

JOB CHARACTERISTICS AND INTERPERSONAL RELATIONSHIPS AFFECT ON ORGANIZATIONAL COMMITMENT AT PT. AEP (ANGLO EASTERN PLANTATION) UKINDO BLANKAHAN ESTATE

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Abstract

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Organizational commitment refers to the thinking of individuals in the organization and working effectively and positively for the organization. Employee organizational commitment is a key factor that contributes to the achievement of organizational goals. The final performance of an organization depends on the level of commitment of its employees. This study is focused on knowing the characteristics of work and interpersonal relationships that affect the organizational commitment of employees in plantation sector organizations in Indonesia, especially at PT. AEP (Anglo Eastern Plantation) Ukindo Blankahan Estate North Sumatra, Indonesia. Characteristics of work consisting of skill variety, task identity, task significance, autonomy, feedback, and interpersonal relationships are the 6 main independent variables in this study. Affective commitment and normative commitment are the two main dependent variables for this study. A structured questionnaire survey was conducted to collect primary data from 100 randomly selected employees covering the plantation sector in Indonesia, especially at PT. AEP (Anglo Eastern Palntation) Ukindo Blankahan Estate North Sumatra, Indonesia. Data were analyzed using Confirmatory Factor Analysis (CFA). The findings reveal that skill variation (NOW), interpersonal relations (IRP), and autonomy (WOE) are significant and positive factors that can increase the affective commitment of employees in plantation sector organizations. Skill variation (NOW), task identity (PAA), autonomy (WOE), and feedback (RME) were significant and positive factors that increased normative commitment.

Keywords: job characteristics, interpersonal relationships, affective commitment, normative commitment

1. INTRODUCTION

Organizational commitment has grown in prominence as a notion of employee behavior. Various research has been conducted on the topic in recent years. Employees dedicated to their jobs are valuable assets and a significant resource for businesses looking to achieve a competitive advantage. Many scholars and practitioners believe that looking at work arrangements may help uncover favorable effects on job performance, organizational effectiveness, and attrition (Sharma, 1997; Steinhaus & Perry, 1996).

There is substantial empirical research supporting the value of having a devoted staff and displaying greater performance and production levels (Nguyen, Mai, & Nguyen, 2014). (Steinhaus & Perry, 1996). However, data demonstrate cultural disparities in organizational commitment structures (Stinglhamber & Vandenberghe, 2003). According to Hofstede (1980), the cultural dimension in organizational commitment is stronger in more individual candles authoritarian annotations. In contrast, Nepal's cultural dimension is more collectivist (Gautam et al., 2005). The requirement to analyze organizational commitment from a local standpoint Many scholars have discovered elements that impact organizational commitment (e.g., Haq et al., 2014; Mathieu & Zajac, 1990), and one of them is job quality (Steers & Spencer, 1977).

Interpersonal interactions and social advantages may impact organizational commitment (Kwon & Bae, 2009). Commitment refers to an employee's relationship with their employer. Employees



dedicated to the organization's aims assist it in achieving its objectives. As a result, firms must pay attention to their employees in employees satisfied with their jobs are more committed. Organizational commitment is a multi-faceted concept that covers the relationship between employees and their companies (Glazer et al., 2004).

Affective commitment, continuous commitment, and normative commitment are the three components of organizational commitment (Gunluet al., 2010; Lee & Kim, 2010). Jobtraits are related to organizational commitment. According to some experts, there is a positive relationship between all work attributes (skill variety, task identity, task importance, autonomy, and feedback) and organizational commitment (Agarwal & Ramaswami, 1993). Other studies, however, show that just a few elements of job quality influence organizational commitment. Example, Bhuian et al. (1996), for example, demonstrated that among the five aspects of work characteristics, only job variety had a significant influence on organizational commitment. Furthermore, other research shows that work features have a positive and substantial link with emotional commitment but no relationship with continuation or normative commitment (Madi et al., 2012).

One of the important aspects influencing corporate commitment is interpersonal relationships. Some of the fundamental interpersonal skills necessary for success in any company are conflict resolution, clear communication skills, collaboration, and listening (Bahrami et al., 2016). Teamwork may strengthen employee interpersonal interactions, and it is simple to be present in a competitive society.

