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Psychometry Properties in Measuring Organizational Commitment

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ABSTRACT

The diversity of perspectives and methods used in the conceptualization and measurement of organizational commitment makes it challenging to interpret the findings of research studies. The psychological state of organizational members can be determined by at least three key factors, which are crucial for their survival within the organizational community. This study will investigate the psychometric properties of organizational commitment by recruiting 99 students from various organizations. The objective of this research is to determine the validity and reliability of the scale. To achieve this, the Conformational Factorial Analysis (CFA) test will be administered. The analysis results indicate that the KMO and Bartlett's Test score is 0.939, the Anti-Image Matrices score for the 17 items is above 0.50, 17 items have commonality scores above 0.50, and the Total Variance Explained, which accounts for 79.863% of the organizational commitment scale, is influenced by other factors. The final factor analysis yielded 17 valid items with a Cronbach's alpha scale reliability of 0.967. Unfortunately, three items scored below 0.50 and were excluded from the analysis.

Introduction

Commitment is a psychological and emotional state that describes an employee's identification with their company (Aranki et al., 2019). According to Becker (1960), commitment is a mechanism that produces consistent human behaviour. Employees with strong commitment are less likely to leave the organization (Allen dan Meyer 1990). Those who have organizational commitment see themselves as an integral part of the organization and believe that they can achieve their personal goals through it.

The research conducted by Vandenberghe & Tremblay (2008) revealed that organizational commitment has a significant and positive impact on employee performance. Similarly, the research conducted by Rafiei et al. (2014) showed that organizational commitment has a positive and significant influence on work performance. In addition, organizational commitment also affects turnover intentions, attitudes towards the organization, and job satisfaction, as (Yousef, 2017). Members who are committed to the organization see

themselves as an integral part of the organization and believe that they can achieve their personal goals through it, as noted by (Tuna & Aslan, 2018)

Numerous studies have been conducted to measure organizational commitment among workers from various companies. However, the diversity in the conceptualisation and measurement of organizational commitment poses challenges in interpreting the research results. The instruments used mostly refer to profit organizations and are rarely applied to non-profit organizations such as student organizations. Nonetheless, organizational commitment is vital for the sustainability of any organization, including student organizations. Therefore, this article aims to review organizational commitment theory and develop an appropriate instrument that is conceptually suitable for the conditions of members of student organizations. This measurement instrument was developed from the conceptual theory proposed by Allen & Meyer (1990), covering three aspects, namely Affective Commitment, Continued Commitment, and Normative Commitment. These three aspects of commitment are explained further below.

Affective commitment

Allen and Meyer (1990) Affective commitment is defined as an emotional attachment, identification, and involvement in an organization. It is characterized by an individual's positive attitude towards the organization, which stems from personal goals aligning with organizational goals. This commitment is determined by an employee's personal choice to remain committed to the organization, and their emotional involvement and identification with it. An individual's attitude towards the organization is directly related to their personal values (Al-Jabari & Ghazzawi, 2019). Affective commitment is indicated by a sense of belonging, comfort, attachment, and a willingness to be part of the organization (Sa'diyah, 2018).

Continuance commitment

Continuance commitment arises when employees invest time and energy to master skills that are not available in other organizations, and they believe that doing so will produce results (Allen & J. Meyer, 1990). They remain committed to the organization because of the benefits they receive, without identifying with its goals and values (Faloye, 2014). The need to stay in the organization is based on the benefits obtained and the fear of loss if they choose to leave

(Al-Jabari & Ghazzawi, 2019). Continuance commitment is considered as a contractual attachment to the organization, and is indicated by the lack of alternatives, the benefits received, and the need for the organization (Sa'diyah, 2018).

Normative commitment

Allen & Meyer (1990), Normative commitment reflects an employee's sense of commitment due to a feeling of obligation. It is characterized by individual work behaviour that is guided by a sense of duty, obligation, and loyalty to the organization (Messner, 2013). Organizational members remain committed based on moral reasons, loyalty, and a sense of responsibility (Singh & Gupta, 2015). Employees who are normatively committed remain in an organization because they consider these actions to be morally right, regardless of how much status or satisfaction the organization provides. This commitment is indicated by loyalty, a sense of responsibility, and an obligation to organizational tasks (Sa'diyah, 2018).

METHOD

This study involved the use of an organizational commitment instrument in the form of a scale, and the analysis method used was Confirmatory Factor Analysis (CFA). The research was conducted on students who were members of various student organizations, and the sample size of 96 students was taken randomly and proportionally. The data collection method involved using an organizational commitment instrument with construct validity through expert judgment. The scoring was done using the Linkert model scale (Sugiyono, 2013).

