

# Literature Review of Instruments Measuring Organisational Commitment

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## Abstract

Numerous instruments have been created to measure the construct, organizational commitment, ever since its conceptualization, as scope, specificity and possibility of its empirical measurement has also been a subject of various theoretical examinations. A literature review of research articles, accessed from EBSCOHOST, J-GATE and Google Scholar databases, measuring, Organizational Commitment have been undertaken, with an established reliability and validity. After identifying 195 relevant studies, 37 were short listed based on inclusion criteria. Empirical articles in English, having keywords in the 'Title/Keywords' and measuring instruments used in minimum two studies, have been included. Final scrutiny led to identification of seven instruments and analysis of three different & extensively used measuring instruments. Literature review highlighted, need for scholars to acquaint themselves about inadequacies of these instruments as it aids their refinement and study of commitment. Future research on the subject needs to focus on integration of organizational and personal characteristics affecting Organizational Commitment, develop a model concerning these relationships and their implications.

**Keywords:** Organizational commitment, Measurement tools, Literature review, Peer reviewed articles.

## 1. INTRODUCTION

Socio-economic and technological advancements particularly in computer & telecommunication technology, in the last few decades, has created a globalized workforce, due to which, the managers of today are facing far more complex challenges in human resource management of their organizations especially in terms of hiring and retention of suitable skilled talents. Post initial hiring, retention of employees as such, has been attributed to OC by various researchers through a number of studies (Mowday, et. al., 1979, 1982; Allen & Meyer, 1990; Meyer & Allen; 1991, 1997). Organizational Commitment, (OC, hereinafter) as a concept, over the years, has been examined, defined and measured by the researchers in various studies, differentiating its various forms and establishing its multidimensionality. Most of these studies have been reliant on either attitudinal and behavioural aspects of commitment or on social identity theory and its related concepts. Notwithstanding, its basis or forms, OC as a construct has been identified

as a multidimensional one with potential of having a moderating influence on retention of employees (Rakatu, Chandra & Soma 2021), leading to creation of human resource assets for the organizations. This multidimensionality and potential of influencing the employee retention leads to a question of exploring the existing 'measuring instruments' capability to measure the construct in its entirety and if they could be categorised as measures of behavioural or attitudinal or calculative or some new aspect of commitment. Therefore, this paper aims to critically review the existing instruments measuring OC.

## 2. METHOD

A literature review of existing research articles and studies of instruments measuring the construct 'OC' was undertaken with an aim to develop or adapt one, using tests and measures assessing the construct as such. All the measuring instruments were rated based on their reliability or validity (or both) values obtained from these studies.

### 3. PROCEDURE

A detailed literature searches of peer reviewed research articles, published between 1987 and 2021, was carried out in data bases like EBSCOHOST, J-GATE and Google Scholar, to identify measuring instruments of the construct OC and also to analyse their reliability and validity. The inclusion criteria to identify an instrument for including it in the review included certain conditions which are: (a) First condition was that it was required to be validated and cited in a peer-reviewed English journal between 1987 and 2021. (b) Second one was that the article using the scale must have the key words OC or organisational commitment or employee commitment in the title and measurement tool or scale or instrument or questionnaire in the abstract. (c) Third prerequisite was that the measurement scale must have been used in at least two studies on OC. (d) Fourth condition was that the psychometric properties of the instrument must have been published in at least one peer-reviewed research article. (e) Last prerequisite was accessibility of the said article to researchers.

A preliminary combining of EBSCOHOST, J-GATE and Google Scholar databases was carried out to identify the relevant research articles. Group of words used for our final search were: OC (organizational commitment or organisational commitment or employee commitment) and (Measurement tools or scale or instrument or test or questionnaire) and

literature review and Peer reviewed articles. This initial search helped us to identify research studies describing various instruments measuring OC. Post identification of the instruments another search of the same databases was carried out to short-list peer-reviewed articles published after 1987, having psychometric testing of these measuring instruments. Measuring instruments meeting laid down criteria and readily accessible on the databases were then examined in detail.

