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THE RELATIONSHIP OF AUTONOMY IN THE WORK ENVIRONMENT AND THE EMOTIONAL COMMITMENT OF EMPLOYEES TO THE ORGANIZATION

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Abstract

The aim of the study is to find the relationship between autonomy in the work environment and employees' emotional commitment to the organization. Autonomy in the work environment refers to the degree of freedom that an employee feels from the work environment, while emotional commitment is the connection, emotional involvement with the organization and the work.

The methodology used in this study is quantitative and correlational. A total of 208 employees participated in this study, of which 142 or 68.3% are female and 66 or 31.7% are male. Mainly, participants from North Macedonia, Kosovo and the Presevo -Serbia were included. The variables explored in this study were measured through relevant measurement instruments adapted to the population.

The results of this study showed that there is a positive mean relationship between autonomy in the work environment and emotional commitment of employees to the organization. A significant positive moderate relationship was verified between job satisfaction, emotional commitment and autonomy at work, while autonomy at work and job satisfaction resulted as a significant predictor through the regression model. The findings of this study show a significant importance of work autonomy at employees, which has a practical implication for employers and emotional commitment toward organizations

Keyword: autonomy in the work environment, emotional commitment, job satisfaction, workers

Introduction

The problem addressed in this study belongs to the field of organizational or industrial psychology. The purpose of the study is to explore the relationship between employees' autonomy in the work environment and their emotional commitment to both their work and the organization.

Emotional commitment is that form of commitment that is made voluntarily towards the institution, precisely because of the love that employees feel towards the workplace and organization. Respectively, employees feel love and show loyalty towards the organization, not for financial or obligatory reasons, but only for the sake of love towards it (Akdemir & Duman, 2016). Job autonomy is understood as the degree to which the job gives the employee sufficient freedom to control the way he performs his duties at the workplace, as well as the freedom to make his own decisions (Saragih, 2011).

In the psychology literature, several studies explore the relationship between autonomy at work and organizational commitment in general. However, few studies focus on the emotional dimension of commitment in relation to autonomy in the work environment. In the context of our country, such studies are even rarer. While emotional commitment has been explored by previous authors, it has generally been examined in relation to different variables. Based on this, we believe that undertaking this study will provide important data for our country. The aim of this study is to provide important insights for organizations seeking to foster productive and more committed employees.

Autonomy at work has rarely been seen as an important characteristic of work, let alone one that affects the emotional commitment of workers. As a collectivist society, we attach more importance to cooperation with others than to taking initiative ourselves. Therefore, autonomy at work is not considered a priority for many companies, and even many employers do not feel very confident in offering autonomy to their employees. However, what many employers fail to understand is that granting autonomy is not a misuse of work, on the contrary, when people are free to decide how to do their work, then they will be more satisfied at work, a satisfaction that then brings increased emotional commitment to the organization. Therefore, it was emphasized that the practical implications of these data are important for organizations to allow workers to be more independent at work if they want to have more committed workers.

On the other hand, based on data on the mobility of employees from low-income countries to EU countries, researchers such as Gebregiorgis & Xuefeng (2021), in their study, emphasize that during the economic crisis, when the work environment is very uncertain, employees become less committed to organizations. In these circumstances, these data will also serve occupational psychologists in our country, who, given the importance of these two variables, can adapt managerial policies to encourage employees to work more independently, if they want to keep employees committed and emotionally connected to work. Finally, through these data, we aim to contribute to the field of organizational psychology, organizational management, and employees.

Autonomy in the work environment

The term job autonomy refers to the degree to which a job provides the worker with sufficient freedom to control the way in which he or she performs his or her tasks at work, as well as the freedom to make his or her own decisions (Saragih, 2011). Autonomy as a concept is used in different contexts in many academic disciplines, namely, in politics, pedagogy, psychology, and in the field of human resource management. However, all of these fields reflect the idea that autonomy is conceived as freedom, in which a person is allowed to make independent decisions (Nakayama, 2019).

In various studies, it is emphasized that Hackman & Oldham (1980) are among the first to have studied the concept of work autonomy in more detail, and their studies talk about two dimensions. The first dimension refers to control over the content of the work, respectively autonomy about the work method (the extent to which an employee can independently choose alternatives for the operations and the technique he uses), and the second criterion has to do with control over working conditions, respectively, autonomy in the development of working hours (independence in the control and management of one's activities). In this context, according to them, the concept of work autonomy is a two-dimensional construct, however, the third dimension was added by Breaguh (1985). According to him, the third dimension refers to autonomy about the evaluation criteria, mainly, the freedom to change the evaluation system (Fida & Najam, 2019; Dude, 2012).

