



## DESIGN FACTORIAL ANALYSIS: IDENTIFYING THE INTERACTIONS WORKPLACE MINDFULNESS AND INDIVIDUAL FACTORS IN CONTROLLING AFFECTIVE COMMITMENT

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### Abstract

This research is motivated by changes in organizational culture, high work pressure, shifts in individual values, and attention to the workplace which are common causes of decreased affective commitment. By paying attention to these factors and implementing appropriate steps, organizations can increase employee affective commitment. This study uses a quantitative perspective with the factorial method for problem solving, taking into account the interaction of each factor in the variables used. Research participants used FKIP Pasundan University graduates who worked for at least two years unless they were self-employed. The results showed that affective commitment can occur due to the interaction between workplace mindfulness and individual factors, this reflects the level of satisfaction, loyalty, and emotional attachment that employees feel towards their organization. Circumstances where employees are satisfied with their work and the organization provides sufficient attention will create stronger emotional bonds and higher commitment to the organization.

**Keywords:** workplace mindfulness; individual factors; affective commitment

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## INTRODUCTION

The era of globalization has given rise to increasingly fierce business competition, organizations need to pay attention to employee affective commitment as an important factor in achieving long-term success. Affective commitment includes the level of trust, identification, and emotional loyalty that individuals feel towards the organization where they work. However, there are still challenges in understanding and harnessing the full potential of affective commitment to improve organizational performance. Recent studies and reports have shown a decrease in the level of affective commitment at work in various countries. According to a Gallup Global survey, only about 15% of employees worldwide feel emotionally attached to the organization they work for. Factors such as changes in organizational culture, high work pressure, shifts in individual values, and lack of attentional interaction at work have become common causes of this decrease in affective commitment (Gallup, 2022).

Based on these facts, it is hoped that organizations around the world can pay more attention to and understand the importance of caring interactions in the workplace as part of a positive organizational culture. Organizations are also expected to create a work environment that supports and encourages employee job satisfaction. High job satisfaction is expected to contribute to a stronger level of affective commitment. It is also hoped that the organization will be able to understand the values of individual employees and ensure that there is compatibility between the organizational values and the personal values of the employees.

Employee affective commitment is an important aspect in achieving organizational success. However, amidst the complexity, there are still gaps that need to be further understood on a global scale. The gap between facts and expectations indicates that more work needs to be done in improving the quality of workplace relationships and taking into account individual needs. By paying attention to these factors, organizations can strengthen employee affective commitment, which in turn can improve overall organizational performance (Allen, 1997)

A common symptom seen from the misconception of employee affective commitment is feelings of neglect and lack of support received by employees in the workplace. (Dixon, 2000), an expert in the field of knowledge management, explains that "Employees who feel neglected or do not receive adequate support tend to have low levels of affective commitment to the organization." Another symptom is the lack of involvement and participation of employees in decision-making and planning processes at work. (Eisenberger & Stinglhamber, 2011), an expert in organizational psychology, states that "Employees' involvement in decision-making and planning processes can affect their affective commitment to the organization." The ambiguity of roles and expectations faced by employees in the workplace is also important to note. (Denise M., 1989) an expert in the field of human resource management, explains that "Unclear roles and expectations can cause employees to feel confused and do not have a strong affective commitment to the organization."

Affective commitment is a dimension of organizational commitment proposed by Professor John P. Meyer and Professor Natalie J. Allen, referring to a person's emotional attachment to the organization where they work. Affective commitment reflects an individual's emotional attachment to the organization, positive feelings, and the desire to maintain membership in the organization (Allen, 1997). "Affective commitment involves employees' strong feelings towards the organization, a desire to be in the organization, and a high motivation to contribute" (Wright, 2004). By paying attention to these factors and implementing appropriate measures, organizations can create a supportive work environment and increase employee affective commitment.

Previous research has identified several impact problems that may arise. Discrepancies between individual values and organizational values can also have a negative impact on affective commitment. If employees feel that the organization's values are not in line with their personal values, this can interfere with their emotional attachment to the organization (Allen, 1997) When employees do not receive adequate support or recognition at work, this can result in a decrease in their engagement and motivation. Lack of constructive caring interactions can prevent employees from making maximum contributions and feeling connected to the organization, which in turn can affect their affective commitment (Jane E. Dutton, 2007).