### 4. SEARCH STRATEGIES

Preliminary search presented us with a list of 195 research articles, out of which 73 were removed being duplicates or similar looking concepts. Considering the inclusion/exclusion criteria and removing non-empirical & articles with less than two studies & without evidence of reliability & validity, 23 research articles were selected for final analysis. Selection process of research articles has been depicted in Figure 1. Two articles, concerning composition of two measuring instruments have also been included in the final list. All these research articles were examined by applying the laid down inclusion and exclusion criteria. Data obtained from these 25 research articles helped extraction of seven instruments measuring OC. Four instruments, used to measure the OC in one article only, were discarded. Remainder three instruments, used in more than one research articles, were selected for further analysis.

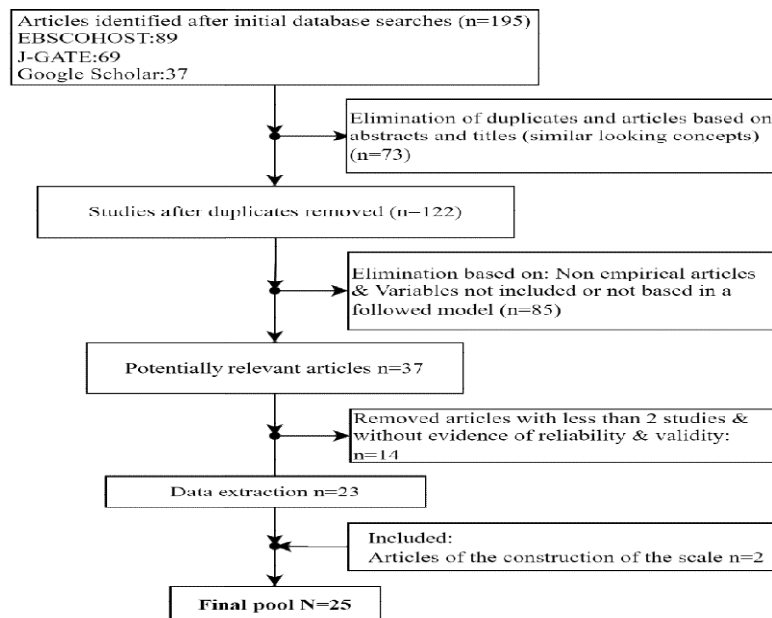


Figure 1: Research Article Selection Procedure [Source: Authors' own]

Details of short-listed instruments, studies in which they have been used, samples and evidence of their validity/reliability have been described in Table 1. Further, a summary of

characteristics of reviewed instruments along with sample items have also been given in Table 2.

**Table.1. Description of Instruments, Short-listed articles, Samples and Evidence of Validity/Reliability of Instruments**

S.No	Instrument	Study	Sample & No of Items of used Instrument	Validity/Reliability
1	Organisational Commitment Questionnaire (OCQ) by Mowday et. al., (1979)	Mowday, R. T., Steers, R. M., & Porter, L. W., (1979). The measurement of organizational commitment. <i>Journal of Vocational Behaviour</i> , 14(2), 224-247.	-2563 employees of 9 different organizations. -9-item (short-form of the instrument)	-High Coefficient-Alpha, ranging from .82 to .93, & median=.90 -Average correlation of each item is from .36 to .72, & median=.64
2	Organisational Commitment Questionnaire (OCQ) by (Mowday, Steers, & Porter (1979)	Thakre, N., & Mayekar, R., (2016). Hope, organizational commitment and organizational citizenship behaviour among employees of private sector organizations. <i>Indian Journal of Positive Psychology</i> , 7(4), 480-484.	-120 employees of various private organizations -15-items self-report survey	-Cronbach's-Alpha, between .82 & .93
3	Organisational Commitment Questionnaire (OCQ) by Mowday et. al., (1982)	Chen, Z. X., Tsui, A. S., and Farh, J. L., (2002). Loyalty to supervisor versus organizational commitment: Relationships to employee performance in China. <i>Journal of Occupational and Organizational Psychology</i> . 75, 339-356.	-10-item- OCQ (Mowday et. al., (1982), measuring value-commitment. -Four-item scale by Farh et. al., (1998), measuring commitment to stay	-Fit indices in acceptable range ( $\chi^2(64) = 227.47$ , GFI = .89, TL1 = .89, CFI = .91, SRMR = .06). -Alpha-coefficients for scales of value commitment & commitment to stay = .87 & .81, respectively
4	Meyer and Allen (1987)	Dharini, Arora, S., and Marwah, S., (2014). Impact of leader's emotional quotient on employee's organization commitment. <i>Indian Journal of Health and Wellbeing</i> , 5(11), 1321-1324.	-54 employees (9 leaders, 45 members)	-Reliability for affective commitment (hereinafter, AC) = .87; continuance commitment (hereinafter, CC) = .75 and normative commitment (hereinafter, NC) = .79
5	Meyer and Allen (1984)	Tremble, R. T., Payne, S. C., Finch, J. F., and Bullis, R. C., (2003). Opening organizational archives to research: Analog measures of organizational	-Sample of Army officers (N = 404)	-Mean for AC for 3-time periods = 4.02, 3.95, & 3.88; Corresponding mean for the CC = 2.47,

