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Organizational Commitment: Developing a Valid and Reliable Measuring Instrument

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Abstract

Organizational commitment is crucial to study because high commitment is believed to be beneficial for both the organization and the employees themselves. When employees have a commitment to the organization, it leads to their optimal efforts, which are essential for achieving organizational goals. This study uses the organizational commitment theory developed by Allen and Meyer (1991), which encompasses three aspects: affective, continuance, and normative commitment. The theory was further developed into 47 items. The theory was chosen because it effectively represents the dimensions of organizational commitment and serves as a solution to enhance understanding and develop effective strategies to strengthen organizational commitment. The research was conducted at Hospital X with a population of 728 employees, and 202 research subjects were selected using simple random sampling. The research employed a quantitative method, and data collection was conducted using a Likert scale questionnaire. The results of the study revealed that out of the 47 items, 12 items were invalid, leaving 35 items that can measure the variable of organizational commitment.

Abstrak

Komitmen organisasi penting untuk dikaji sebab komitmen yang tinggi diyakini bermanfaat bagi organisasi maupun karyawan itu sendiri dan jika karyawan memiliki komitmen terhadap organisasi maka akan berdampak pada usaha optimal karyawan yang berguna dalam mencapai tujuan organisasi. Penelitian ini menggunakan teori komitmen organisasi yang dikembangkan oleh Allen dan Meyer (1991) dengan 3 aspek yaitu *affective*, *continuance*, dan *normative* yang kemudian dikembangkan menjadi 47 aitem. Teori ini dipilih karena dapat menggambarkan dimensi dari komitmen organisasi, serta sebagai solusi untuk meningkatkan pemahaman dan mengembangkan strategi yang efektif dalam memperkuat komitmen organisasi. Penelitian dilakukan di RS X dengan populasi pegawai sebanyak 728 dengan subjek penelitian sebanyak 202 yang diambil menggunakan *simple random sampling*. Metode penelitian menggunakan metode kuantitatif dan pengumpulan data menggunakan kuesioner skala *Likert*. Hasil penelitian menunjukkan dari 47 aitem didapati 12 aitem yang gugur sehingga tersisa 35 aitem komitmen organisasi yang dapat mengukur variabel komitmen organisasi.

Keywords: *Organizational Commitment, Psychological Scale, Measuring Instrument*

Introduction

Human resources play a crucial role in responding to change. They are a valuable asset owned by a company, as one of the factors determining a company's success is the quality of its human resources (Ardana et al., 2013). A study by Rusminingsih (2010) found a significant positive influence, both partially and simultaneously, between human resource development variables and employee work productivity. Bangun (2012) emphasized that human resources are vital in business agendas, prompting organizations to possess greater value than their competitors. By optimizing human resources, companies can make maximum contributions toward their success (Retnowati & Masnawati, 2024).

According to Ingarianti (2017), organizational commitment is important to examine because high commitment is believed to be beneficial for both the organization and its employees. Saputri et al. (2023) explained that organizational commitment is a condition in which employees side with the organization and have the intention and desire to remain members of the organization. Pulido et al. (2024) stated that organizational commitment is a construct that encourages employee behavior, which can be useful and beneficial in achieving positive outcomes for the organization. Nurandini and Lataruva (2014) described organizational commitment as the willingness to remain in a particular organization, which leads to efforts to adapt to the organization's expectations and a strong belief in and acceptance of the organization's values and goals. Based on these definitions, organizational commitment can be understood as encompassing employees' desire and willingness to remain in the organization, along with alignment with the organization's values and goals.

In this study, the researcher developed a measuring instrument based on the theory of organizational commitment developed by Meyer and Allen (1991). Meyer and Allen (1991) described three measurable aspects of organizational commitment: the affective aspect, which reflects emotional attachment; the continuance aspect, which relates to the recognition of potential costs of leaving the organization; and the normative aspect, which reflects a sense of obligation as a member of the organization. This theory was chosen because it provides the most comprehensive representation of the dimensions of organizational commitment and serves as a solution to enhance understanding and develop effective strategies for

strengthening commitment—unlike Ingarianti (2015), who focused on only one dimension.

This was further supported by Mathieu et al. (2015), who explained that researchers saw similarities among the three aspects of Meyer and Allen's (1991) model, particularly in the view that commitment is a psychological state that characterizes the relationship between employees and the organization and influences the decision to continue or discontinue one's contribution to the organization.

Indonesia lacks measuring instruments for organizational commitment, particularly in terms of identifying related statistics. Therefore, it is necessary to renew the measuring instrument with broader, valid, and high-quality dimensions aligned with organizational development.