This research aims to learn how the characteristics of work and interpersonal relationships affect the organizational commitment of employees in Indonesian plantation sector organizations, specifically at PT. AEP (Anglo Eastern Plantation) Ukindo Blankahan Estate, North Sumatra, Indonesia.

2. LITERATURE REVIEW.

2.1. The commitment of the organization

One of the most investigated industrial and organizational psychology issues is organizational commitment (Cohen, 2003). Employee behavior is influenced by organizational commitment. Employees with a high level of commitment are more disciplined and do not quit the firm (De Coninck & Bachmann, 2005). As a result, managers must prioritize developing employee commitment. In the middle era, there was a movement from a "side-bet" strategy to a psychological interaction with the organization (Mowday et al., 1979). The "side-bet" model defines the connection between employees and organizations as a "contract" of economic advantages (Ghosh & Swamy, 2014). Meyer and Allen (1991) introduced the multi-dimensional method in the third period by understanding organizational commitment in emotional, continuance, and normative. It is still the most common method of gauging organizational commitment (Ghosh&Swamy, 2014).

Organizational commitment assists employees in aligning their goals with those of the organization and drives employees to stay with the organization (Mosadeghrad et al., 2008). Mowday, Steers, and Porter (1979) were the first to use "organizational commitment" in management science and organizational behavior. Meyer and Herscovitch (2001) proposed a three-component model that includes an affective component that describes employees' emotional dependence and positive attitudes toward their organization; a continuing commitment component that describes the employee's appreciation for staying with the organization; and a normative commitment component that describes the employee's need to stay with the organization. The tri-component organizational commitment model was the best one based on theoretical assumptions. It is because it gives a full picture of individual psychology and how it relates to organizations (Ghosh & Swamy, 2014).

2.2. Characteristics of the Job

Job qualities are affective aspects that influence intrinsic motivation in employees. Job characteristics theory, often known as job design theory, is a collection of concepts that help businesses enhance their occupations (Hackman & Oldham, 1975). Hackman and Lawler (1971)



established the job characteristics model based on a behavioral approach and expectation theory. They identified four core work qualities in their model: diversity, autonomy, task identity, and feedback. Still, their study's results were not statistically significant in predicting the influence of core job features on absenteeism and turnover reduction. The first job characteristics model was then improved by Hackman and Oldham (1975). They added more core features and key intermediate variables (Guise, 1988).

Hackman and Oldham's (1974) job characteristics hypothesis tests the objective features of a task that result in improved job satisfaction, internal work motivation, and increased performance. According to their idea, different employees may react differently to the same task.

The work characteristics model was developed to discover the type of job motivation before job creation and identify and quantify the intensity of employee growth requirements (Hackman, J. R., and Oldham, 1974). Hackman and Oldham (1976) present five work factors that contribute to the desired psychological state and whether these characteristics impact employee motivation and job satisfaction. The following are the five job characteristics: (1) skill diversity: the degree to which various tasks are required to complete a specific job. It entails the use of distinct individual abilities in their work. (2) Task identity: This refers to the extent to which a task necessitates the fulfillment of a distinct "whole" and portion of the work. In other words, completing the task from beginning to end with observable outcomes (3) Task significance: This refers to how much the job affects the lives or work of others, whether those people are internal or external to the company. (4) Autonomy: The degree to which individuals have flexibility, independence, and choice in organizing their work and deciding how to carry it out. (5) Feedback: The extent to which effort results in specific information about one's performance (Hackman & Oldham, 1974).

Hackman and Oldham (1974) explain that by changing these five key job qualities, jobs may be rebuilt to be more relevant and satisfying for people. Pinder (1984) adds to this by stating that job enrichment does not inspire all people since some people see job stability, working conditions, and wage increases as essential variables, and their choices may alter over time. Despite the lack of agreement, the job characteristics model has been widely employed in studies by various academics (e.g., Guise, 1988; Lunenburg, 2011). The job characteristics model meta-analysis reveals that changes in employment and disparities between industries influence work characteristics and outcome linkages (Humphrey et al., 2007). As a result, future studies should investigate the link while keeping the kind of work and industry in mind.