		commitment. <i>Military Psychology</i> , 15(3), 167–190.		2.60, & 2.32 for low alternatives & 2.75, 3.17, & 2.84 for high sacrifices
6	Meyer and Allen (1984) and Allen and Meyer (1990)	Gade, P. A., and Tiggler, R. B., Schumm, W. R., (2003). The measurement and consequences of military organizational commitment in soldiers (US) and spouses. <i>Military Psychology</i> , 15(3), 191–207.	7,992-respondents- (3,948 officers & 4,044soldiers) -495-soldiers-Self-reporting-15-items, -337-soldiers-Telephone-survey- (shortened-form-4 items-each for AC & CC). -Research focused on AC & CC, excluding NC, as measures differentiated AC from CC, but NC overlapped with AC	- $\chi^2 = 324.36$ ; Df=89; GFI=.92; AGFI=.89; RMS Residual=.058; Cronbach alpha for AC scale=.75 & for CC=.88 - $\chi^2 = 826.20$ ; Df=19; GFI=.97; AGFI=.95; RMS Residual=.040; Cronbach alpha for AC scale=.89 & for CC=.86
7	Allen and Meyer (1990)	Hooda, S. and Singh, S., (2014). Organizational commitment and union commitment in public bank employees: A correlation study. <i>Indian Journal of Health and Wellbeing</i> , 5(7), 121-123.	-180 employees (different public sector banks) -24 items	-Mean=113.43; Regression coefficients=0.179; sig=0.001; Constant (K)=76.06
8	Allen and Meyer (1990)	Allen, N. J., and Meyer, J. P., (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. <i>Journal of Occupational Psychology</i> , 63, 1-18.	-Study-I-(256) & II-(337) employees (2xmanufacturing firms & a university) -24 items -Self-reporting based on 03-componentmodel (hereinafter, TCM) of AC, CC & NC	Reliability: ACS=.87; CCS=.75; NCS=.79. -Negligible Correlation between AC & CC, ( $r = .01$ ) & significant between AC & NC, ( $r = .48$ , $P < .001$ ). Relationship between CC & NC significant ( $r = .16$ , $P < .01$ ), Little variance between two scales -correlations between 3-sigcanonical roots=.81; .56 & .38
9	Meyer and Allen (1993)	Vance, R. J., Jaros, S., Becker, T. E., and McKay, A. S., (2020). Alternative measures of employee commitment: Assessment of predictive validity for performance and turnover. <i>Human Performance</i> , 33, 2–3, 164–190.	-Sample 1- 114 employees -Sample 2 – 285 employees -Sample 3 – 291 employees	Factor-1, (AC)-6-items-coefficient alpha=.949/.932 -Factor-2-(Klein)-4-items coefficient-alpha=.960/.947 .85/.74 -Factor-3-(NC)-3-items coefficient=.863/.811 -Factor-4-(CC)-3-items coefficient-

