

## **Affective Commitment, Continuance Commitment and Normative Commitment in Reflecting Organizational Commitment**

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**ABSTRACT:** The purpose of this study is to examine the validity and reliability of organizational commitment scale and measure aspects and indicators that can form organizational commitment variables. Organizational commitment involves three aspects, namely affective commitment, continuance commitment, and normative commitment. The population in this study were all employees at the company "X" in Yogyakarta. Characteristics of the population are the status of permanent employees in which employees have completed a period of training, have sufficient understanding of the job description, and have worked at least one year. The sample in this study were 60 employees in the company "X" in Yogyakarta. The sampling technique used in this study is simple random sampling. The method of data collection uses a scale of organizational commitment. Research data were analyzed using Structural Equation Modeling (SEM) through the SmartPLS 3.2.8 program. Based on the results of data analysis, the aspects and indicators that make up the organizational commitment variable are valid and reliable. The most dominant aspect reflecting organizational commitment is a normative commitment with a loading factor of 0.926, and the weakest aspect reflecting organizational commitment is a continuance commitment with a loading factor of 0.807. It shows all aspects and indicators are able to reflect and shape organizational commitment variables. Thus, the measurement model can be accepted because the theory valued organizational commitment variables in accordance with empirical data obtained from the subject.

**KEYWORDS** - Affective Commitment, Continuance Commitment, Normative Commitment, Organizational Commitment, Structural Equation Modeling

### **I. INTRODUCTION**

Every organization or company is founded with a specific purpose. The company goal will be achieved if every individual who is part of the organization has a commitment to the organization (Suzuki & Takasu, 2013). Employee commitment to the organization is shown by loyalty and care for the development of the organization (Luthans, 2007), willingness to follow the goals, values, norms, and ethics of the organization (Henkin & Marchiori, 2003), the existence of a feeling of being united with the organization (Tommy & Julia, 2004), the willingness of employees to be involved in managing the organization sincerely and optimally (Shaw, 2003), and the willingness to dedicate their time, energy and talents to the organization (Boshoff & Mels, 1995).

Organizational commitment is one important factor that determines the success or failure of an organization. This makes some organizations include an element of commitment as one of the conditions for someone to occupy a position in the organization (Agung & Lussy, 2012). Steers and Porter (1991) suggest that committed employees will increase their productivity. In addition, organizational commitment to employees can improve the ability to work in teams (Benrazavi & Silong, 2013), improve performance Sahoo, Behera & Tripathy, 2010; Thamrin, 2012; Yeh, & Hong, 2012), enhance the ability of learning organizations (Atak & Erturgut, 2010; Atak, 2011), increase job satisfaction (Thamrin, 2012), and increase organizational citizenship behavior (OCB) (Ng, & Feldman, 2011). Conversely, employees with low organizational commitment have a negative tendency towards the organization and a tendency to resign (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989; Ponnu, & Chuah, 2010; Sidharta & Margaretha, 2011).

Organizational commitment can be influenced by various factors. Griffin and Ebert (2009) stated that job satisfaction could affect organizational commitment. Employees who feel satisfaction at work show higher commitment compared to employees who do not feel satisfaction at work. In addition, the results of other studies indicate that organizational commitment is influenced by leadership style (Limsili & Ogunlana, 2008; Ismail & Yusuf, 2009; Thamrin, 2012), employee involvement in decision making (Han, Chiang, & Chang, 2010), employees organizational engagement (Albdour & Altarawneh, 2014), psychological empowerment and organizational learning culture (Joo & Shim, 2010), perceptions of organizational justice (Ponnu, & Chuah, 2010), and human resource management systems implemented by the company (Lamba, & Choudhary, 2013).

Organizational commitment to employees must be built and created so that employees are able to complete their tasks effectively and efficiently. This must be done in the company "X" so that employees have a high commitment to the organization so that that loyalty will arise, and there are relationships that support each other in achieving organizational goals. Thus, the success of an organization is not only the responsibility of leaders or managers but the responsibility of all members of the organization, including employees. Low levels of employee commitment will hinder the achievement of organizational goals. Without the support of highly committed employees, the organization will find it difficult to develop and progress.