In this context, based on various studies, researchers such as Ahakwa, Yang, Tackie, & Odai (2021) emphasize that work autonomy is understood as the level at which an organization allows independence and care in work activities. Based on this definition, researchers such as Ling & Ping (2016) emphasize that sufficient autonomy in the workplace allows the worker to exercise his decision-making skills in fulfilling the tasks related to his work. Therefore, granting autonomy at work is seen as a favorable condition for the workplace and is a key to both individual and organizational success, because it enables workers to be more effective at work. Other researchers emphasize that work autonomy provides employees with a sense of freedom and comfort, which can then foster their passion for work (Annual, Zamri, Zakaria, & Abdul Karim, 2023)

Therefore, when discussing autonomy in the workplace, it is important to emphasize that it is considered one of the most significant and widely studied characteristics of work. This attention is largely due to the numerous benefits it brings to organizations. Among these benefits, it contributes to improved performance, as employees who are encouraged to be independent at work feel trusted to complete their tasks effectively (Naqvi, Ishtiaq, Kanwal, & Ali, 2013).

Emotional commitment to the organization

Emotional commitment is defined as the capacity of employees to continue working in an organization because they trust it and want to do the job. This dimension of commitment is the result of the emotional connection that the employee has with the organization (Almahasneh, Rahman, Omar, & Zulkiffli, 2022).

Authors such as Rhoades, Eisenberger & Armeli (2001) emphasize that the emotional connection of employees to the organization (emotional commitment) is considered an important determinant of commitment and loyalty. Mainly when talking about emotional commitment, it should be emphasized that it refers to the feeling of belonging and identification of employees with the organization, which enables them to increase their involvement in the activities of the organization, they also show willingness to follow the goals that the organization has and above all their desire to stay in that organization is expressed (Meyer & Allen, 1991; Mowday, Porter & Steers, 1982). In this context, identification with the goals of the organization occurs when the individual's values are in line with the values of the organization where he works, thus the individual can internalize the values and goals of the organization (Izzati, Suharidi & Hadi, 2015). Also according to Noraazian & Khalip (2016) when the personal values of employees are in line with the values of the organization, then employees can identify with the organization and this will enable individuals to assimilate the values and goals of the organization. Emotional commitment is the form that has the most potential benefits for an organization, as it directly affects the way employees perform their jobs (Robinson, 2003). Researchers such as Ahmed, Kabir, & Rahman (2014) relying on the theories of other authors emphasize that loyalty, affection, values, belonging, and satisfaction are indicators that lead an individual to be connected to the employing organization.

Sayğan (2011) on the other hand shows us that in order to create emotional commitment, the psychological needs of employees such as a sense of comfort and competence must be met. Work engagement with continuous, affective and normative dimensions is an important variable for any institution as success in achieving maximum work objectives depends to a large extent on the feelings of employees about the institution and its goals. Knowing the institutions with different factors related to work engagement is important information for any manager or director of the institution (Neziri, 2021). Neziri and Tairi (2022) also emphasize that it is very important for organizations for employees to have emotional commitment, since as long as we have a strong emotional connection between the employee and the organization, this causes employees to be more regular at work, to be more active during working hours and to be inclined to give their best at work. Important to note is that this strong emotional connection is created when the employee's values are the same as the values promoted by the organization where he works.

Job satisfaction

In this study, job satisfaction is treated as a moderating variable. In various studies, it is emphasized that job satisfaction has a significant relationship with emotional commitment, but also with job autonomy. Based on Locke's definition (1969), job satisfaction includes a positive emotional feeling, that results from someone's evaluation of their work experience, comparing it between what they expect and what they receive. In this regard, the way a person feels at work is more important than whether or not their needs are met (Eslam & Gharakhani, 2012). According to Luthans (1998), job satisfaction cannot be seen, but can only be inferred. Based on these definitions, it is rightly emphasized that job satisfaction is more of an internal state related to a personal sense of achievement (Yoveline, 2015).