				alpha=.795/.738
10	Allen & Meyer (1993)	Singh, P., (2018). Human resource management practices and its impact on organizational commitment. <i>Indian Journal of Positive Psychology</i> , 9(4), 482-487.	-90 participants (private organizations) -18 items	-Reliability coefficient of each dimension=0.79, 0.83, & 0.83
11	Allen and Meyer (1993)	Peng, J., Jiang, X., Zhang, J., Xiao, R., Song, Y., Feng, X., Zhang, Y., & Miao, D., (2013). The impact of psychological capital on job burnout of Chinese nurses: The mediator role of organizational commitment.	-473 female nurses (4 general hospitals in Xi'an, China) - 18 items	$\chi^2$ (128, N=473) =324.85, $p<0.001$ ; RMSEA=0.057; SRMR=0.048;& CFI=0.951; Sig Path coefficient, $\beta$ =-0.60, $p<0.001$
12	Meyer, Allen, and Smith (1993)	Finegan, J. E., (2000). The impact of person and organizational values on organizational commitment. <i>Journal of Occupational and Organizational Psychology</i> , 73, 149-169.	-121 employees -18-item -Self reporting	-Median reliabilities of scale (assessed using coefficient-alpha across many studies) =.85 for AC, .73 for NC & .79 for CC
13	Meyer. Allen, and Smith (1993)	Wasti, S. A., and Turkey., (2003). Organizational commitment, turnover intentions and the influence of cultural values. <i>Journal of Occupational and Organizational Psychology</i> , 76, 303-321.	-Sample-1- 83-employees – Sample-2- 914 employees - Revised & adapted scale-translated into Turkish	-Reliability for AC=.79; NCS=.75 & CC=.58; for etic-emic AC, NC and CC scales= .84, .82, & .70 - $\chi^2/df$ ratio=3.19, GFI=.97, AGFI=.95, NNFI=.97, SRMSR=.028 Reliability, social factors scale, Alpha=.80
14	Allen & Meyer (1993)	Zhou, Y., Lu, J., Liu, X., Zhang, P., Chen, W., (2014). Effects of core self-evaluations on the job burnout of nurses: The mediator of organizational commitment.	-445 nurses (Shanghai hospital) - 18 items -Self-reporting	Cronbach-alpha-coefficients= 0.779, 0.825, & 0.794, for 3-sub-scales of Commitment
15	Meyer and Allen (1997) [Revised]	Grdinovac, J. A., & Yancey, G. B., (2012). How organizational adaptations to recession relate to organizational commitment. <i>The Psychologist-Manager Journal</i> , 15, 6–24.	-154 employees	Using coefficient alpha, internal consistency for AC, CC& NC= .88, .76, & .88
16	Meyer and Allen, (1997)	Choi, S. B., Tran, T. B. H., & Park, B. I. L., (2015). Inclusive leadership and work engagement: Mediating roles of affective organizational commitment and creativity. <i>Social Behaviour and Personality</i> , 43(6), 931–944.	-246 employees (6-companies from Vietnam) -AC only	Cronbach's alpha reliability for AC=.923.
17	Meyer and Allen, (1997)	Chelliah, S., Sundarapandiyan, N., & Vinoth, B., (2015). A	-189-respondents-(10 organizations)	Pearson Correlation-AC-.389; CC-.611;