2.3. Characteristics of the Job and Organizational Commitment

Much research has been conducted to identify the characteristics that impact employee commitment. Abu Elanain's (2009) research found a link between all aspects of work characteristics (job diversity, job identity, importance, autonomy, and feedback) and organizational commitment. Bhuian et al. (1996), on the other hand, demonstrated that autonomy, job identification, and feedback had little influence on organizational commitment. When Madi et al. (2012) investigated the link between work qualities and organizational commitment, they discovered that job features had a positive and substantial association with affective commitment but no relationship with ongoing commitment or normative commitment. However, research indicates that work features have a favorable and substantial link with commitment. Ozturk et al. (2014) also looked at the relationship between work features and emotional commitment. They found that autonomy, feedback, and interaction had a big effect on emotional commitment. However, job variety and job identity did not.

Job features have been found to favorably increase employee satisfaction and commitment (e.g., Ahmad, 2018; Choudhary et al., 2015; Faraji et al., 2015; Kónya et al., 2016; Ozturk et al., 2014). However, Obi et al. (2013) discovered just two factors, dealing with other people and task identity, that partially predicted organizational commitment positively. However, the other five dimensions, namely skill variation, task importance, autonomy, and feedback, were not discovered. Skill diversity also improves organizational commitment and employee work satisfaction (Ali et al., 2014; Djastuti, 2010; Obi et al., 2013; S. Thirunavukarasu & Sritharan, 2016; Umukoro, 2019).

The impact of task importance on organizational commitment, job performance, work-life quality, and job happiness has been established (Umukoro, 2019). Task identification is one method for increasing employee motivation and has been proven to gratify individuals, boost commitment, experience less stress, and promote organizational learning (Ali et al., 2014; Choge et al., 2014; Khayat & Gheitani, 2015; Lunenburg, 2011; Umukoro, 2019). Other work attributes, such as autonomy, have been shown to improve employee job happiness, dedication, and vitality (Ali et al., 2014; Lin & Ping, 2016; Naqvi et al., 2013; Ozturk et al., 2014; Shrestha, 2012; Sisodia & Das, 2013; Tummers et al., 2018; Umukoro, 2019). The feedback component is critical for employees to improve their job performance continually, and several studies have found that feedback has a favorable influence on organizational commitment (Amakiri, 2015; Faraji et al., 2015; Ozturk et al., 2014; Umukoro, 2019; Volmer et al., 2012).

The researcher developed a theory based on his investigation.

H1: Job characteristics influence organizational commitment positively.

2.4. Personal Relationships

Interpersonal connections are skills we use every day to talk to and get along with other people, both on our own and in groups. According to Reich and Herscovis (2011), interpersonal connections are personal experiences of regular communication or relationships with other individuals. They say that interpersonal ties at work are escapable for everybody who works in an organizational setting.

Workplace interpersonal interactions have been linked to various positive outcomes, including enhanced job satisfaction, collaboration, effective communication, collaborative engagement, performance, team cohesiveness, organizational commitment, and lower turnover rates (Berman et al., 2002; Feeley et al., 2008). Similarly, according to Mainiero (1989), positive interpersonal interactions among colleagues improve collaboration, effective communication, and cooperation. In other words, interpersonal relationships are a method of talking with others that incorporates communication skills, effective learning, and problem-solving abilities.

According to Sias (2009), interpersonal ties are critical to the present system and are vital to the organization. According to Wheatley (2009), academics should focus on how the workplace governs relationships, not just their duties, positions, and hierarchies, but also the types of connections and capabilities established to sustain and modify them. Srivalli and Vijaya lakshmi (2015) state that works relations are interpersonal interactions in which individuals are active in their work routines, which answers this study issue. Subordinate-supervisor connections, co-worker relationships, workplace friendships, romantic partnerships, and customer relationships are examples of these interactions (Sias, 2009).

Friendly workplace connections are social, interpersonal interactions that emerge spontaneously in the workplace. It comprises not just amicable exchanges and mutual understanding but also mutual trust, emotion, commitment, benefit, and value sharing (Dobel, 2001). Friendly ties in the workplace exist between leaders and members (Kram & Isabella, 1985; Sias et al., 2003; Tse et al., 2008) and between levels or groups (Berman et al., 2002). Employees in the same group communicate more frequently, have more communication possibilities, and share the same values and goals compared to cross-level and inter-group-friendly interactions (Brehm, 1985). (Dobel, 2001).