Support provided by the organization, fair recognition, and effective leadership can strengthen employees' emotional bonds with the organization, which in turn can increase affective commitment (Narcisse & Harcourt, 2008). When employees feel supported, acknowledged, and emotionally involved, they tend to be more motivated to make maximum contributions and achieve better results in their jobs (Eisenberger et al., 2001). Perceived social support from colleagues and the work environment can also affect affective commitment. Social support can be in the form of emotional assistance, friendship, and instrumental support provided by fellow employees (Eisenberger & Stinglhamber, 2011). Professors Robert C. Liden and Professor Gerald R. Ferris, in their research on affective commitment, demonstrated that "perceived organizational support and effective leadership can influence employees' levels of affective commitment" (Narcisse & Harcourt, 2008).

A mismatch of individual values with organizational values can hinder deeper affective commitment. Understanding the complex interactions between these factors is key to creating a work environment that supports strong affective commitment. Research shows that a lack of attention-grabbing interaction at work can lead to a reduction in employees' affective commitment to the organization. When employees do not feel acknowledged, heard, or emotionally connected to the organization, they tend to experience decreased affective commitment (Rhoades & Eisenberger, 2002). Natalie Allen, an expert in organizational psychology, stated "The interaction of workplace mindfulness and individual factors on affective commitment indicates the need for deeper attention to this aspect". organizational values are a crucial factor in building strong affective commitment (Allen, 1997).

Individual factors such as values, psychological needs, and employees' perceptions of the organization also have a role in affective commitment. For example, research by Meyer and (Allen, 1997) reveals that the alignment of individual values with organizational values can influence employees' affective commitment. Affective commitment itself has become the focus of extensive research. Previous studies have shown that high affective commitment is related to job satisfaction, employee retention, better performance, and overall organizational success (Rhoades & Eisenberger, 2002). Individual factors also have an important role in affective commitment. Personal Values: Alignment of individual values with organizational values can influence affective commitment. When individual values align with organizational values, employees tend to be more emotionally attached to the organization (Allen, 1997). Job Satisfaction: The level of individual job satisfaction can also influence affective commitment. When employees feel satisfied with their jobs, they tend to have higher affective commitment to the organization (Schaufeli & Bakker, 2004).

Longitudinal study by (Schaufeli & Bakker, 2004) which involved 1000 respondents from various industries, found that a high level of affective commitment at the beginning of an employee's career significantly predicts long-term retention. These results demonstrate the importance of individual factors, such as values and psychological needs, in influencing employee affective commitment.

Another relevant study is the research conducted by Glomb, Duffy, Bono, and Yang in 2011 which was published in the journal "Personnel Psychology". This research explores the interaction effect between workplace mindfulness, self-efficacy, and affective commitment. In this study, they collected data from 342 employees in various organizations. The results of the study show that workplace mindfulness has a positive effect on affective commitment. In addition, researchers also found that self-efficacy moderates the relationship between workplace mindfulness and affective commitment. In this case, individuals with high levels of self-efficacy tend to experience a stronger positive influence from workplace mindfulness on their affective commitment.

In this research excerpt, (Glomb et al., 2011) concluded, "Our findings support the importance of workplace mindfulness in influencing affective commitment, as well as the importance of self-efficacy as a moderating factor for the relationship. Organizations may consider efforts to increase employee workplace mindfulness and self-efficacy as a strategy to increase their affective commitment. "

Positive attention interactions and recognition of employee contributions in the workplace are often lacking, which can affect the formation of strong affective commitment. Many employees feel a lack of attention from superiors and a lack of support from colleagues. Views of Professor John Meyer, a leading organizational psychologist, "The interaction of workplace mindfulness and individual factors plays a crucial role in shaping employee affective commitment. Superiors and co-workers who pay adequate attention and understand individual needs can increase emotional attachment to the organization" (Meyer & Allen, 1991).

The strategy of implementing mindfulness at work involves interactions between superiors and subordinates, as well as social support provided by colleagues. One approach that can be taken is training for managers and superiors to improve skills in interacting with subordinates. This involves developing effective communication skills, active listening skills, and sensitivity to the needs and expectations of subordinates (Hidayah & Harnoto, 2018). Increasing Boss-Subordinate Interaction can increase employee affective commitment by giving more attention to subordinates. This can be done through open communication, providing constructive feedback, and providing opportunities for participation in decision making (Eisenberger et al., 2001).

