THE EFFECT OF WORK ENGAGEMENT, TRUST AND ORGANIZATIONAL CLIMATE ON THE ORGANIZATIONAL COMMITMENT IN MEDIA INDUSTRY IN INDONESIA

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ABSTRACT

This quantitative study is aimed to examine the effect of work engagement, trust, and organization climate on Employee Commitment in the media industry in Indonesia. Meyer and Allen's (1993) Organization Commitment Scale instrument was administered to a total of 100 employees of a large media industry in Indonesia. Demographic data was obtained on the participants that include the data about sex, tenure (in the organization, the media industry), educational background, position, employment classification and supervisory responsibilities. Multiple Regression was conducted, and Pearson product moment correlations were calculated in order to determine the relationship between these variables. The findings of research focus on the big topics of science of management especially in organization behavior (best topic on basic management), work engagement, commitment, diversity in the workplace (trust and organization climate), and many other topics, which were studied in the research. Findings – The results of research (based on t-test): (a) there are significant effects on Organizational commitment; and also (based on multiple regression test) (b) there are significant effects of work engagement, trust, and organization climate on the organizational commitment;. Additionally, the researchers obtain the facts that based on the field diagnostics about the different commitments held by each employee and the things that can be triggered by the work engagement, because the turnover rate of employees in the media industry in Indonesia is very high.

KEYWORDS: Commitment, Work Engagement, Trust, Climate, Media Industry.

Media industry is one of the most favorite business sectors that attracts the investors because it has a big role in the provision of information in the form of print and online media to the communities. The progress of industry progress is supported by the rapid development of program and technology that offer the convenience of business. In Indonesia, media has transformed into the new form, in which the people are now able to access the news or programs through online media by using the smart phones or laptops. According to id magazine, the majority of smart phone users in Indonesia are young people, and the mobile trend and social networking are part of the popular activities among young people, in which their program and contents are highly consumed by the teenagers or millennials. The aforementioned changes of business are answered by several Indonesian media as the pioneers of media companies that present the recent concept of television with very informative, modern, and entertaining contents.

The success rate of an organization is highly determined by the quality of human resources. The trained and talented human resources will have significant role to strengthen the business process of organization. According to Davenport (1999), the workers with high productivity tend to have the ability to affect the power of investment by producing the quality products. The products of media such as talk shows, comedy, dramas, commercials, music and other programs have the integrated management design and requiring the professional talent in the field. The production houses that are owned by the media such as Kumparan, Trans Tv, GNFI and other media are faced with various challenges, especially when they have to integrate the existing functions into one planned program. Therefore, it is necessary to manage the integrated human resource management and paying the attention to the need of the employees, which includes proper recruitment, talent development, and the involvement of supporting system as well as the efforts to keep the best and qualified.

One of the important indicators of the success of human resources (of many factors) is the organizational commitment. According to Meyer and Allen (1991), the organizational commitment could be defined as: emotional attachment to the identification and the involvement in the organization. Elizur, Kantor Yaniv and Sagie (1996) noted that there are two types of commitments: moral commitment, which can be described as attachment or loyalty, and calculative commitment that can be described as a potential profit that could be gained by a person through the commitment.

Aspects: Work engagement, organizational commitment, and trust as well as organizational climate

are the determining factors of the success of individual organizational learning, which is able to improve the organizational performance on a macro level. In the context of talent management, the aspects of skill and behavior are required to become the concerns for the human resources management practitioners in any industry, especially in the adjustment of organizational commitment that exists in the media industry

Some of the aforementioned concepts will be explored in one of the organizations that engaged in the industry of media, namely Trans TV, Kumparan and GNFI. These companies are considered having the image of creativity because they are stuffed with the younger employees, namely the Generation Y and Millennials. This generation is correlated with the generation of information, which is in accordance with the company's mission and vision. The companies have outstanding performance because they are able to obtain many prestigious awards due to their cooperation with the existing stakeholders.

The Purpose of Research:

1. To examine the effect of work engagement on the organizational commitment in media industry in Indonesia.
2. To examine the effect of trust on the organizational commitment in media industry in Indonesia.
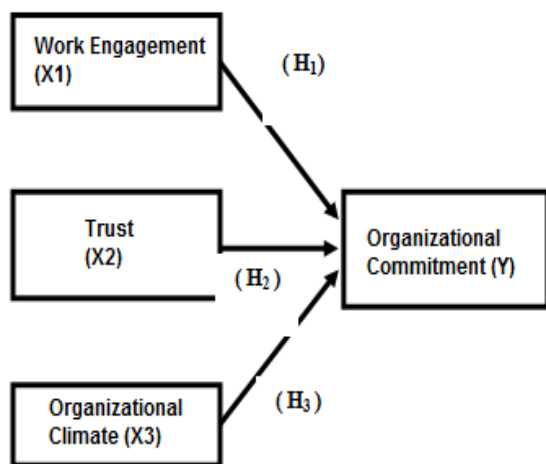3. To examine the effect of organizational climate on organizational commitment in media industry in Indonesia.