Previous studies have demonstrated that having excellent friends at work may promote mutual trust and respect while also providing vital information and feedback, lowering employee unease and uncertainty.

2.5. Organizational Commitment and Interpersonal Relationships

Interpersonal relationships in the workplace have been extensively researched, with positive outcomes such as increased job satisfaction, teamwork, effective communication, collaborative engagement, performance, team cohesion, organizational commitment, and lower turnover rates (Berman et al., 2002; Feeley et al., 2008). Similarly, according to Mainiero (1989), positive

interpersonal interactions among colleagues improve collaboration, effective communication, and cooperation. In other words, interpersonal relationships are a way to talk to other people, involving communication skills, effective learning, and the ability to solve problems.

Friendly interpersonal ties are required to offer a sense of satisfaction and success. While social connections can mean different things to different people from different countries and communities, many sorts of friendships are exclusively found at work. Previous studies have highlighted the social, personal, and organizational benefits of interpersonal interactions in the form of friendly ties. Sias and Cahill (1998) investigated friendly ties in the workplace based on research done by Kram and Isabella (1985), exploring mentoring alternatives to the function of peer interactions. Workplace friendships boost work engagement and organizational involvement, which creases job performance (Ting & Ho, 2017).

According to Hsu et al. (2020), amicable relationships at work positively influence organizational commitment. According to Akila and Priyadarshini (2018), the forms of friendship relationships in the various workplaces stated above did not affect organizational commitment. Workers may not pay attention to the link between their occupations, or their jobs may be completely independent.

Previous studies have also demonstrated that social support is a crucial resource in an organization since it assists individuals in lowering stress or making up for lost resources (Hobfoll, 1989; Brummelhuis & Bakker, 2012). Furthermore, the support of key people (for example, bosses and coworkers) can help individuals gain confidence and bravery in the face of stress (Hobfoll, 1989).

Interpersonal interactions in the form of pleasant relations at work are dynamic phenomena that occur in the workplace regularly (Bridge & Baxter, 1992). Building solid friendships among coworkers may improve the work environment by increasing emotional connections among members strengthening mutual trust and assistance, and sharing ideas, work experiences, and joy at work (Adams & Blieszner, 1994; Berman et al., 2002). Employees who have a strong emotional connection with their coworkers are more inclined to identify with their workgroup. Friendly interactions at work are examples of caring. Coworkers will naturally express concern and provide aid to employees facing difficulties (Clark, Mills, & Powell, 1986; Schwartz, 1977). (Mills and Clark, 1982; Schwartz, 1977).

The researcher developed a theory based on his investigation.

H2: Interpersonalities influence organizational commitment positively

3. METHODS

3.1. Research design

The primary goal of this study is to identify the impact of six major influencing elements, including work characteristics such as skill variety, task identity, task importance, autonomy, and feedback-affective and normative commitment in Indonesian plantation sector organizations, particularly at PT. AEP (Anglo Eastern Plantation) Ukindo Blankahan Estate, North Sumatra, Indonesia.

This study explores the nature of specific impacts. It discusses the structural link between the components associated with emotional and normative employee commitment. As a result, the study is quantitative research that generates statistics from survey data. Data for this study was gathered from mid-level personnel in Indonesian plantation sector organizations, namely at PT. AEP (Anglo Eastern Plantation) Ukindo Blankahan Estate, North Sumatra, Indonesia.

3.2. Sample

The structured questionnaire survey was conducted to obtain primary data from the research population. One hundred respondents as samples were used to obtain the data. A disproportionate stratified random sample approach was used to choose mid-level individuals, including managers, supervisors, and employees. In each employee group, respondents were chosen using simple random sampling. This questionnaire approach was chosen to ensure face secrecy, enhance trust, and save time for official survey participants.

3.3. The questionnaire's steps and development



Vandenberg and Lance (1992) This scale has been used in many studies before (e.g., Cohen, 1996; Tompson & Werner, 1997), which shows that it is reliable and valid. The previously constructed scale was utilized to evaluate this study's interpersonal connections and organizational commitment work qualities. Organizational commitment was examined in this study using a 9-item abbreviated version of the organizational commitment questionnaire created by Mowday, Steers, and Porter (1979), and Cronbach's alpha values varied from 0.74 to 0.92. The points were distributed from "strongly disagree" to "strongly agree." The research used a Likert scale of 7.