Organizations can communicate upheld core values and create compatibility between individual values and organizational values. This can involve setting up programs to introduce organizational values, training in work ethics, and recognizing individual contributions that are consistent with those values (Allen, 1997). Organizations can increase employee affective commitment by focusing on job satisfaction. This involves improving working conditions, recognizing achievements, and assigning responsibilities according to employees' abilities and interests (Schaufeli & Bakker, 2004). Organizations can implement social support programs, such as team activities, mentoring, or discussion forums that allow employees to interact and support each other socially.

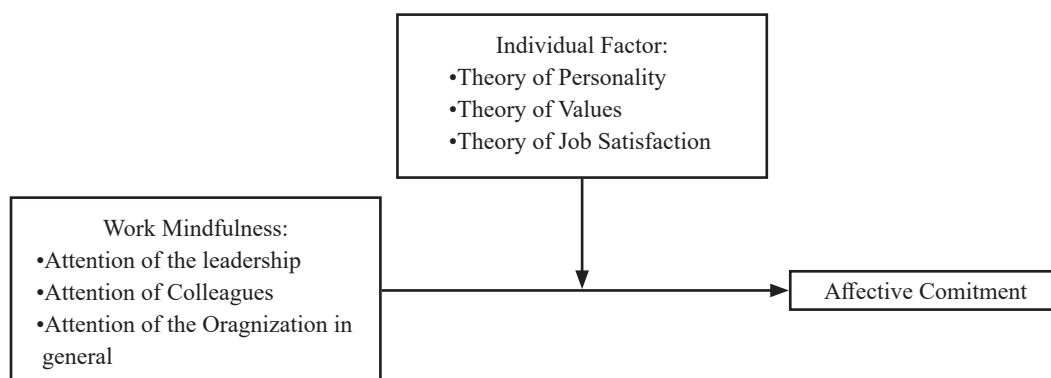


Figure 1. Framework

Caring in the Workplace refers to the level of care that is shown by superiors, colleagues and the organization in general to employees. Employees who receive positive attention from superiors and co-workers tend to feel valued and supported, which can increase their affective commitment to the organization. Individual factors include variables such as personality, personal values, and job satisfaction. When employees are satisfied with their jobs, including factors such as career development opportunities, recognition, and a supportive work environment, they tend to have higher affective commitment to the organization (Azeem, 2010). Affective

Commitment refers to the level of emotional attachment and identification of employees to the organization where they work. Employees who feel cared for and supported at work, have values aligned with the organization, and feel satisfied with their jobs tend to have a strong affective commitment to the organization (Meyer & Herscovitch, 2001).

The main objective of this research is to examine the interaction relationship between workplace mindfulness and individual factors on employees' affective commitment. The results of this study are expected to provide a deeper understanding of the factors that influence affective commitment and provide guidance for organizations in developing effective strategies to increase employee affective commitment. Relevant theories have been explained to understand the concepts of Attentional Interaction at Work, Individual Factors, and Affective Commitment. Thus the hypothesis in this study is that there is an interaction between workplace mindfulness and individual factors on employee affective commitment.

## METHOD

This research paradigm uses a quantitative approach which views the problem by looking at its interrelationships with other variables, a qualitative approach is also used to understand more deeply individual experiences and perceptions related to the interaction of attention in the workplace and individual factors that influence affective commitment (Campbell, 1963). As for the methods used by researchers in an effort to study how the interaction of workplace mindfulness and individual factors on employee affective commitment is used the factorial method, the factorial method involves manipulating and measuring several independent factors simultaneously (Jameel & Ahmad, 2020).

Researchers divided the participants into different groups based on the level of concern at work (attention of the leader, the concern of co-workers and the concern of the organization in general) and individual factors (personality, values and job satisfaction). Furthermore, the researcher will measure the affective commitment of employees in each group to see whether there is a main influence from each independent factor and its interaction. Based on this, a 3x3 factorial design is used. The use of a 3x3 factorial design provides a more comprehensive understanding of the effect of the interaction of workplace mindfulness and individual factors on affective commitment. Through proper statistical analysis, the researcher can identify the main influence of each independent factor and whether there is an interaction between the factors.

The subject of this study seeks to avoid the factor of offense and subjectivity of leaders or institutions in general, therefore the subject uses general participation with different work backgrounds. So that from Pasundan University graduate were taken to be precise in the economic education study program who worked in institutions that were not their own.