The table below shows the blueprint of the organizational commitment instrument. It consists of three aspects: affective commitment, continuous commitment, and normative commitment. This instrument has 17 favourable items and 3 unfavourable items, and it uses a six-point response scale ranging from 1 to 6. For favourable items, scores close to 6 indicate that the statement is consistent with the conditions experienced, while scores close to 1 indicate the opposite. For unfavourable items, scores close to 1 mean that the statement is consistent with the conditions experienced, while scores close to 6 indicate the opposite.

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Table 1. Organizational Commitment Instrument Blueprint

No	Aspect	Favourable	Unfavorable	Total
1.	Affective Commitment	1,2,3,4,5,6,7,8	-	8
2.	Continued Commitment	10,12,13	9,11	5
3.	Normative Commitment	14,15,16,17,18, 20	19	7
Total		17	3	20

Results

Validity is an essential factor in measuring instruments as it determines how effectively the instrument can carry out its measurement function (Azwar, 2013). An instrument is considered valid when it can accurately measure the variable it is designed to measure. The validity of a measuring instrument is typically assessed through a correlation coefficient test, which produces a score indicating the reliability of the instrument.

For the instrument in question, a KMO and Bartlett score of 2.927 was obtained for 20 items, showing that factor analysis can be carried out. The anti-image matrix scores for the 19 items were declared valid, with high scores indicating that these items are reliable measures of both affective and normative aspects. However, one item measuring affective commitment scored below 0.50 and was removed.

Communality scores for the remaining 19 items were above 0.50, indicating that these items are reliable measures of the variables they were designed to measure. Overall, the total explained variance score was 72.820, which indicates that the instrument is a reliable and valid measure of the variable it was designed to assess.

The purpose of the second stage of testing was to verify the consistency of the instrument's validity. The results obtained from the KMO and Bartlett's Test on 17 items show a score of 0.939, indicating a high level of validity. Additionally, anti-image metrics were calculated for 17 items. Affective aspects items 1-8 scored 0.935, 0.950, 0.932, 0.886, 0.951, 0.960, 0.945, and 0.933 respectively. Continuity aspects items 2, 4, and 5 received scores of 0.982, 0.953, and 0.938 respectively. Normative aspect items 1-5 and 7 respectively have a value of 0.945, 0.957, 0.906, 0.940, 0.891, and 0.952, indicating that the analysis can be carried out. In addition, the communality scores for 17 items were above 0.50, confirming the validity of the instrument with a total explained variance score of 79.863. The remaining 20,137 is influenced by other factors. However, item 3 of the Continued Commitment aspect and item 6 of the Normative Commitment aspect received a score below 0.50, so these two items were dropped.

Reliability refers to the consistency of an instrument in measuring the same object repeatedly, thereby producing the same data results (Sugiyono, 2013). The reliability of an instrument can be measured using Cromback's alpha analysis and is declared reliable if the coefficient value ranges from 0 to 1.00. An instrument is considered reliable if the coefficient value is closer to 1.00. In the trial for the organizational commitment instrument, the results showed a score of 0.967 out of a total of 17 items, which falls under the high-reliability category.

Discussion

A reliable measuring tool has been prepared and tested to reveal the level of organizational commitment and its aspects. The tool has three aspects with a reliability coefficient score of 0.967 on 17 items. This score indicates that the tool can be used effectively. The table below presents the statement items for each aspect of the organizational commitment instrument.

Table 2. Description of instrument items

Aspect	Indicator	Statement
Affective Commitment	The emotional bonds that exist include	1. I feel comfortable participating in your organization's activities

	attachment, a sense of ownership, and a desire to maintain a connection.	2. I feel comfortable in the current organizational environment.
		3. I feel like I am a part of the decision-making process within the organization
		4. I have a feeling of being a part of the organization.
	The concept of self-identification within an organization refers to the shared goals and values that its members hold.	5. I share the same goals as the organization
		6. I share the same values as the organization
	There is some level of participation or engagement within the organization	7. I actively participate in organizational programs.
		8. I am interested in participating in organizational activities
<i>Continuance Commitment</i>	There are benefits that can be obtained	9. "I feel that I would benefit from joining the current organization."
		10. I joined the organization to develop my skills.
	There is a sense of need from the organization	11. I joined my current organization to acquire skills that are rare in other organizations
<i>Normative Commitment</i>	There is loyalty to the organization	12. I am fully committed to participating actively in ensuring the success of the organization's program
	There is responsibility towards the organization	13. I feel responsible for ensuring the success of the program assigned to me by the organization
		14. I have a sense of responsibility for ensuring timely completion of tasks within the organization
		15. Staying until the end of the management period is my responsibility to the organization.
	There is an obligation to the organization	16. I am obligated to complete every assignment given to me in the organization
	Their rights are accommodated by the organization	17. my rights were fulfilled as a member of the organization.

Conclusion

After analyzing the results, it can be concluded that the organizational commitment instrument is valid and reliable.

Suggestion

Improving the quality of the organizational commitment instrument requires testing it with other analytical methods after measuring it.

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