3.4. Characteristics of the Job

In this study, the 10-item scale created by Idaszak et al. (1988) based on the diagnostic job model proposed by Hackman & Oldham (1975) was used to examine employment characteristics. Each factor's reliability varied from 0.77 to 0.79. (Choudhary et al., 2015). This scale was chosen because it gives measurement equivalency and awards a positive code that was not present in the original diagnostic survey (Idaszak et al., 1988). Harvey et al. (1985) found that comparing reverse-coded questions to positively-coded questions with less variation shows that the scale Idaszak and Drasgow (1987) made reliable.

3.5. Relationships between People

Workplace interpersonal connections are founded on mutual trust, commitment, emotional support, and information exchange (Adams & Blieszner, 1994). "I have established close connections at work," and "being able to see my coworkers is one of the reasons I look forward to my job," are two examples. A six-item scale created by Nielsen et al., 2000 is used to assess interpersonal interactions (Nielsen et al. 2000). This scale has a Cronbach's alpha of 0.84.

3.6. Data Analyze

Structural Equation Modeling was used to examine the data (SEM). Structural Equation Modeling is a collection of numerical models that attempt to describe the relationship between many variables. The interaction structure is described in a set of equations in a system of multiple reaction equations and is explored for this aim. This equation illustrates all of the connections between the elements (both dependent and independent) in the study. Like factors in factor analysis, constructs are unobservable (latent) components that many variables can represent.

SEM derives its major inspiration from two well-known multivariate methods: factor analysis and multi-functional analysis. As a result, SEM may be a unique blend of these two technologies. SEM may thus be viewed as a tool for simultaneously estimating the connection between measured and latent variables (measurement model) and the relationship between latent variables (structural model). SEM is a prominent approach for demonstrating numerous correlations between latent components by combining invisible factor analysis with regression analysis (simultaneous equation modeling). Variables in SEM can be exogenous or endogenous. They can be used for various interactions, including direct, indirect, numerous, and inverse.

4. RESULTS AND DISCUSSION

4.1. Descriptive Statistics for Samples

Table 1 outlines the demographic characteristics of the sample's respondents.

Table 1. Sample's Descriptive Statistics

Parameter	Category	Percentage (%)
Gender	Female	65
	Man	35
Age	18 - 30 Years Old	24
	31 - 40 Years Old	33
	41 - 50 Years	26
	Over 50 Years Old	17

Parameter	Category	Persentase (%)
Income per month	Idr 2,000,000,- 3,000,000,-	5
	Idr 3,000,001,- 4,000,000,-	17
	Idr 4,000,001,- 5,000,000,-	39
	Above Rp. 5.000.000,-	40
Marital Status	Married	71
	Single	27
	Divorced	2
Work experience	Under 5 Years	27
	5 - 10 Years	31
	11 - 15 Years	17
	Above 15 Years Old	25
Education	Middle School Last Education	2
	Senior HighSchool	39
	Diploma	27
	Bachelor	24
	Postgraduate	9

In the population analyzed, the percentage of female respondents (65%) is higher than male respondents (35%). The sample includes 33% of respondents between the ages of 31 and 40 and 17% beyond 50. The majority of respondents (40%) had a monthly salary of more than Rp. 5.000.000,-, with 5-10 years of work experience accounting for 31 percent of the population. In the sample population, 39 percent had completed high school, 24 percent had completed college studies, and 2 percent had just completed junior secondary school.

4.2. Analysis of Variable Reliability

Cronbach Alpha is the most often used method for assessing dependability. Cronbach's alpha is acceptable when it is more than 0.7. (Hair et al., 2010). According to the research, all Cronbach alpha values for the variables in the eight factors were more than 0.7. Table 2 displays all of the Cronbach alpha values for each factor.