On the other hand, job satisfaction is seen as a critical aspect of organizational psychology, serving as a cornerstone for understanding employee motivation, commitment, and overall wellbeing in the workplace (Baxi & Atre, 2024). In this context, if we focus on the relationship between job satisfaction and organizational commitment, researchers such as Mathieu & Zajac (1990), emphasize that the impact of job satisfaction and its components is one of the most researched topics in the organizational commitment literature. The relationship between job satisfaction and the emotional dimension of commitment has been documented in many different studies. For instance, in the study by Alsiewi & Agil (2014), the focus of the study was to examine the role of job satisfaction in determining the emotional commitment of primary school teachers in Libya. The results from this study show that there is a positive and statistically significant relationship between job satisfaction and emotional commitment. Such findings are also found in the study by Avunduk (2021), conducted in Turkey, where a moderate relationship was found between job satisfaction and employees' emotional commitment to the organization. On the other hand, when discussing autonomy at work, researchers such as Gözükara & Colakoğlu (2016) highlight that employees are more satisfied with their jobs when they have freedom and independence in the workplace. According to Neziri (2021), a strong and predictive relationship between job satisfaction and organizational emotional commitment is shown.

Methodology

Study design and sample

This study applied a non-experimental correlational method, chosen based on the nature of the research, its objectives, and the instruments used to measure the variables, as no intervention was involved. The population of the study consists of employees from public and private institutions, primarily participants from North Macedonia, Kosovo, and the Presevo Valley in Serbia. The sample was selected using simple random sampling, with an effort to maintain a fair balance of employees. A total of 208 employees participated in the study, of whom 142 (68.3%) were female and 66 (31.7%) were male. Regarding age, the youngest participant was 23 years old, while the oldest was 62 years old, with an average age of 37.28 years. In terms of work experience, participants had between 1 and 36 years of experience, with an average of 10.63 years and a standard deviation of 8.12.

Measurements

The measurement of autonomy in the work environment was carried out through James Breaugh's scale (1999) with a total of 9 questions for measuring autonomy at work. This instrument was initially adapted through face validity for the population of the Republic of North Macedonia, where confirmatory factor analysis was applied, which resulted in a high validity of a construct with a KMO=.902. Factor loadings above .50 were considered statistically valid. The reliability or internal intercorrelation of the scale resulted in a very high Cronbach's alpha = .905. The questions for measuring autonomy in the work environment were measured with a scale from 1 (strongly disagree) to 5 (strongly agree). Even in the study by Saragih (2011), the intercorrelation of this scale resulted in Cronbach's alpha = .915, which is very close to the current study.

To measure emotional commitment, the Mowday, Steers & Porter Scale (1979) was used, which was adapted for the Republic of North Macedonia by Neziri (2016). This questionnaire has successfully passed all stages of psychometric testing for years, functioning as a construct or identity in measuring emotional organizational commitment and valid confirmatory factor analysis on one factor. Reliability analyses have consistently shown high reliability with repeated measurements, while item analysis has also resulted in Cronbach's alpha = .86, as well as in the study by Neziri & Tairi (2022) the reliability value of this questionnaire was Cronbach's alpha = .80. Meanwhile, in this study, this instrument also results in high internal consistency Cronbach's alpha = .83. The instrument contains 9 questions, which are rated on a Likert scale: 1 (Strongly Disagree), 2 (Disagree), 3 (Moderately Agree), 4 (Agree) and 5 (Strongly Agree).

Table 1. Operationalizaton of variables

N	Variable	Definiton	Scale	cale Number		
0.				of items	Sample	
1	Emotional commitment			9 items	I feel a lot of loyalty to this organizatio n.	
	T.1 4	T1	Neziri (2016).	0:4	I f 4.	
2	Job autonomy	The extent to which the organization gives the worker sufficient freedom in how he or she performs tasks.	James Breaugh's scale (1999)	9 items	I am free to decide for myself how to do my work (the methods I will use)	
3	Job satisfaction	Positive emotional feeling, which results from someone's evaluation of their work experience,	Neziri (2016)	1 items	Considerin g all situations, conditions in the work environmen	

comparing	it	t, how
between what the	ney	satisfied are
expect and w	hat	you overall
they receive		with your
-		job?