Figure 1: Framework of Research

Based on the framework of research, it can be observed that these independent variables are considered having the positive and significant correlation with the organizational commitment:

H1: work engagement has positive and significant effect on the organizational commitment.
H2: trust has positive and significant effect on organizational commitment.
H3: organizational climate has positive and significant effect on organizational commitment.

Theory

Organizational Commitment

Mowday, Porter, and Steers (1982) defined the organizational commitment as: the relative strength of an individual's identification with and involvement in a particular organization. This definition shows that organizational commitment is not just a passive loyalty, but it involves an active relationship and an employee's desire to make and providing significant contribution to his organization.

The last typology of organizational commitment was proposed by Allen and Meyer (1990) with three organizational components: affective commitment, continuance commitment, and normative commitment. When the commitment is considered as the psychological condition, A common feature of these three components of commitment is the fact that the commitment is only a psychological condition that: (1) describes an individual's relationship with the organization, and (2) having the implications in the decision either to continue to be a member of organization, or leaving the organization.

Work Engagement

Work engagement is currently a hot topic among the human resources management practitioners and academics, as it seems to provide a series of positive results, such as higher job performance, lower turnover intentions, and higher level of organizational commitment (Schaufely, 2006). Basically, work engagement is a motivational construct that reflects employees' intention to give their idea, energy, and heart/ emotion to their work. Schaufelly uses the dimensions of vigor, absorption and dedication.

Organization Climate

The initial assumption of theory and research in the field of organizational climate is the fact indicating that the social environment can be characterized by a limited number of dimensions. For example, Campbell, Dunnette, Lawler, and Weick (1970) identified four similar dimensions with a

number of studies on organizational climate (individual autonomy, structure level that is fit to the situation, award orientation, consideration, warmth, and support). James and his colleagues described the four dimensions, which are identified in number of different contexts of work: (1) the role of stress and lack of harmony; (2) work challenge and autonomy; (3) facilitation and leadership support; and (4) cooperation of working group, hospitality, and warmth. The dimensions that developed by HayGroup are used in this research: Clarity, Standards, responsibility, flexibility, rewards, and team commitment.

Trust

According to Paine (2003), Trust has become a widely studied concept, either as a single variable or as a component of quality of relationship. In psychology and interpersonal communication, trust has become one of the dimensions that is identified in relationships. In this research, the researchers use the dimensions of integrity, dependability, and competence.

Research Method

The design of this research is quantitative research, analytic observational with cross sectional approach. According to Singarimbun (1995), sample is a part of the population with the same characteristics, which is considered able to represent the population. The researcher uses Convenience Sampling as the technique of sampling, which is based on chance or probability. In other words, the authors choose a research population that is considered to be willing to be the respondents, which provide the required information

The variables of this research consist of exogenous variables: work engagement, trust and organizational climate (x), and endogenous variable, which is organizational commitment (y). For the instruments of questionnaire in this research, the researchers used Likert scale to indicate the difference of level, difference of degree, difference of hierarchy, and difference of quantity. Before the use of instrument of research, the researchers conducted the test of validity and reliability of instruments. The result of validity test showed that all items of the questionnaire can be considered as valid.

The result of reliability test indicated that the reliability of questionnaire is strong (Arikunto, 1998). The basis of interpretation of result of research was conducted to categorize the mean of each variable, which is based on the modification.

RESULTS

Table 1: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610[a]	.372	.352	3.31462

Based on the Table 1, the R squared is 0.372, which obtained from the squares of correlation coefficient (0,610x 0,610 = 0,372). Based on the model summary, we could obtain the information on the effect of significance of variables of work engagement, trust, and organizational climate.

Table 2: Model of ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	624.438	3	208.146	18.945	.000[b]
	Residual	1054.722	96	10.987		
	Total	1679.160	99			

a. Dependent Variable: ORGANIZATION COMMITMENT

b. Predictors: (Constant), Work Engagement, ORGANIZATIONAL CLIMATE, TRUST

First Testing

H1: Work engagement attachment has significant effect on organizational commitment

The testing of this hypothesis is intended to analyze the effect of work engagement on organizational commitment, which is indicated by the result of regression test as shown in Table 4.15. By using a significant level of $\alpha = 5\%$, the value of t_{table} at df = n-4 = 100 - 4 = 96 is 1.660, and the $t_{calculated}$ is 1.787. Therefore, the significant value of $t_{calculated}$ is greater than the value of t_{table} or (1.787> 1.660), and it indicates that the work engagement has a significant effect on commitment. Therefore, the first hypothesis that states the presence of significant correlation between work engagement and organizational commitment is accepted or proven.