		Research on Employees' organisational commitment in organisations: A case of small and mid-size enterprises in Malaysia. <i>International Journal of Managerial Studies and Research (IJMSR)</i> , 3 (7), 10-18.		NC-.470
18	Meyer and Allen, (1997)	Asiri, S. A., Rohrer, W. W., Al-Surimi, K., Da'ar, O. O., and Ahmed, A., (2016). The association of leadership styles and empowerment with nurses' organizational commitment in an acute health care setting: a cross-sectional study. <i>BMC Nursing</i> , 15, 38.	-332nurses	-Cronbach's alpha=.79 Nurses' commitment -vely correlated to meaning-dimension of Commitment (Pearson-Correlation = -0.130, p-value = 0.019) & TFL (Pearson Correlation =-0.113, p-value = 0.045). Nurses' commitment +vely correlated to TAL (Pearson-Correlation=0.124, p-value =0.028).
19	Meyer and Allen, (1997)	Afshari, A., Mahmoodi, M., and Fazel, A., (2016). Predict job burnout on organizational commitment and perceived social support in the Imam Khomeini relief committee for Shiraz. <i>Indian Journal of Positive Psychology</i> , 7(3), 292-296.	-150 employees	-R <sup>2</sup> =.205
20	Klein Uni-dimensional Target-free (KUT) Scale by Klein, Cooper, Molloy, and Swanson (2014)	Bennett, D., and Hylton, R., (2019). A happy mindset: organizational commitment and job satisfaction among health care employees in the Caribbean. <i>Indian Journal of Health and Well-being</i> , 10(10-12), 344-348.	-33 healthcare employees, (Caribbean) -Self-questionnaire	-Scale correlated to performance (r = .17 to .42), turnover (r = -.10), & other work attitudes (organization & team identification, job satisfaction, work engagement; r = .17 to .72)
21	Klein Uni-dimensional Target-free (KUT) Scale by Klein, Cooper, Molloy, & Swanson (2014)	Vance, R. J., Jaros, S., Becker, T., E., & McKay, A. S., (2020). Alternative measures of employee commitment: Assessment of predictive validity for performance and turnover. <i>Human Performance</i> , 33(2-3), 164-190.	Sample1- 114; Sample2- 285; &Sample3- 291 employees	-Factor-1-(AC)-6 items- 3.19/3.78; 1.16/0.91; .949/.932 -Factor-2-(Klein)-4 items 3.30/4.15; 1.28/0.86; .960/.947; .85/.74 -Factor-3-(NC)-3 items 2.79/3.27; 1.10/0.91; .863/.811; .78/.51; .74/.51 -Factor-4-(CC)-3-

				items 3.24/3.04; 1.06/0.95; .795/.738; .00/.25; .05/.24; .22/.36
22	Klein Uni-dimensional Target-free (KUT) Scale by Klein, Cooper, Molloy, & Swanson (2014)	Bennett, D., and Hylton, R., (2021). Nurse migration: Job satisfaction and organizational commitment among nurses in the Caribbean. <i>Indian Journal of Health and Well-being</i> , 12(2), 213-216.	-100 on-duty nurses from 2-hospitals (Caribbean) -Self-reporting.	Reliability for KUT scale= 0.90
23	Klein Uni-dimensional Target-free (KUT) Scale by Klein, Cooper, Molloy, and Swanson (2014)	Bennett, D., and Stanley, L., (2019). Support staff in the Caribbean: How job satisfaction is related to organizational commitment? <i>Indian Journal of Positive Psychology</i> , 10(2), 100-105.	-27 cafeteria employees of educational institution (Caribbean)	Job satisfaction & OC relationship, $r = 0.393$ , $p < 0.05$ .

**Table.2. Summary of Characteristics of Reviewed Instruments**

S.No	Instrument	Publication year	Country of origin	Data collection method	No of scale items	Factors Identified	Sample items
1	Organisational Commitment Questionnaire (OCQ) by Porter et. al. (1974) & codified by Mowday et. al., (1979)	1979	USA	Self-reporting	15	-Belief in & acceptance of organisational goals & values; -Willingness to exert effort on behalf of organisation; -Desire to remain member of the organisation	-I'm willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful. -I talk up this organization to my friends as a great organization to work for.
2	Allen & Meyer (1990)	1990	Canada	Self-reporting	24 (8 for each dimension)	AC CC NC	-I'd be very happy to spend rest of my career in this organization. -It'd be very hard for me to leave my job at this organization right now even if I

							wanted to. -I don't feel any obligation to remain with my organization (R).
3	Meyer Allen (1993) (improved version of their TCM EC survey)	1993	Canada	Self-reporting	18 (6 for each dimension)	AC CC NC	-I'm very happy being a member of this organization -I worry about the loss of investments I've made in this organization & -I feel that I owe this organization quite a bit because of what it has done for me
4	Klein Unidimensional Target-free (KUT) Scale by Klein, Cooper, Molloy, and Swanson (2014)	2014	USA	Self-reporting	04	Commitment	-How committed are you to [your/the/this] [target]? -To what extent do you care about [your/the/this] [target]? -How dedicated are you to [your/the/this] [target]? -To what extent have you chosen to be committed to [your/the/this] [target]?

