Analysis of measurement scales of organizational commitment**Análisis de las escalas de medición del compromiso organizacional**

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Abstract

The main objective of this study is to identify and analyze the measurement scales used to determine the organizational commitment (OC) of workers, based on an exhaustive bibliographic review in the main scientific databases. The research is of a qualitative, descriptive type of comparative nature between the different instruments used to measure the level of identification of employees with the organization, as well as reliability through internal consistency, through literary review related to the construct in study. The importance of identifying the degree of involvement of labor personnel towards the organization, as well as their classification in the dimensions that make up the organizational commitment is necessary for social research and organizations to formulate proposals focused on the contribution and strengthening of the worker-employer relationship.

Resumen

El presente estudio tiene como objetivo principal identificar y analizar las escalas de medición que se emplean para determinar el compromiso organizacional (CO) de los trabajadores, a partir de una exhaustiva revisión bibliográfica en las principales bases de datos científicas. La investigación es de tipo cualitativa, descriptiva de corte comparativo entre los diferentes instrumentos utilizados para medir el nivel de identificación de los empleados con la organización, así como la confiabilidad a través de la consistencia interna, por medio de la revisión literaria relacionada con el constructo en estudio. La importancia de identificar el grado de involucramiento del personal laboral hacia la organización, así como su clasificación en las dimensiones que conforman el compromiso organizacional es menester de la investigación social y las organizaciones, para formular propuestas enfocadas a la contribución y fortalecimiento de la relación trabajador-empleador.

Organizational commitment, Scale, Reliability**Compromiso organizacional, Escala, Confiabilidad**

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Introduction

Organizations face a great challenge in relation to the commitment of workers, which is why they have focused their efforts on knowing the level of affinity of employees towards their objectives. Various authors (Bayona Sáez, Goñi Legaz, and Madorrán García, 2000; Guevara Bedoya and Fernández Poveda, 2017; Tejada and Arias, 2005) maintain that institutions that have workers who identify with them create lasting links and a labour relationship based on loyalty prevails. As a result, production processes and organizational culture are stable (Córdova and Ochoa, 2018) and their development is preserved by avoiding and/or reducing problems of turnover and absenteeism (Patrón, 2018), which generate higher costs related to training programmes.

Organizational commitment is a theoretical construct that has been widely studied for its relationship to and prediction of the desire to leave an organization (Arciniega and González, 2006; Guevara Bedoya and Fernández, 2017; Porter, Steers, Mowday, Boulian, 1974; Tett Meyer, 1993). Given the purpose of the research, the scale by Porter, Steers, Mowday and Boulian (1974) was studied. However, this model proposes only one dimension focused on the worker's attitudes with respect to his or her work performance, and the instrument is made up of 15 items. The OCQ questionnaire was developed afterwards (Mowday, Steers and Porter, 1979). This instrument considered 15 questions with answer options on a Likert scale with seven options, with minimum value 1 = strongly disagree and value 7 = strongly agree.

The following model, and one of the most replicated in both the English and Spanish languages, is the one designed by (Allen and Meyer, 1990; Meyer and Allen, 1991; Meyer, Allen, and Smith, 1993), the original scale was integrated by 24 elements distributed in three dimensions: affective commitment (AC), continuity commitment (CC) y normative commitment (NC). In 1993, the original instrument of the mentioned authors was reduced to six reagents for each one of the three dimensions with a Likert-type response format that goes from 1 = totally in disagreement to 5 = totally in agreement and with acceptable values of internal consistency (Nunnally and Bernstein, 1994).

Justification

The relevance of the study lies in showing the instruments of greatest usability in measuring organizational commitment, as well as indicators of reliability and validity of content, (Quero, 2010; Tomás Marco, González-Romá, Gómez Benito, 2000) in research conducted in the public and private sectors. The measurement scales of the subject in question were designed in the English language, so it has been necessary to apply translation and adaptation to Spanish and the context where they have been used, based on the above interest in analyzing the similarities of context and the population participating in the studies to measure organizational commitment.

Problem

The importance of identifying the level and type of commitment of the labor force in organizations is increasingly in the interest of managers, as a preventive measure to avoid staff turnover and decreased productivity, for this reason it is necessary to identify the scales of greatest reference as well as indicators of reliability and validity, a factor to consider are the similarities of population and language, as this will serve as the basis for replicating a study in the population to be evaluated.

Objectives

General Objective

To identify the scales for measuring organizational commitment to greater usability as well as its values of reliability and validity.

Specific Objectives

- To identify the most commonly used scales in organizational commitment measurement studies and determine the values of reliability and validity.

Theoretical Framework

The main studies on OC as well as the designers of the most replicated scales define this construct as the degree of identification and participation of a worker towards his or her employing organization (Porter et al., 1974), in addition to considering aspects such as the involvement and acceptance of company goals and values, extra effort and a feeling of pride and belonging.