Based on the formulation of the research problem, this research will look for interaction effects, where researchers will look for the interaction effect of the level of workplace mindfulness with individual factors on affective commitment. Hypothesis testing uses two-way analysis of variance (Two-Way Anova). Analysis of variance is used to determine the effect of a variable (independent variable) on other variables (not independent) and these variables are measured at the appropriate level. The hypothesis test in this study will use the Two Ways Anova test with a Two-Factor Between-Subject design.

## RESULTS

This study aims to investigate the effect of interaction between workplace mindfulness and individual factors on affective commitment. Workplace mindfulness is a concept that refers to focused awareness and acknowledgment of nonjudgmental acceptance of current experiences at work. Affective commitment refers to the level of emotional attachment and identification of individuals to the organization where they work. Individual factors include characteristics such as personality, values, and job satisfaction.

Tabel 1. Data Analysis

Workplace Mindfulness	Individual Factors	Personality Theory	Value Theory	Job Satisfaction Theory
	Leadership Attention		85,234	82,371
Coworker Attention		83730	88,370	86,049
Organiization		79,236	86,865	92,047



Based on the results of data analysis, it can be seen that the highest average score of affective commitment occurs due to the interaction of job satisfaction theory with organizational attention with a score of 92.047. Affective commitment is a dimension of organizational commitment that refers to a strong emotional bond between individuals and the organization where they work. It reflects the level of satisfaction, loyalty and emotional attachment that employees feel towards their organization.

High affective commitment scores can occur due to the interaction between two theoretical concepts, namely the theory of job satisfaction (job satisfaction theory) and organizational attention. Suggests that employee job satisfaction has a positive relationship with their commitment to the organization. Employees who are satisfied with their jobs tend to have high affective commitment to the organization. (Rhoades & Eisenberger, 2002) highlight the importance of organizational attention in forming affective commitment. They found that the attention and recognition given by the organization to employees can increase their affective commitment to the organization.

Research by (Hakanen et al., 2008) shows that job satisfaction and organizational attention interact in influencing affective commitment. They found that organizational attention can enhance the relationship between job satisfaction and employee affective commitment. Research by (Saks, 2006) shows that organizational attention shown by managers has a positive relationship with affective commitment and employee job satisfaction.

Table 2. Research Design

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	590368,628	1	590368,628	7744,335	,000
Interaction	2648,373	2	1324,186	17,370	,000
Error	7547,000	99	76232		
Total	600564,000	102			

a. R Squared = ,260 (Adjusted R Squared = ,245)

Based on the results of data analysis, it can be seen that a significance score of 0.000 means that workplace mindfulness and individual factors interact in influencing affective commitment. Research by (Meyer et al., 2002) found that organizational attention and job satisfaction contribute significantly to affective commitment. They emphasize the importance of managers and organizations to provide adequate attention and support to employees.

Several studies have been conducted to explore this relationship. One example of relevant research is research by Hülshager, Alberts, Feinholdt, and Lang in 2013 which was published in the journal "Journal of Applied Psychology". In this research, they examine the relationship between workplace mindfulness, job satisfaction, and affective commitment. Their research involved 361 employees from various organizations. The results of the study show that workplace mindfulness is positively related to affective commitment. In addition, researchers also found that individual factors such as personality that tends to be more open to new experiences, high self-confidence, and strong motivation to achieve goals also play a role in influencing the relationship between workplace mindfulness and affective commitment.

In this research excerpt, (Hülshager et al., 2013) concluded, "workplace mindfulness and individual characteristics interact to influence affective commitment. It is important for organizations to consider these individual factors when implementing workplace mindfulness programs." In this case, individuals with these characteristics tend to be more responsive to workplace mindfulness exercises and more likely to develop high affective commitment to the organizations they work for.

(Kabat-Zinn, 2013) states that workplace mindfulness can increase job satisfaction. Thus, the interaction between workplace mindfulness and job satisfaction levels can have an impact on affective commitment. Individuals who have low levels of job satisfaction may be more susceptible to the positive impact of workplace mindfulness in increasing their affective commitment to the organization. Job satisfaction theory assumes that employee job satisfaction is very important in influencing their commitment to the organization. When employees feel satisfied with their jobs, they tend to have higher affective commitment to the organization. Jobs that meet the needs and expectations of employees, provide adequate rewards and recognition, and a supportive work environment can increase job satisfaction and in turn increase affective commitment.