Data collection

The data collection phase was carried out during June 2024. The questionnaire was applied online to the selected persons, fully respecting the ethical criteria. This online application form provided participants with complete anonymity and security in their data, the opportunity to complete it at a time that is most convenient for them, without hindering them during work. Importantly, this form of survey is that participants had the technical opportunity to complete the questionnaire at any time, and were even able to withdraw during the completion of the questionnaire, without recording any response. For participants who completed the questionnaire, there was no technical opportunity to not provide answers to any question. Initially, participants stated that they agreed to participate in the study and then completed it. Regarding the structure of the questionnaire, in the instructions section, all necessary instructions were provided in detail, and the researcher's email was also left in case of any uncertainty on the part of the participants. Also, in the questionnaire instructions, participants were informed that the questionnaire refers to different situations in the work environment. All this was done in order to avoid its influence on the provision of answers. Participants were also informed about the duration of completing the questionnaire. Despite the disadvantages of the online application, this choice was made in order to maintain the anonymity of the subjects while completing the questionnaire, because the measurement of variables related to the work environment, we consider to be sensitive for our population. However, in this study, many control factors have been technically created, in order to avoid factors threatening the data.

Results

Table 2 presents the descriptive statistics for the main variables, including job autonomy, emotional commitment, and job satisfaction as a moderator variable. Other control variables, such as gender, age, work experience, type of institution, marital status, and level of education, were not included in this paper, as they did not show any significant statistical relationship with the main variables.

Regarding the emotional commitment of employees, the average achieved is (M=32.98), with a standard deviation (SD=5.35). Based on the way the questions are rated with 1 (Strongly disagree) and 5 (Strongly agree), the minimum value is 13 and the maximum is 45. The average value achieved is higher than expected, which means that the presence of this variable is positive. According to the value of Skewness -.730 and its standard error (SE=.169), we find a distribution positioned on the positive side.

The average achieved in the degree of autonomy at work is (M=34.18), with a standard deviation (SD=7.65), with a minimum value of 9 and a maximum of 45. The average achieved is higher than the expected one, which means that here too its presence is positively assessed by the subjects. Even in autonomy at work, according to the value of Skewness -.936, and its standard error (SE=.169), we find that it exceeds the freedom of boundaries at the level of 0.01 (2.56) and with a positive presence.

Table 2. Descriptive statistics of emotional commitment, autonomy and job satisfaction

	Emotional commitment	Autonomy at work	Job satisfaction
N Valid	208	208	208
Missing	0	0	0
Mean	32.98	34.18	2.96
Std. Deviation	5.35	7.65	.810
Skewness	730	936	481
Std. Error of Skewness	.169	.169	.169
Minimum	13.00	9.00	1
Maximum	45.00	45.00	4

To verify the main hypothesis that there is a positive relationship between autonomy in the work environment and emotional commitment, Pearson's correlation was used. Based on the results of the study presented in Table 2, it is seen that there is a moderate positive relationship between autonomy in the work environment and emotional commitment, which is statistically valid (r=.538, p=.00). According to this result, with the increase in autonomy in the work environment, the emotional commitment of employees to work and the organization also increases. Simple linear regression analysis showed that 28.6% of emotional commitment is explained by autonomy in the work environment, with a statistically significant model F(1.206)=83.82, p=.00.

Table 3. Correlation between autonomy in the work environment, emotional commitment and job satisfaction

	•		•
	Emotional commitment	Autonomy at work	Job satisfaction
Emotional commitment	1.00	.538 **	.379**
Autonomy at work		1.00	.397**
Job satisfaction			1.00

^{**.} Correlation is significant at the 0.01 level (2-tailed).

R2 = 28.6

F(1.206)=83.82, p=.00.

The relationship between job satisfaction and organizational commitment is shown by a moderate positive relationship r=.379, p=.00, as well as autonomy at work with r=397, p=.00, which appear statistically significant, where the level of satisfaction increases with increasing autonomy and commitment in the work environment, while multiple regression analysis with two predictor variables showed that 33.6% of job satisfaction and emotional commitment is explained by autonomy at work, with a statistically significant model F(2.205)=53.345, p=.00. The standardized beta showed that the greatest effect of autonomy is on emotional commitment with $\beta=.435$, while in second place on job satisfaction with $\beta=.252$, all statistically significant at the .01 level. According to these results, the autonomy at work variable appears very important to explain the satisfaction and emotional commitment of employees at work.

