization.

Table .1: Self-Esteem Impact on Organizational Commitment

Variable	**Affective Commitment**			**Normative Commitment**		
	R 2	F	B	R 2	F	B
Self-Esteem	.140	26.06	.374 *	.117	21.22	.342 *
	Sig. (.000)			Sig. (.000)		

* Significant = p <.05

Table 1.0 above shows the results of the study on the self-esteem impact on employee commitment in the organization. The findings from the simple regression analysis that have been conducted between self-esteem and each component of commitment indicate that self-esteem (β = .374, p <.05) is significantly as a factor to give the impact on affective commitment. With this, the researchers accept the hypothesis H_1 which presupposes self-esteem significant impact on affective commitment. Table 1 also shows the self-esteem statistically significant impact [F (1, 160) = 26.06, p <.05] on affective commitment by contributing 14.0% of variance in affective commitment to the value of R^2 = .140 and β =. 374. This indicates that self-esteem can be regarded as a significant predictor of affective commitments, albeit with a relatively small amount of variance. Self-esteem was also found to be a significant factor give the impact on normative commitment (β = .342, p <.05) and led to the hypothesis H_2 is acceptable because there is a significant impact on the self-esteem of normative commitment. Self-esteem was also statistically significant impact [F (1, 160) = 21:22, p <.05] on normative commitment with a contribution of 11.7% of variance in normative commitment, as well as the value of R^2 = .117 and β =. 342.

8. Discussions

This study is then able to confirm that there is a self-esteem influence on two commitments to an organization that is affective and normative commitment. Many past studies through literature review have shown that self-esteem has a relationship and can predict the level of organizational commitment in the organization (Darlene, 2007; Ladebo et al., 2008; Nelia, 2008; Adebayo and Olowookere, 2011; Moslem et al., 2012). However, it is quite difficult to find a special focus that investigates this phenomenon in the public sector in Malaysia, especially in the local authorities (PBT). As found in the results of this study, researchers found that self-esteem was a significant predictor of affective commitments in two PBTs studied, with the contribution of self-esteem variance in affective commitment of 14%. Self-esteem is also a significant factor in normative commitment, with the contribution of self-esteem variance in normative commitment of 11.7%. This is because with high self-esteem, PBT employees can become more

eager and willing to stay within the organization, where there is a strong emotional bond between the employees. This finding is in line with the findings of the previous study which found significant relationship and predictors between self-esteem of employee commitment despite the relatively small variation in donations (Darlene, 2007; Ladebo et al., 2008; Nelia, 2008; Adebayo and Olowookere, 2011; Moslem et al., 2012). Although this contribution is relatively small in affecting the employee's commitment, however, self-esteem has its own unique influence function.

In the context of this study, researcher is attempting to test self-esteem among employees and this is in line with the statement by Korman (1970, 1976) which produces the theory with the assertion that high self-esteem employees are more respected because they are highly motivated to work better than low self-esteem employees. Well-behaved employees about themselves will be more enthusiastic and the theory also takes on the relationship between self-esteem and focusing on high self-esteem is more interested in showing high levels. In other words, employees are trying to show a consistent level and match their own level, and this can be explained that self-esteem is important to the commitment and workmanship (Michael, 2010).

9. Conclusion

Overall, the result of this study can help the organization to understand the importance of employee commitment to the organization. This study also seeks to benefit the management in exploring employee commitment issues in more depth to formulate strategies or methods of human capital management that are more effective for their respective organizations. With that strategy, administrators and management can modify existing systems and repair weaknesses so as not to undermine the organization's capabilities. Findings of this study were believed to be able to add a reference knowledge as a guide to the practical aspects of the chairman, the manager or supervisor to understand the psychology of human capital and manage elements of human resource management with more consistent and quality. This effort should not only be concentrated in government agencies or private agencies but must also be applied and appreciated in the interests of statutory bodies and non-governmental organization.

In conclusion, the results of this study can provide significant scientific contributions to the science of psychology organization and management of human resources, for a greater contribution to the literature and the dynamic nature of the requirement if it can be used as a fundamental knowledge and guidance. It can therefore be a source of awareness of organizational and human resource management researchers to broaden their research by looking at employee self-esteem factors when talking about employee commitment at the workplace.

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