## 5. RESULTS

During database search, 37 research articles were identified which used seven different instruments. Out of these seven instruments, only three were found to be used in more than one study and therefore evaluated in this study. These are: - (a) Organisational Commitment Questionnaire (OCQ) developed by Porter et. al., (1974) and codified by Mowday et. al., (1979); (b) Meyer and Allen (1990, 1993) and (c) Klein Unidimensional Target-free (KUT) Scale developed by Klein, Cooper, Molloy, and Swanson (2014). They encompass all the identified dimensions of the construct and are based on self-reporting questionnaires. A summary, describing the instruments, studies & samples in which they have been evaluated, along with their validity and reliability have been presented in the Table No 1. Another

summary giving details of instrument, year and country of origin, method of data collection, number of scale items and sample items have been presented in Table No 2. Review of each instrument is as given below.

## 6. REVIEW OF INSTRUMENTS

### 6.1 Mowday et. al., (1979)

#### Background

OC as defined by Porter et. al., (1974) is, "an attachment to the organization, characterized by the intention to remain in it; an identification with the values and goals of the organization; and willingness to exert extra effort on its behalf" (p. 604). This construct has been studied widely and is popularly acknowledged as the exchange theory of employee commitment (Singh & Gupta, 2015;



Porter, Steers, Mowday, & Boulian, 1974). Based on this concept, the first widely acknowledged measuring instrument for commitment, also known as Organisational Commitment Questionnaire (OCQ), was developed by Porter et. al., (1974) and was codified by Mowday et. al., (1979).

### Description of Instrument

Porter, Steers, Mowday and Boulian (1974) developed this instrument comprising of 15 items, and is based on only one dimension i.e., employee's attitude towards their work performance. Subsequently, Mowday, Steers and Porter (1979) further codified it into an OC questionnaire consisting of 15 questions on a Likert scale having options from 1= strongly disagree to 7= strongly agree. Sample items of the scale are as given in the Table No 2.

### Psychometrics

Psychometric properties of the scale have been established in a study undertaken by Mowday, Steers, & Porter, (1979), who used a nine-item shortened version (original version is of 15 items) of the scale, for 2563 employees working in a variety of jobs in nine different organizations. Coefficient alpha obtained in the study was from .82 to .93, having median value of .90. Test-retest reliability values obtained over a period of 2, 3, and 4 months, in this study for two samples were  $r = .53$ ,  $.63$ , and  $.75$  respectively. For another sub-group study, it was  $r = .72$  and  $.62$  for 2 & 3-months period.

In a factor analysis, Kaiser (1958) varimax rotation confirmed a single common construct, however, in some cases two factors emerged but the eigenvalue of the second factor did not exceed 1.0.

Convergent validity of the instrument was found to be satisfactory and for all the six different samples of the study, it varies between  $.63$  to  $.74$ , having a median of  $.70$ . In this case, then, consistent evidence of convergent validity for the OCQ was found. For discriminant validity of the instrument, it was compared with job involvement, career and job satisfaction. Relationship between OC and these three constructs lies in a range value of  $r = .30$  to  $r = .56$  for job involvement;  $r = .39$  and  $.40$  for career satisfaction and  $r = .01$  to  $.68$  for Job Descriptive Index with a median correlation of  $.41$ . Predictive validity of the instrument was found to be a fairly stable in

terms of employee turnover, as predicted in theory.

### Citations for the Psychometric Article

The psychometric article was cited 15704 times (all 10 versions) in the Google Scholar Citation Index.