Table 4. Regression model for the change in job satisfaction and emotional commitment from autonomy to work

				Std.	Error	of	the
pattern	R	R Square	Adjusted R Square	Estimate			
1	.585 a	.342	.336	6.239	965		

a. Predictors: (Constant), Satisfaction, Commitment

R2 = 33.6 %

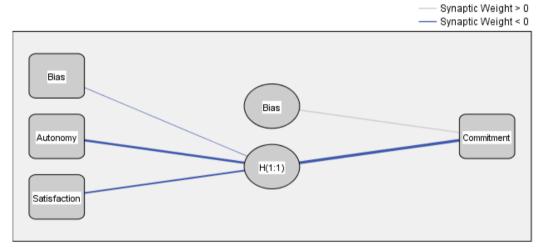
F(2.205)=53.345, p=.00

 $\beta = .435$ (Emotional commitment)

 β = .25 (*Job satisfaction*)

Dependent variable: autonomy

After data normalization, an artificial neural network (ANN) model with two predictor variables was applied through a multilayer perceptron, to accurately determine the prediction of autonomy at work and job satisfaction towards emotional organizational commitment. The MLP neural network was designed by automatic architecture. The model classified with 71.6% training and 28.4% testing with a total of 208 subjects. Input variables such as satisfaction and autonomy, while only 1 hidden layer was presented, while the output was emotional commitment. The training was presented with a relative error of .751 while testing with .686, which indicates a very qualitative model and very low errors. Autonomy at work is presented with an importance of 67.62% (normalized importance=100%), while job satisfaction with 32.38% (normalized importance=47.9%).



Hidden layer activation function: Hyperbolic tangent

Output layer activation function: Identity

Figure 1. Multi layer perceptron of ANN model to predict the emotional commitment

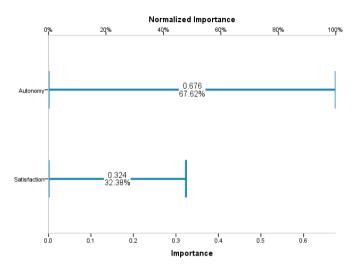


Figure 2. Independent Variable Importance

Discussion

This study aimed to answer the question of whether there is a relationship between autonomy in the work environment and employees' emotional commitment to the organization. Based on the findings of this study, we see that they are in favor of our hypotheses. If we stop at the description of the main variables, what was found from this study is that the level of autonomy at work is above what we expected, although to a small extent. According to researchers Greenhaus and Callanan (1994), in today's world it is a priority for a large number of workers to have considerable freedom to choose work projects, to decide how a job will be carried out and to decide about working hours. Also in Turkey, a study conducted by Colak, Altinkurt, & Yilmaz (2017), it was found that work autonomy is above the expected average. They even had teachers as a sample in their study. They compare their study with various studies in the USA, emphasizing that autonomy in them is expected to be high. Among other things, they emphasize that, given the extremely centralized structure of the Turkish education system, autonomy is still above the moderate level, respectively, teachers demonstrate autonomy and take initiative, despite the restrictive legislation that prevails there. In our country, we are encouraged by the fact that, although to a small extent, work autonomy is beginning to emerge. But, in this regard, we also support the idea of researchers such as Zychová, Fejfarová, & Jindrová (2023), who emphasize that it should be taken into account that autonomy is not a single solution that suits everyone. Its implementation in organizations must be planned and executed carefully. According to them, there are cases when organizations may not fully understand what work autonomy entails and how it can be supported in the workplace, leading to misunderstandings and employee dissatisfaction.

Emotional commitment in this study turned out to be above the expected average. Similar findings have also been documented in the study by Neziri (2016), where the sample was higher education teachers in North Macedonia. In this context, he links the emotional connection of teachers to universities precisely with the painful history of Albanians for higher education, with the sacrifices that were made for the establishment of the university in the Albanian language. But even in our previous study, conducted in 2022, (Neziri & Tahiri, 2022) a high level of emotional commitment was found among workers, despite the fact that it was a sample with different work profiles. Therefore, by comparing these findings with the current ones, we can assume that in general we are emotionally connected to the work we do, however, these findings, perhaps in future research, will pave the way for us to pay more attention to what causes this emotional involvement of workers. By linking with the study of Alshitri (2013),

which links emotional commitment with collectivist culture, we can assume that another reason why we have emotional commitment may be precisely this culture that prevails in us. According to him, in this type of culture, being connected to the organization, giving your best at work, as well as respecting employers and employees, is perceived in moral terms. In this context, by linking also a study conducted in India, which compared the findings with different countries in the USA, it is emphasized that work is highly respected in society. They emphasize that the literature on international differences in which emotional commitment is addressed suggests that, compared to larger economies and individualistic cultures, individuals from smaller economies and collectivist cultures, with more interdependence and stronger ties within the group, exhibit greater emotional commitment (Randall 1993 Fischer and Mansell 2009: cited by Chordiya, Sabharwal, & Goodman, 2017).