Table 2. Cronbach's Alpha for Each Factor

Factor	Cronbach's Alpha
NOW (skill variety)	0,79
PAA (Task identity)	0,81
TRA (task significance)	0,76
WOE (Autonomy)	0,77
RME (Feedback)	0,82
IPR (interpersonal relationship)	0,80
AFC (affective commitment)	0,81
NOC (normative commitment)	0,77

4.3. The Model Fit Indices' Results (Model Fit Indices)

Multiple Fit Indices were used to evaluate model fit. The statistically significant model's chi-square value is (1955.917), Degree of Freedom (DF) is 483, Root Mean Squared Error of Approximation (RMSEA) is 0.105, Goodness-of-Fit Index (GFI) is 0.640, Adjusted Goodness-of-Fit Index (AGFI) is 0.582, and Comparative Fit Index (CFI) is 0.664. All of these indicators give enough evidence to construct a model.

4.4. Results of Confirmatory Factor Analysis



For the study, all thirty-four statements were employed as first-time indicators. The outcome, however, demonstrates that the model fit is insufficient to continue using the same set of indicators. As a result, the NOC1 indication was eliminated since it had a low factor loading (below 0.05) and was not significant ($p=0.05$). The indication has been deleted, and the there-estimation findings are shown in Table3 below.

Table3. Fit Indices Measurement Model

Indices	Measurement Model Estimates
Chi-Square (X^2)	1955,92
DregreesofFredom (DF)	483
Probability Level	0
CFI	0,66
GFI	0,64
AGFI	0,58
RMSEA	0,11

Table 4. Confirmatory Factor Analysis

Factor	Estimate
NOW1	1.00
NOW2	1.21***
NOW3	0.80***
NOW4	1.10***
PAA1	1.11***
PAA2	0.82***
PAA3	0.89***
PAA4	1.00
TRA1	0.99***
TRA2	0.55***
TRA3	0.10***
TRA4	1.00
WOE1	1.58***
WOE2	1.80***
WOE3	1.55***
WOE4	1.00
RME1	1.00
RME2	1.16***
RME3	0.79***
MRE4	0.77***
IPR1	0.83***

IPR2	0.67***
IPR3	0.96***
IPR4	1.00
AFC1	1.00
AFC2	0.87***
AFC3	1.05***
AFC4	0.95***
AFC5	0.92***
NOC2	1.00
NOC3	0.96***
NOC4	1.10***
NOC5	1.31***

Note: Levels of statistical significance ***P<0.001, **P<0.01

Except for the indicator variables NOW1, IPR4, PAA4, TRA4, WOE4, RME1, AFC1, and NOC2, the CFA findings demonstrate that the standard estimates are statistically significant. The NOW2 indicator has the largest factor loading (1,211) on skill variance. At 95.5 percent, the indicator 'capacity to communicate freely with superiors' (IPR3) significantly represents the interpersonal connection (IPR) component. The PAA1 indication has the greatest factor loading (1.114) on 'task identity,' which indicates the employee's happiness with their work identity. The most significant indicator (0.997) on the task significance factor is the selection of an unbiased task significance (TRA3 indicator) (TRA).

The WOE2 indicator, which represents task freedom, strongly indicates the autonomy component (1,797). Employee engagement in collecting performance information (RME2) has the greatest factor loading (1,155) on the link between feedback elements. On affective commitment, the AFC3 indicator has the greatest factor loading value of 1.047. Employee impressions are described in the AFC3 indication as 'I am proud to communicate about the organization with other individuals.' NOC5 (I believe this work is the best fit for me) contributes to the employee's 'normative commitment' component.

4.5. Discussion

According to the findings of this study, skill variation (NOW), interpersonal interactions (IRP), and autonomy (WOE) are important and favorable characteristics that boost employees' emotional commitment. Employee normative commitment is increased by substantial and positive characteristics such as skill variation (NOW), task identity (PAA), autonomy (WOE), and feedback (RME). Table 5 displays the Standard Regression Weights for each component.