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Some authors (Becker, 1960; Buchanan, 1974; Mowday et al., 1979) considered this construct to be one-dimensional. In table 1, some of the definitions of the main authors related to the topic are detailed:

Author	Definition
(Becker, 1960)	It is the emotional bond that the worker establishes with the organization
(Porter, Steers, Mowday and Boulian, 1974)	Affinity and identification of an individual with a certain organization
(O 'Reilly and Chatman, 1986)	It is the link between a person and an organization
(Meyer and Allen, 1991)	It is the relationship between the worker and their company based on emotional perceptions
(Buchanan, 1974)	It is the effective-emotional attachment of the worker to the goals and policies of their organization
(Mowday, Porter and Steers, 1982)	It is the strong desire to remain in the organization and the achievement of its objectives

Table 1 Organizational Commitment Definitions
Source: prepared by the authors

However, in subsequent studies, the instruments had three dimensions (Allen and Meyer, 1990; Herscovitch and Meyer, 2002; Meyer and Allen, 1984, 1991). In such a way, they point out that the normative commitment that has its bases in the institutional reciprocity; the commitment of continuity is related to the costs of leaving the organization and finally the affective commitment; this is achieved when the individual needs are covered and the expectations of the workers are reached, this model is known as the Meyer and Allen model. (see figure 1).

Figure 1 Three-factor model of organizational commitment
Source: Taken from Meyer and Allen, 1991 P.p 68

- **Affective Commitment:** It is the adherence of the individual to a certain organization, establishing strong ties, which in turn directly impacts the participation and emotional involvement shown by the individual towards his or her organization (Meyer and Allen, 1991).
- **Commitment to Continuity:** also known as calculative, it is a feeling of need to continue in the organization based on the time invested and the lack of opportunities abroad, it is possible to say that there is a state of dependency linked to the economic cost that could force the individual to continue in the organization (Meyer and Allen, 1991).
- **Normative commitment:** it is the relationship of the individual towards the organization which is based on feelings of gratitude, sometimes derived from incentives and rewards, in certain cases individuals feel special gratitude towards the company for having given them the opportunity to belong to it (Meyer & Allen, 1991). Arciniega and González (2006) establish this relationship with emotional aspects, such as loyalty to the organization, sense of belonging and gratitude for the granted opportunities.

Research Methodology

The research is of a descriptive type since it pursues the analysis and description of the scales of measurement of organizational commitment (Hernández, Fernández and Baptista, 2014) with the aim of showing the main characteristics of the population and the indices of reliability and validity. The study entails a non-experimental transversal design, which consisted of an exhaustive documentary review in the main databases, having as a premise the articles in the Spanish language, to analyze the results derived from the scale used, as well as its translation and adaptation to the application context. The sources used for the project were based on:

- Specialized databases such as Redalyc (Network of Scientific Journals of Latin America and the Caribbean, Spain and Portugal).
- Scopus.
- Web of Science.

Results

According to the results obtained through the literature review, the classification of the studies developed in Spanish-speaking contexts was conducted with the aim of studying the type and number of population, the number of reagents used, and the level of reliability and validity. In table 2, eight studies selected based on the criteria mentioned in the previous paragraph are presented.

No	Author	Instrument	α	Observations
1	(Fonseca, Cruz and Chacón, 2019)	Author's design Likert scale with 5 answers ranging from 1 (strongly disagree) to 5 (strongly agree)	.86 to .89	Confirmatory factor analysis with acceptable adjustment measures was performed
2	(Baez-Santana, Zayas-Agüero, Velázquez-Zaldívar and Lao-León, 2019)	(Meyer, Allen and Smith, 1993) Likert scale with 5 answers ranging from 1 (strongly disagree) to 5 (strongly agree)	AC=.83 CC=.96 NC =.92	Degree of identification, organizational commitment, and adherence to the three-factor OC Three factors with 75% of total variance
3	(Morales Cardenas, Perez Sanchez, & Haidar Torres, 2018)	(Allen and Meyer, 1990) Likert scale with 5 answers ranging from 1 (strongly disagree) to 5 (strongly agree)	.91	Organizational Commitment has a positive relationship with Perceived Organizational Support and Ethical Climate
4	(Zayas Agüero and Báez Santana, 2016)	(Meyer and Allen, 1991) Likert scale with 5 answers ranging from 1 (strongly disagree) to 5 (strongly agree)	.70	Expert validity, pilot test, 79% medium OC level and 19% high OC level
No	Author	Instrument	α	Observations
5	(Böhrt, Romero and Díaz Bretones, 2014)	(Meyer and Allen, 1997) Likert scale with 7 answers ranging from 1 (strongly disagree) to 7 (strongly agree)		The study divided the population into three segments: services, workers and office workers, in which tests were carried out on the perception of AC, CC and NC, obtaining different results in each segment.