The term and typology of organizational commitment were introduced by Etzioni (1961), this term has grown in popularity since 1977 after being discussed by Salancik (1997) who proposed two forms of commitment, namely attitudinal commitment and behavior commitment (behavioral commitment). Attitudinal commitment refers to the state when an individual considers the appropriateness of his personal values and goals with the values and goals of the organization and the extent of his desire to maintain his membership in the organization. This approach views organizational commitment as affective commitment (Allen & Meyer, 1990), which focuses on the process of how a person thinks about his relationship with the organization (Mowday, Porter & Steers, 1982). Organizational commitment is manifested in the form of behavior based on the extent to which employees make decisions to be bound by the organization. This commitment is related to the loss that will be experienced when the individual decides to choose another alternative. In contrast to the attitude approach, this behavioral approach emphasizes the process by which individuals develop commitments, not on the organization but on their behavior towards the organization (Miner, 1992).

Organizational commitment develops as a result of a combination of work experience, organizational perceptions, and personal characteristics that lead to positive feelings about the organization. Furthermore, these positive feelings develop into commitment (Salancik, 1977). Mowday, Porter, and Steers (1982) say that employees who have high organizational commitment will be more motivated to be present in the organization and try to achieve organizational goals. Meanwhile, Greenberg and Baron (1993) state that organizational commitment is related to the high desire to share and sacrifice for the organization.

## **II. THEORETICAL FRAMEWORK**

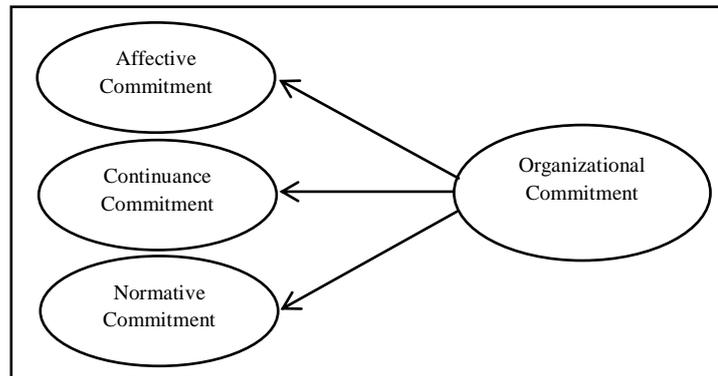
Organizational commitment is an extension of employee commitment to the organization, which is defined as the state of employees who favor a particular organization with the aim of maintaining membership in the organization (Blau & Boal, 1987). Furthermore, according to Kreitner and Kinicki (2001), organizational commitment is a reflection of an individual's understanding of the organization and attachment to its goals. Mowday, Porter, and Steers (1982) revealed that organizational commitment is an essential behavioral dimension that can be used to assess employee trends, identify individual involvement in the organization, know the desires of organizational members to maintain their membership in the organization and be willing to strive to achieve organizational goals and willingness to accept the norms that exist in these organizations.

Porter, Steers, Mowday, and Boulivan (1974) explain that organizational commitment is the extent to which employees accept organizational goals and values and wish to remain in the organization. This is in line with the opinion of Robbins and Judge (2013), who said that organizational commitment is a condition of an employee who takes sides with the organization's goals and has a desire to maintain its membership in the organization. The development of empirical studies on organizational commitment shows that it can affect life satisfaction (Iris & Barret, 1977; Judge, Boudreau & Bretz, 1994), job satisfaction (Yousef, 2002), and job performance (Babin & Boles, 1996) but negatively affect absenteeism (Muchinsky, 1977) and turnover (Locke, 1984).

Meyer and Allen (1997) suggested that commitment can be formulated in three aspects, namely affective commitment, continuance commitment, and normative commitment. The first aspect, affective commitment, occurs when individuals fully embrace the goals and values of the organization. Employees become emotionally involved with the organization and feel personally responsible for the level of organizational success. Employees with high affective commitment usually exhibit high levels of performance, positive work attitudes, and a desire to stay with the organization. This aspect is shown by behavioral indicators such as; make the realization of organizational goals a top priority, involve themselves in organizational activities, and are willing to perform tasks to realize organizational success.

The second aspect is the continuance commitment. This aspect is shown by the employee's relationship with the organization based on what they receive (e.g., salary, benefits, associations) in return for their work, and what risks they may experience if employees leave the organization. Employees are willing to make the best effort for their work only when the rewards are given according to their expectations. This aspect is shown by indicators in the form of employees' feeling. The work done is in accordance with the results obtained, and employees think they really need the work done at this time. The third aspect is the normative commitment. This aspect is shown by the existence of individuals in the organization due to the expected standard of behavior or social norms so that employees work only for compliance and formality. This aspect is indicated by indicators in

the form of employee compliance with the organization because of applicable rules, and employees feel they have an obligation as an employee.