### 6.2 Meyer and Allen (1984, 1990, 1993) Background

A study undertaken by Meyer and Allen, (1984), concluded that employee's commitment as a concept, is a two-dimensional construct. Affective commitment (hereinafter, AC), described as first dimension of the concept was defined as, that component of, 'feeling of commitment' by the employees which includes attachment to, involvement and identification with their organization (Meyer & Allen, 1984; Mahal, 2012). Second dimension, described as continuance or calculative commitment (hereinafter, CC), was defined as a component of employee's commitment felt as a 'need to continue in the organization' owing to economic factors relevant for the employee (Meyer & Allen, 1984, 1991; Singh & Gupta, 2015). Allen and Meyer, (1990), improved upon their two-dimensional model of the concept by adding another dimension to it, described it as normative commitment (hereinafter, NC), and thereby established three-dimensional model of OC (Jaros, 2007; Rakatu, Chandra & Soma 2021). NC was defined as that component of commitment which involves a sense of gratitude engrained in individuals owing to either devotion for their job or love for organizational goals. However, in 1991, Meyer and Allen (1991) finalised their study and confirmed the multidimensionality of the concept which represented relative strength of employee's involvement in, identification with, and loyalty to their organization's affairs (Meyer & Allen, 1991; Faloye, 2014) and termed it as OC. Meyer and Allen (1997) once again examined their 1991 definition of OC and observed that the 3-dimensional model of OC also includes a psychological condition which connects employees to their organization (Meyer & Allen, 1997; Singh & Gupta, 2015). These 3-dimensions viz AC, CC & NC denote distinct psychological aspects of an employee, and could be measured separately (Meyer & Allen, 1997).

### Description of Instrument

The original Allen & Meyer (1990) instrument developed to measure three-dimensional concept of OC is a 24-items self-reporting scale based on 03-components of commitment i.e., AC, CC & NC. Later, Meyer and Allen (1991, 1993) revised the instrument, refining it to an 18-item instrument with 6 items for each dimension. These items were rated on a 7-point Likert scale, with options from 1= strongly disagree to 7= strongly agree. Sample items of the scale are given in Table No 2.

The older and new adaption of the instrument has similar type of AC and CC, except that the number of items has reduced in each dimension by two. However, main difference between two versions of the instrument lies in NC, wherein the revised form of the instrument focuses more on the feeling of obligation and not its basis, whereas the older version included information regarding the basis of obligation.

### Psychometrics

OC measuring instrument by Meyer and Allen has been found to be the most used one for measuring the construct. The Psychometric properties of the scale have been established in a number of studies undertaken by Allen and Meyer, (1990); Allen and Meyer, (1996); Meyer and Allen, (1991); Meyer et al., (1993); Meyer, Stanley, Herscovitch, Topolnytsky, (2002), in which two versions of the scale, one with 24 items and the second with 18 items, have been established. This study identified 16 different research articles which used the scales. Details of psychometric properties of the scale from all these articles have been given in Table No 1.

Psychometric properties of the original scale have been ascertained in the research article, "The measurement and antecedents of AC, CC and NC to the organization", written by Natalie J. Allen & John P. Meyer (1990). The instrument was based on self-reporting, having a total of 24 items for TCM of AC, CC & NC, each component having 8 items. The study included two sub groups of full-time non-unionised employees of two manufacturing firms and a university, sub group-I & II had 256 & 337 employees respectively. Reliability obtained in the study for each sub-scale was: ACS= .87; CCS= .75; and NCS= .79. Correlation between the ACS & CCS was found to be negligible ( $r = .01$ ), & that between

ACS and NCS was significant ( $r = .48$ ,  $P < .001$ ). Relationship between CCS & NCS was also significant ( $r = .16$ ,  $P < .01$ ), however, magnitude of correlation suggested that the two sub scales share little variance. Confirmatory factor analyses in most of the studies confirms the fact that AC, CC and NC are distinct dimensions of the OC. However, in some of the studies, it was also observed that AC and NC are correlated but the scale of their correlations has not been consistent and therefore it could be said that they are not identical constructs.

### Citations for the Psychometric Article

The psychometric article was cited 10349 times (all 11 versions) in the Google Scholar Citation Index.

### 6.3. Klein, Cooper, Molloy, and Swanson (2014), [Klein Uni-dimensional Target-free (KUT) Scale]

#### Background

According to Klein et. al., (2012), "commitment is a volitional psychological bond reflecting dedication to and responsibility for a particular target". Based on this definition of commitment, Klein, Cooper, Molloy, & Swanson, (2014) reconceptualised the construct scale with a fresh approach and proposed a 4-item scale which is also known as Klein Uni-dimensional Target-free (KUT) Scale. This instrument based on Klein et. al., (2012) conceptual definition of commitment, was projected as a unidimensional scale and applicable to all workplace targets.