In this study, it was also found that there is a positive mean relationship between autonomy in the work environment and emotional commitment of employees to the organization. There are various studies that have found that autonomy at work has a positive effect on increasing organizational commitment and that it is a significant predictor through the regression model and ANN. Similar to our results, researchers such as Galletta, Portoghese, & Battistelli (2011), in their study conducted in Italy, have found that autonomy at work is related to intrinsic motivation as well as emotional commitment. Dude (2012), citing previous research conducted by Halaby and Weakliem (1989) who argued that in order to understand how organizational commitment is formed in an individual, work autonomy should be explored as an essential factor. Thus, researchers such as Sisodia & Das (2013), in their research conducted with 100 participants in India, have discovered that there is a positive impact between autonomy at work and organizational commitment. They concluded that if employees are given more autonomy at work, their commitment at work will also be high. Researchers such as Sirgerar, Sujana, Pranowo, & Supriadi (2021) also emphasize in their study that the autonomy offered to an employee by the organization can also increase the employee's commitment to the organization. Other researchers also share these opinions that, when talking about the benefits of granting autonomy at work, among other things, we should not forget the positive impact it has on the organizational commitment of employees to the organization. Therefore, many studies emphasize that the more autonomy employees have at work, the more committed and satisfied they are to the organization, and this reduces the likelihood that they will seek other jobs outside the organization (Uwannah, Egwuonwu, & James, 2022). In this study, it was found that there is...

A study conducted in India explored the relationship between self-efficacy, job autonomy, and job satisfaction. In this study, it was found that there is a positive relationship between job autonomy and job satisfaction ($\rho=0.490,\ p<0.01$). This highlights the importance of cultivating autonomy and self-confidence to improve employee well-being and satisfaction in corporate environments (Mohite & James, 2024). On the other hand, citing the study conducted in the United States by Hackman and Oldham (1976), it was found that job satisfaction and motivation were positively related to job planning autonomy, job decision-making autonomy and work method autonomy. These findings suggest that the categories of job autonomy are closely related to job satisfaction (Zychová, Fejfarová, & Jindrová, 2023). A slightly different opinion is also found in the study by Saragih (2011), which emphasizes that in a work environment, if there is more autonomy at work, it is expected to be associated with greater job satisfaction, because employees have more freedom to determine their own efforts and work hours.

Regarding the relationship between emotional commitment and job satisfaction, where job satisfaction appears significant in predicting emotional commitment, in the study by Almasradi, Panatik, & Noordin (2020), conducted in Saudi Arabia with administrative workers, it was found that there is a positive relationship between these two variables (r = 0.658, p<0.001). This

means that with increasing job satisfaction, emotional commitment also increases. Similar results were also documented in the study by Brown & Barker (2019), in which a moderately strong positive relationship was found between job satisfaction and emotional commitment (r = .649, p < .01). Such data were also found in the study by Donald, Lucia, & Victor, (2016), in their study conducted in South Africa, they found a strong significant relationship between job satisfaction and emotional commitment (r = 0.556, p = 0.000). Also in the study of Lima & Allida (2021), a strong positive relationship was found between job satisfaction and emotional commitment (r = .671, p = .000). Also Neziri (2016), in his research, found that there is a moderate positive relationship between job satisfaction and emotional commitment of employees (r = .484, p < 0.01). Similar results are also found in the study of Alsiewi & Agil (2014), where the relationship between emotional commitment and job satisfaction was documented.

Study limitations

Despite the efforts to control factors that may affect the results of the study, it was still impossible not to identify factors that lead us to study limitations. First, we do not generalize the results to all employees, they refer only to the participants of this study. In this study, the largest number of participants are from different cities of North Macedonia, however, the study also included participants from the Presevo and Kosovo, factors that may affect the results of the study. In this context, only subjects of the Albanian ethnic group and a heterogeneity of different types of professions were included. Another limitation refers to the online application of the questionnaire.

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