H2: trust has significant effect on organizational commitment

The testing of this hypothesis is aimed to analyze the effect of trust on organizational commitment, which is indicated by the result of t test as shown in Table 4.15. By using a significant level of $\alpha = 5\%$, it is obtained that the value of t_{table} at df = n-4 = 100 - 4 = 96 is 1.660, while the $t_{calculated}$ is 1.787. Therefore, the significant value of $t_{calculated}$ is higher than the value of t_{table} (2.878> 1.660), which indicates that

trust has significant effect on the commitment. Therefore the second hypothesis that states that there is significant relationship between trust to organizational commitment is accepted or proven.

H3: Organizational climate has significant effect on organizational commitment

Table 3: Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.237	5.441		0.779	0.438
Organizational Climate	0.10	0.153	0.009	0.068	0.948
Trust	0.678	0.236	0.435	2.878	0.005
Work Engagement	0.235	0.131	0.209	1.787	0.077

[a]Dependent Variable: ORGANIZATIONAL COMMITMENT

Analysis of Data

The testing of this third hypothesis is aimed to analyze the effect of organizational climate on organizational commitment, which is indicated by the result of regression test as shown in table 4.15. By using a significant level of $\alpha = 5\%$, it is obtained that the value of t_{table} at df = n-4 = 100 - 4 = 96 is 1.660, while the $t_{calculated}$ is 0.068. Therefore, the significant value of $t_{calculated}$ is lower than t_{table} (0.068 <1.660), and it can be stated that organizational climate does not have significant effect on the commitment. Therefore, the third hypothesis that states that there is significant relationship between organizational climate with organizational commitment is rejected and unproven

Table 4.Collinearity Table

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
ORGANIZATIONAL CLIMATE	0.393	2.546
TRUST	0.286	3.492
Work Engagement	0.480	2.085

[a]Dependent Variable: ORGANIZATIONAL COMMITMENT

Based on the result of the Table 4, the decision of multicollinearity could be obtained by observing the value of tolerance and VIF. The tolerance values of work engagement (X1), trust (X2), and organizational climate (0.393, 0.286 and 0.480) are higher than 0.10. The VIF values of independent variables are lower than 10.00, which are 2546, 3.492 and 2.085, and it could be concluded that the multicollinearity does not occur.

DISCUSSION

The Effect Of Work Engagement On Organizational Commitment

The first hypothesis in this study indicates that there is significant correlation between work engagement and organizational commitment. This research is in line with the research that was conducted by Ortiz & Lau (2011) on the positive relationship between employee engagement and affective commitment, which has been documented in the literature. However, the relationship between the engagement and continuity as well as normative commitment has not yet been clearly understood. By using the methodology of survey, they found that there is positive correlation between work engagement and normative commitment.

The findings in this research is so important as the references for human resources management practitioners in the media industry, especially in the understanding of the importance of employee engagement in media industry that could strengthen their work commitments. The results of statistical tests shows that the correlation between two variables is considered relatively higher, in which it indicates that these two variables have significant correlation.

The Effect Of Trust On Organizational Commitment

In this research, it is proved that the hypothesis is valid, in which there is significant effect of trust on the organizational commitment. This research supports the previous research that was conducted by Zahra and Mariatin (2012), titled: The Effect of Employee's Trust on the organizational commitment in PT Bank X. The results of this study indicate that the stronger employee's trust to the organization indicates the higher engagement of employee to the organization (affective commitment component), the perception of loss if leaving the job or organization (continuance commitment component), and responsibility to the organization (normative component).

The Effect Of Organizational Climate On Commitment

The results of data processing indicate that the organizational climate has no significant effect on organizational commitment. And this result contradicts

with the result of research that was conducted by Bahrami (2016), in which his research discussed the role of the organizational climate on the organizational commitment: His research explained that the employees' commitment is considered having the effect on the organizational climate. The result of research indicates that there is positive and significant correlation between commitment and organizational climate. The commitment with significant correlation consists of affective, normative and continuity commitment.

Limitation of Research

This research has some limitations that can be taken into consideration for the next researcher: • This study is only focused on the effect of work engagement, trust, and belief on organizational commitment. Objectively, there should be many other factors that are able to affect the commitment and performance including employee motivation, employee satisfaction and organizational culture • Due to the requirement of variable respondents in the category of industry, the researchers still require the higher number of employees/ respondents.

CONCLUSION

Based on the research that has been conducted, it can be concluded that the work engagement and trust are the main factors to increase the organizational commitment. The results of statistical regression analysis indicates that the organizational climate does not have significant effect on the organizational commitment. And it could be a basis of concern that the systematic improvement should be conducted by the stakeholders to improve the organizational commitment.

Suggestions

Based on the description above, there are suggestions that could be taken into consideration by the management: • Creating a program to improve the quality of work engagement through the creation of more well-ordered and flexible work system.

It is required to build the trust among the stakeholders, especially between the leaders and the subordinates. Organizational climate is required to be a focus of examination because it has less value in the industry of media.

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