**Figure 1: Conceptual Framework of Organizational Commitment**

Based on Figure 1 above, this study hypothesizes organizational commitment is influenced by affective commitment, continuance commitment, and normative commitment, and they are able to form organizational commitment.

One approach that can be used in testing the construction of a measuring instrument is Confirmatory Factor Analysis (CFA). Confirmatory Factor Analysis (CFA) is one of the main approaches in factor analysis. It can be used to test aspects of a construct. This test is used to do the measurement model so that it can describe aspects in reflecting latent variables, namely organizational commitment, by looking at the loading factor of each aspect that forms a construct. Confirmatory Factor Analysis (CFA) is also used to test the construct validity and construct reliability of latent construct indicators (Latan, 2012). Confirmatory Factor Analysis (CFA) used in this study is the second order Confirmatory Factor Analysis (2<sup>nd</sup> Order CFA), a measurement model that consists of two levels. The first level of analysis is carried out from aspects to its indicators, and the second analysis is carried out from latent variables to its aspects (Latan, 2012).

Based on the description above, the formulation of the problem in this study is: 1) Is the scale of organizational commitment valid and reliable?. 2) Are affective commitment, continuance commitment, and normative commitment able to form variable organizational commitment?. The purpose of this study is to: 1) Test the validity and reliability of the organizational commitment scale, and 2) Test the aspects and indicators that can form the organizational commitment variable.

### III. METHODOLOGY

#### 3.1 Population, Sample and Sampling Technique

The population in this study were all employees at the company "X" in Yogyakarta. Population characteristics include the status of the permanent employee in which the employee has completed the training period, has sufficient understanding of the job description, and has worked for at least one year. The sample in this study were 60 employees in the company "X" in Yogyakarta. The sampling technique used in this study is simple random sampling.

#### 3.2 Data Collection Method

Organizational commitment is measured using a scale of organizational commitment with the Likert scaling model. The scale in this study was compiled by researchers with reference to aspects of organizational commitment, according to Allen and Mayer (1997), namely affective commitment, continuance commitment, and normative commitment. An example of items on the aspect of affective commitment is "I still feel happy no matter how hard my work is here". An example of items on the aspect of continuance commitment is "I continue to work here as long as I get good treatment from the organization". And an example of the item on the aspect of normative commitment is "I feel obliged to pay back for this organization". Blueprints that are used as a reference in preparing the scale of organizational commitment can be seen in Table 1.

**Table 1: Blueprint of Organizational Commitment**

Aspect	Item		Σ
	Favorable	Unfavorable	
<b>Affective Commitment</b>	1, 7, 13, 19, 25, 31	4, 10, 16, 22, 28, 34	12
<b>Continuance Commitment</b>	2, 8, 14, 20, 26, 32	5, 11, 17, 23, 29, 35	12
<b>Normative Commitment</b>	3, 9, 15, 21, 27, 33	6, 12, 18, 24, 30, 36	12
<b>Total</b>	18	18	36

**3.3 Construct Validity and Reliability**

One approach that can be used in testing the construction of a measuring instrument is factor analysis. The factor analysis used in this study is the Confirmatory Factor Analysis (CFA). Confirmatory Factor Analysis (CFA) is a way to test how well the measured variables represent the construct. Therefore, CFA is used by researchers to accept or reject hypotheses. The construct validity test is a validity test related to the degree to which the scale reflects and acts like the concept being measured (Hair, Hult, Ringle, & Sartetd, 2016). The two main aspects of construct validity are naturally theoretical and statistical (Sarwono, 2012). The construct validity test includes convergent validity and discriminant validity (Malhotra, Chan, Malhotra, & Østbye, 2012)

Convergent validity is the degree of correlation between different measurement instruments used to measure the same construct (Daniel & Gates, 2013). While discriminant validity is a measure that tests how far a measure differs from other doses that can be compared with it (Malhotra, Chan, Malhotra, & Østbye, 2012). Convergent validity can be seen from the loading factor value of > 0.5 and Average Variance Extracted (AVE) value of > 0.5 (Jogiyanto, 2011). According to Hair, Hult, Ringle, and Sartetd (2016), the higher the loading factor score, the more important the loading role will be in interpreting the factor matrix, with loading values and AVE of > 0.5 considered significant (Abdillah, & Hartono, 2015). While discriminant validity can be seen from comparing the roots of Average Variance Extracted (AVE) between aspects in which it must be higher than the correlation with other aspects (Abdillah, & Hartono, 2015).