6	(Ríos, Téllez and Ferrer, 2010)	(Meyer and Allen, 1997) Likert scale with 7 answers ranging from 1 (strongly disagree) to 6 (strongly agree)	AC = .85 CC= .91 NC =.82	Empowerment predicts organizational commitment, the reliability of the three dimensions of OC
7	(Ramos, Martínez and Maldonado, 2009)	(Allen and Meyer, 1990) Likert scale with 7 answers ranging from 1 (strongly disagree) to 7 (strongly agree)	AC = .76 CC= .72 NC =.73	Confirmatory factor analysis with acceptable adjustment values was performed, it was found that OC with high values provides a positive relationship in personnel behavior
8	(Betanzos and Paz, 2007)	Design of the authors based on the literature related to the topic. (OCQ, Meyer and Allen and Lodahl and Kejner) Response format determined for each dimension	AC =.87 Implication=.84 CC= .76	The scale was reconfigured based on expert validity, the CC dimension was evaluated independently by the characteristic of the items.
9	(Betanzos, Andrade y Paz, 2006)	(Meyer et al., 1993; Mowday et al., 1982) Likert scale with 5 answers ranging from 1 (strongly disagree) to 5 (strongly agree)	Scale 1 AC = .81 CC= .48 NC=.82 Scale 2= .87	The OCQ instrument yields two factors, contrasting the one-dimensional theory. The Meyer and Allen scale gives five factors and the theory mentions three. Unifying the two instruments, the factor analysis yields four factors with α =.87

Table 2 Scales for measuring organizational commitment in Latin America
Source: own design based on data from the authors cited.

Continuing with the description of the information obtained, table 3 details the complements to table 2, which mentions the number of reagents used in each of the studies, as well as the type of population, public or private sector and the size of the sample.

Thus, it was determined that the scale of greatest reference in the studies carried out in Latin America was the one designed by (Allen and Meyer, 1990; Allen and Meyer, 1996; Meyer and Allen, 1991; Meyer et al., 1993; Meyer, Stanley, Herscovitch, Topolnytsky, 2002), in which the multi-dimensionality of the aforementioned scale is considered; affective commitment, continuity commitment and normative commitment. Similarly, a study using the OCQ tool can be observed, combining items with the Meyer and Allen scale. Of the aspects that stand out, we found acceptable reliability values above .70 (Nunnally and Bernstein, 1994), as well as the lower levels in this index for the continuity commitment dimension (see table 2). Similarly, it is important to consider the wording of the elements of the continuity commitment factor (Zayas Agüero and Báez Santana, 2016) since by their nature they are written in a negative or inverse way, so special attention is recommended when analyzing the results. (see table 3)

No.	Items used	Population Type	Sample
1	Case 3. 25 items and four factors	Teachers and administrative staff of a public university	230
2	18 items translated and adapted to a Cuban context.	Production and marketing sector employees	603
3	18 items translated and adapted to the context	Public servers	250
4	18 items translated and adapted to a Cuban context. Six items written in a negative way.	Cuban private sector employees	92
5	27 items translated and adapted to a Bolivian context	Employees from the manufacturing, customer service and hotel sectors	424
6	18 items on the scale by Meyer et al, 1997, translated and adapted to the Mexican context	Private sector staff, trade, industry and service	147
7	18 items on the scale by Meyer et al, 1990, translated and adapted to the cultural context of Mexico	Professors of a public university in Mexico	300

8	41 Items: Involvement (16 items) Emotional engagement (15 items) Continuity commitment (10 items)	Private sector employees telecommunications	369
98	18 items on the scale by Meyer et al, 1993 (scale 1) and 9 items on the scale by Porter et al, 1982 (scale 2)	Administrative staff of an airport and administrative staff of a marketing company	233

Table 3 Description of content of scales to measure Organizational Commitment and the context of application
Source: own design based on data from authors

The importance of expert analysis and judgment (Escobar-Pérez and Cuervo-Martínez, 2008) should be noted, which was considered in the present study, since it is a technique that contributes to provide solidity to measurement instruments, ensuring their understanding and contextual adaptation together with reliability, considered as the absence of errors in measurement processes (Quero, 2010). The reliability and validity of measurement instruments is important for understanding and adapting to different environments (Moreno, Herrera and Gargurevich, 2019), so that a scale can be applied to both workers in the manufacturing sector and teachers in the public sector.

Conclusions

The results presented in the study are the yield of an exhaustive analysis of research implemented in Latin America, with the aim of identifying the most widely used instruments for measuring OC. Meller and Allen's multidimensional model and the OCQ (Mowday et al., 1979), a questionnaire for measuring organizational commitment, were identified as the most widely replicated. The characteristics of the population are undoubtedly a determining factor for the success of the research; however, it was determined that, with the support of experts in the field, as well as the application of pilots and precise reviews, positive results are obtained. Areas of opportunity were detected such as the scarcity of studies in Spanish, based on confirmatory analysis and structural equation models, which enables contributions in this regard.

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