So, the interaction between the theory of job satisfaction and organizational attention can explain why affective commitment has the highest score. Circumstances in which employees feel satisfied with their work and the organization pays sufficient attention will create strong emotional bonds and higher commitment to the organization. Previous research has shown that workplace mindfulness can contribute to increasing employees' affective commitment to the organization. (Sutcliffe et al., 2016) suggest that by increasing awareness of work experiences and acceptance of workplace conditions, workplace mindfulness can strengthen an individual's emotional attachment to the organization. This means that the higher the level of workplace mindfulness that employees have, the more likely they are to have a strong affective commitment to the organization where they work.

Several studies highlight the importance of caring interactions in the workplace in shaping employee affective commitment. For example, in research by (Jane E. Dutton, 2007), they found that attentive interactions between superiors and subordinates can strengthen the emotional bond between employees and the organization. Research by (Gallup, 2022) conducted in technology companies found that positive caring interactions between superiors and subordinates are significantly associated with increased employee affective commitment. This research involved a survey of 500 employees at several leading technology companies. High affective commitment can contribute to increased productivity, quality of work, innovation, and customer satisfaction (Meyer et al., 2002).

## DISCUSSION

Workplace mindfulness and individual factors play an important role in increasing the affective commitment of employees. Workplace mindfulness includes interactions between superiors and subordinates, social support, and recognition given to employees. In this context, organizations can pay attention to positive and constructive interactions between superiors and subordinates that can affect affective commitment. Superiors who pay attention, listen, provide feedback, and provide support to subordinates can increase their affective commitment (Liden & Maslyn, 1998). Strong affective commitment can help retain employees in the organization, reduce turnover rates, and reduce costs associated with employee loss and replacement (Meyer et al., 2002). Employee affective commitment can help increase employees' emotional attachment to the organization and can have a positive impact on achieving organizational goals.

The results of this study are expected to provide a deeper understanding of how workplace mindfulness interacts with individual factors such as personality, stress levels, and job satisfaction in influencing employees' affective commitment to the organizations where they work. The practical implication of this research is that organizations can consider implementing workplace mindfulness programs to increase affective commitment to employees, especially in the context of managing stress, increasing job satisfaction, and strengthening emotional bonds with the organization.

However, it should be noted that this study has some limitations. First, data collection uses a questionnaire method based on perceptions and self-reports from employees, which can affect the accuracy and subjectivity of the data. In addition, this research was conducted in various organizations, so that differences in organizational culture and work contexts can affect the generalizability of research results.

Based on the results of this study, it is suggested that organizations develop strategies and programs that promote workplace mindfulness as part of efforts to increase employee affective commitment. In implementing a workplace mindfulness program, it is necessary to consider individual factors such as personality, stress levels, and job satisfaction. Organizations can provide training or opportunities to develop mindfulness skills to employees and also create a work environment that supports mindfulness practice.

## CONCLUSION

The study of the effect of workplace mindfulness interactions with individual factors on affective commitment involves an analysis of how workplace mindfulness can interact with certain individual characteristics to influence a person's level of affective commitment to the organization where they work. The influence of the interaction of workplace mindfulness and individual factors on the affective commitment of employees is very relevant in the context of a dynamic work environment. This research provides a deeper understanding of the relationship between workplace mindfulness interactions, individual factors, and employee affective commitment.

These findings have practical implications for organizations in designing programs and policies that encourage workplace mindfulness practices and pay attention to individual factors that can increase employee affective commitment. Future research can dig deeper into the interaction mechanisms between these variables and expand the research sample to cover a wider industrial sector in order to obtain better generalizations. The theories that have been explained, such as Social Exchange Theory, Organizational Communication Theory, Trust Theory and Equity, Job Satisfaction Theory, and Organizational Engagement Theory, provide a strong theoretical foundation for understanding the relationship between the interaction of attention, individual factors, and affective commitment. A deep understanding of these factors can assist organizations in developing strategies and policies that increase employee affective commitment, which in turn can contribute to overall organizational performance and success.

In future research, longitudinal studies can be carried out to gain a deeper understanding of the causal relationship between workplace mindfulness, individual factors, and affective commitment. In addition, research can involve a more representative sample and involve a variety of industries or work sectors to better generalize results.

By understanding the influence of the interaction between workplace mindfulness and individual factors on affective commitment, organizations can take appropriate steps to build strong emotional bonds between employees and the organization, which can ultimately have a positive impact on individual and overall organizational performance.

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