Reliability in measurement identifies the stability and consistency of an instrument in measuring certain concepts and helps assess the goodness of a measurement instrument. The reliability test in the PLS calculation uses two approaches, namely composite reliability and Cronbach alpha. Cronbach alpha measures the lower limit of a construct's reliability value while composite reliability measures the actual value of a construct's reliability (Abdillah, & Hartono, 2015). The construct reliability test is performed to show the internal consistency of the measuring instrument by looking at the composite reliability value and Cronbach alpha with a higher value. It will show the consistency value of each item in measuring latent variables. According to Hair, Hult, Ringle, and Sartetd (2016) the expected composite reliability and Cronbach alpha value is > 0.7, and the value 0.6 is still acceptable (Abdillah, & Hartono, 2015).

**3.4 Data Analysis**

The data in this study were analyzed using the outer model with the 2<sup>nd</sup> Order CFA approach through the SmartPLS 3.2.8 program. According to Abdillah and Hartono (2015), Partial Least Square (PLS) is a variant-based Structural Equation Model (SEM) that can simultaneously test measurement models to test validity and reliability.

**IV. RESULT**

The test results of the outer scale model of organizational commitment through the 2<sup>nd</sup> Order CFA using the SmartPLS 3.2.8 program can be seen in Figure 2 below.

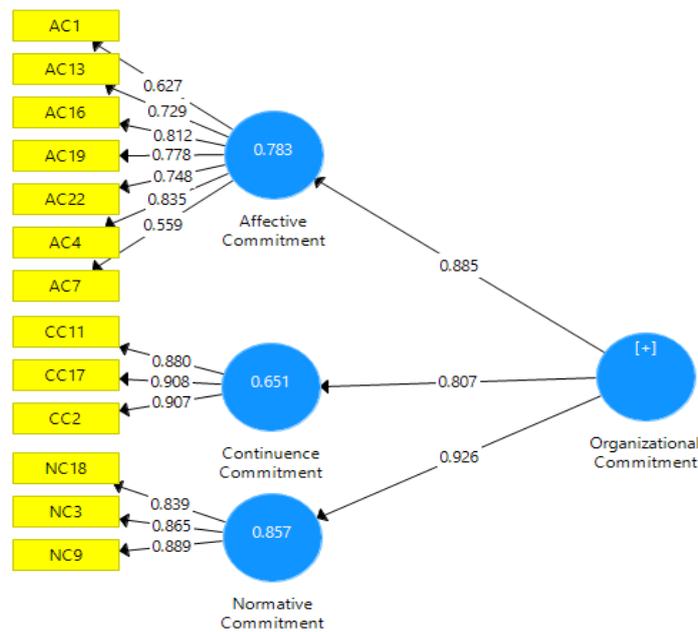


Figure 2: Output Outer Model of Organizational Commitment Scale

#### 4.1 Convergent Validity Test

Based on the convergent validity test, it was found that the value of the loading factor from variables to aspects is  $> 0.5$ , which means the results of the construct validity test of organizational commitment can be said to be valid because it meets the criteria of loading factor value  $> 0.5$ . Convergent validity test results can be seen in Table 2.

Table 2: Loading Factor Value (Variable-Aspect)

Aspect	Loading Factor	Explanation
Affective Commitment	0.885	Valid
Continuance Commitment	0.807	Valid
Normative Commitment	0.926	Valid

Based on the convergent validity test, it was found that the value of the loading factor from aspects to indicators (items) is  $> 0.5$ , which is shown in Table 3.

Table 3: Loading Factor Value (Aspect-Item)

Item	Loading Factor	Explanation
AC1	0.627	Valid
AC13	0.729	Valid
AC16	0.812	Valid
AC19	0.778	Valid
AC22	0.748	Valid
AC4	0.835	Valid
AC7	0.559	Valid
CC11	0.880	Valid
CC17	0.908	Valid
CC2	0.907	Valid
NC18	0.839	Valid
NC3	0.865	Valid
NC9	0.889	Valid

Furthermore, the results of the convergent validity test indicate that the value of the Average Variance Extracted (AVE) is  $> 0.5$ . The Average Variance Extracted (AVE) value of the organizational commitment variable is 0.514, and the Average Variance Extracted (AVE) value of each aspect can be seen in Table 4.

**Table 4: Average Variance Extracted (AVE) of Organizational Commitment**

Aspect	AVE	Explanation
<b>Affective</b>	0.537	Valid
<b>Continuance Commitment</b>	0.807	Valid
<b>Normative Commitment</b>	0.747	Valid

**4.2 Discriminant Validity Test**

The results of discriminant validity test show that the root value of the Average Variance Extracted (AVE) in each aspect is higher than the root value of the AVE in other aspects, so the discriminant validity criteria are met. The AVE root value of the organizational commitment variable can be seen in Table 5.