### Description of Instrument

Klein Unidimensional Target-free (KUT) Scale comprises of four items only which are: - (a) How committed are you to [your/the/this] [target]? (b) To what extent do you care about [your/the/this] [target]? (c) How dedicated are you to [your/the/this] [target]? (d) To what extent have you chosen to be committed to [your/the/this] [target]? A five-point response scale has been prepared for the instrument having options from 1= Not at all; 2= slightly; 3= Moderately; 4= Quite a bit and 5= Extremely. This could be converted to a seven-point scale if restricted variance becomes a concern. The dependent variables used in this scale are: - (a) Identification, (b) Job

satisfaction, (c) Extra-role behaviour, (d) Turnover intentions and all of them were self-reported.

### **Psychometrics**

In their pioneering research work, Klein et. al., (2014), provided initial validity evidence, not only by empirical comparison of results from the proposed scale with the existing scales, but also, by examining data collected from five different samples having 2,487 participants from a variety of jobs and organizations. Findings of the study confirmed the validity of the new method and instrument measuring commitment. However, these findings are merely a beginning and could be used as foundation for future research on the instrument and the construct. Psychometric results obtained from first two samples of the study provided empirical support for the internal configurations of, Klein et. al., (2014) scale as well as Meyer et. al., (1993) AC scale. Third sample study confirmed four-item Klein scales, as well as six-item AC and the revised 3-item adaptations of the NC and CC scales. Predictive validities of the commitment measures were also found satisfactory in this study. Results obtained from the study are given in Table No 2.

### **Citations for the Psychometric Article**

The psychometric article was cited 280 times (all 14 versions) in the Google Scholar Citation Index.

## **7. DISCUSSION**

These three, commitment measuring, instruments could be used to measure the construct as their initial reliability and validity testing has been confirmed in various studies. However, this literature review of instruments measuring OC suggests that Meyer and Allen's (1991) scale based on TCM, viz AC, CC and NC has emerged as the most reliable, validated, well- established and widely used instrument which provides a true picture of relationship between various dimensions and sub-dimensions of commitment as well as between these dimensions and other variables such as antecedents, consequences, and correlates of the construct itself. Our analysis further reveals that the incongruities identified in initial 8-item scales of NC & CC (Meyer & Allen, 1984), observed by Meyer et. al., (1990) and few others, have already been rectified in

the 6-item version of AC, NC, and CC scales presented by Meyer et.al., (1993).

Given that a number of established instruments measuring OC are available, scholars need to acquaint themselves about their inadequacies, especially for NC, CC, AC being widely used and Klein scales being a new one, as doing so helps future research scholars in the refinement of measuring instruments and study of commitment and they gain from a larger theoretical context in comparison to the one accessible from Meyer et. al., and Klein et al. scales. Notwithstanding the fact that instruments analysed in this paper have been subjected to various reliability and validity examination, still, it is recommended that whenever a new study on any population is undertaken, additional psychometric testing of the instrument used is carried out.

## **8. SUMMARY AND RECOMMENDATIONS**

A detailed analysis of various instruments measuring OC in this research article, provided us with the results which have been given in the above-mentioned Tables as well as with the identification of three extensively used instruments, and out of them Meyer et. al., (1993) is the most widely used one. It has also been observed that the multidimensional model questionnaire of Meyer and Allen (1991, 1993) has been extensively replicated, followed by the OCQ i.e., questionnaire presented by Mowday et. al., (1979). Analysis of Klein, et. al., (2014) scale, also confirms the validity of this fresh method to measure commitment, thereby, providing us with a new basis for future research. It has potential to provide us with a better tool to examine the simultaneous existence of multiple commitment employees have, and also, effect integration, uniformity and synergy to commitment research across place of work targets.

It is recommended that future research should focus on integration of organizational and personal characteristics which affect OC and develop a model concerning these relationships and their implications. The organizational and personal characteristics which could be studied are workplace citizenship behaviour, employee productivity, work attitude, innovation and success, leadership styles, top management team and

impact of organizational challenges or decline on commitment.

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