Table 5. Standardized Regression Weights

Hypothesized Relationship	Estimates
Affective commitment ← Skill variety	0.22
Affective commitment ← Task identity	0.08
Affective commitment ← Task significance	-0.02
Affective commitment ← Autonomy	0.57
Affective commitment ← Feedback	0.06
Affective commitment ← Interpersonal relations	0.18
Normative commitment ← Skill variety	0.22
Normative commitment ← Task identity	0.17
Normative commitment ← Task significance	-0.11
Normative commitment ← Autonomy	0.47
Normative commitment ← Feedback	0.19

Normative commitment ← Interpersonal relations

0.12

Note: Levels of statistical significance ***P<0.001, **P<0.01

Under the skill variation component (NOW), four items were inserted that asked the others about their 'passion for work, progress in skills and knowledge via work, capacity to maintain a pleasant family life with work, and the dignity and respect obtained because of work.' The interpersonal relationship component (IPR) consists of superiors' trust in me, employee collaboration, the capacity to communicate freely with superiors, and superiors' willingness to listen to employee proposals. Task identity is comprised of four statements (PAA). The autonomy element has the greatest influence on emotional and normative commitment. According to the study's findings, a component known as task importance does not influence employee commitment.

Figure1 depicts the overall findings of the confirmatory factor analysis in Tables 4 and 5.

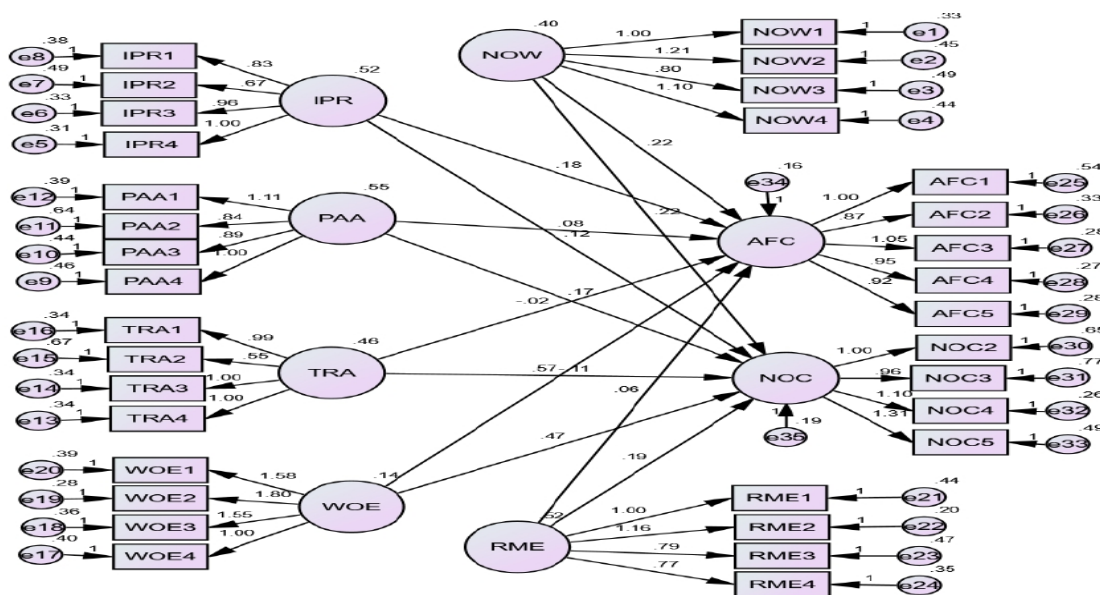


Figure 1: Variable Structural Relationships

5. Conclusion.

Based on these findings, the researcher concludes that skill variation (NOW), interpersonal relationships (IPR), and autonomy (WOE) are important and beneficial variables that might boost employees' emotional commitments in plantation sector firms. Significant and favorable characteristics that promoted normative commitment were skill variation (NOW), task identity (PAA), autonomy (WOE), and feedback (RME). As a result, Management may use appropriate strategies to create and implement aspects that contribute to workers' job interests, maintain a good work-life balance, respect employees, trust workers, and create a cooperative and pleasant workplace. To enhance workers' emotions and normative behavior dedication to the organization, Management may also implement a pleasant pay package that includes perks, employee engagement possibilities, effective communication networks with employees, and chances for workers to share worker concerns with managers. If required, supervisors should listen to employee ideas. Employees will feel more valuable to the business as a result of this. Furthermore, administrative officers should focus on preserving workplace safety, sanitation, and a nice working atmosphere to make employees feel at ease. These findings will help plantation sector managers identify the primary elements that boost employees' emotional and normative commitment. Additional research is required to find other probable characteristics contributing to employee commitment in plantation sector firms.

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