**Table 5: Root Value of Average Variance Extracted (AVE) of Organizational Commitment**

Aspect	Affective Commitment	Continuance Commitment	Normative Commitment
<b>Affective Commitment</b>	<b>0.733</b>	0.495	0.688
<b>Continuance Commitment</b>	0.495	<b>0.898</b>	0.854
<b>Normative Commitment</b>	0.688	0.854	<b>0.864</b>

**4.3 Construct Reliability Test**

Based on the results of the construct reliability test that has been done, the composite reliability and Cronbach alpha of > 0.7 are obtained so that it can be stated that the scale in this study is reliable. The composite reliability and Cronbach alpha values can be seen in Table 6.

**Table 6: Composite Reliability and Cronbach Alpha of Organizational Commitment**

Variable	Composite Reliability	Cronbach Alpha	Explanation
<b>Organizational Commitment</b>	0.936	0.926	Reliable

The results of construct reliability testing with the 2<sup>nd</sup> Order CFA show that the scale of organizational commitment has good reliability, and it means that aspects that measure organizational commitment variables meet unidimensional criteria (Hair, Hult, Ringle, & Sartetd, 2016). This is indicated by the value of the reliability composite of 0.936 and Cronbach alpha value of 0.926.

The data analysis (outer model) using the 2<sup>nd</sup> Order CFA shows that the measurement model on the contract of organizational commitment can be accepted because all aspects can reflect performance variables and are supported by valid (reliable) items.

**V. DISCUSSION**

Based on the results of the analysis of construct validity and construct reliability, the aspects and indicators that make up the scale of organizational commitment are valid and reliable. This shows that all aspects and existing indicators are able to reflect and shape organizational commitment variables. The most dominant aspect reflecting organizational commitment is a normative commitment with a loading factor of 0.926. Normative commitment is indicated by indicators of employee compliance with the organization because of applicable rules, and employees feel they have an obligation because of their status as an employee. This is supported by observation and interview data at the research location, which shows that employees only work to carry out their obligations as employees and because of compliance with the rules that apply in the organization. Employees feel obliged to work to fulfill their formalities as employees who are supposed to complete their work. This is in line with research from Ingarianti (2015) which shows that normative commitment is the most dominant aspect to describe organizational commitment with a loading factor of 0.897.

Furthermore, the weakest aspect reflects organizational commitment is the ongoing commitment with a loading factor of 0.807. Continued commitment is shown by the behavior of new employees who are willing to work to the maximum if the work is done is worth the rewards obtained and is needed by employees. Based on the findings at the study site, employees are currently only willing to make the best effort in carrying out their duties and work when the awards given are in line with their expectations. Now employees stay and work because they feel they really need a job.

In line with this study, previous research conducted by Situmorang (2012) showed that the measurement of organizational commitment had met the reliability requirements with a Cronbach alpha value of 0.925. The results of Tania and Sutanto's (2013) research also showed that the measurement of organizational commitment meets the reliability requirements with a Cronbach alpha value of 0.827. Other research results by

Tsai (2014) and Syauta, Troena, Setiawan, and Solimun (2012) also prove in their research that the measurement of organizational commitment has met the reliability requirements with Cronbach alpha values of 0.875 and 0.825. Then the results of the study found by Hanaysha (2016) also show that organizational commitment meets the reliability requirements with a Cronbach alpha value of 0.860. This comparison to the results of this study shows that the scale of organizational commitment in this study has a better Cronbach alpha value of 0.926. This shows that the scale of organizational commitment from the results of this study is appropriate to be used or applied in expressing organizational commitment because it is supported by the results of good construct validity and reliability.

The results of this study are expected to provide an overview of the validity and reliability of the organizational commitment scale on employees so that it can be used as a reference by further research related to organizational commitment variables.

## **VI. CONCLUSION**

Based on the results of the analysis and discussion, it can be concluded that: 1) The scale of organizational commitment meets validity and reliability. 2) All aspects and indicators can form variables of organizational commitment, namely affective commitment, continuance commitment, and normative commitment. The most dominant aspect that is able to reflect organizational commitment is the normative commitment, and the weakest aspect that reflects organizational commitment is an ongoing commitment. In this study, a measurement model of organizational commitment scale was formed in accordance with empirical data obtained from the subject.

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