A measuring instrument for organizational commitment was previously developed by Ingarianti in 2015, using a sample of 515 permanent employees and focusing only on the affective dimension. However, this approach lacked breadth in the context of organizational measurement. For this reason, it is necessary to further develop a valid, high-quality, and up-to-date instrument for measuring employee commitment within organizations.

A measuring instrument is an agreed-upon tool or device used to determine measurement intervals to produce quantitative data when applied (Sugiyono, 2017). According to Muhid et al. (2015), a developed measuring instrument is expected to be valid and reliable—that is, the instrument for organizational commitment must measure the intended construct accurately, be trustworthy, and show consistency in measurement. It should also meet the reliability and validity standards by the norms of instrument development.

Method

This study employed a quantitative method. The subjects were 202 contract employees at Hospital X, each with a minimum of one year of work experience. The simple random sampling technique was used to randomly select samples without considering the population's strata (Sugiyono, 2016), thus providing an equal and fair chance for every individual to be selected as a sample.

Data collection was conducted using a questionnaire distributed online via Google Forms. The questionnaire was shared

with the research subjects through the WhatsApp application. Online distribution was considered more efficient and flexible, as it could be accessed anytime and anywhere, minimizing the time required for data collection.

This study used an organizational commitment scale developed by the researcher based on the three components of organizational commitment proposed by Meyer and Allen (1991): affective, continuance, and normative. The Meyer and Allen (1991) organizational commitment scale was chosen because it uses a comprehensive multidimensional approach, has strong validity and reliability, and provides a deep psychological insight into employee commitment.

The data collection method used in this study employed a Likert scale. The total number of statement items was 47, with response options based on the Likert scale. The Likert scale measures individuals' or groups' attitudes, opinions, and perceptions regarding social phenomena (Sugiyono, 2016). The Likert scale consists of two statements: favorable (supporting or aligning with the attitude object) and unfavorable (not supporting the attitude object). There were four response options in the Likert scale: Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). A four-point scale was chosen to eliminate neutral responses, which are often interpreted as the respondent being unable to answer.

Below is the blueprint of the measuring instrument used to assess the level of organizational commitment

Organizational Commitment: Developing a Valid and Reliable Measuring Instrument

Tabel 1.

The Blueprint of Organizational Commitment Measuring Scale

Aspect	Indicator	Item	Score			
			SD	D	A	SA
Affective	Relationships between employees (coworkers, superiors, and subordinates)	When my work has been completed, I am willing to help with unfinished coworkers' work.				
		I feel that my coworkers hinder my work.				
		I carry out my boss's orders as directed.				
		My boss often acts at will.				
		I feel responsible as an employee of the company.				
	Actively participate in the organization.	I feel that the responsibilities given by the company are burdensome.				
		I can do my tasks optimally.				
		I am thinking of leaving the company.				
		I play an active role in expressing my opinion during meetings.				
		Other employees' opinions are better than mine.				
Continuance	Proud to be a member of the organization	I enjoy discussing work issues outside of working hours.				
		I feel that attending meetings is a waste of time.				
		I enjoy wearing my work attire outside the workplace				
		I am proud of my current job.				
		I get a satisfactory salary				
	Keeping the job because of the high salary	My salary is often given late.				
		My salary meets my needs.				
		The company often reduces my salary.				
		My company provides facilities and infrastructure that help with work.				
		My company's facilities and infrastructure are limited.				
Normative	Adequate infrastructure	My company provides an adequate place of worship.				
		I use personal items to support my work.				
	Appropriateness of company rewards to the job	I feel that the salary given is following the workload				
		The workload given by the company exceeds my capacity.				
		I do everything I am asked to do with an eye to the rewards that will be given.				
	Willingness to stay in the organization	I am less interested in additional work even though rewards will be given.				
		I feel the organization provides career development.				
		I often look for other job vacancies.				
		I find other jobs less interesting.				
		I often feel bored at work.				
	Willingly comply with company regulations.	I am happy working at my company.				
		I consider better offers from other companies.				
	Know and carry out the job desk	I recommend my company to others.				
		I am often late for work.				
		I have a long-term plan at this company.				
		I work at my current company only to gain work experience.				
		I understand the task well				
		I experience difficulties in carrying out tasks.				
		I always complete tasks on target.				
		The work tasks I receive are confusing.				

For favorable items, a score of 4 was given for the response "Strongly Agree (SA)," a score of 3 for "Agree (A)," a score of 2 for

"Disagree (D)," and a score of 1 for "Strongly Disagree (SD)." For unfavorable items, a score of 1 was given for "Strongly Agree (SA)," a score of 2 for "Agree (A)," a score of 3 for "Disagree (D)," and a score of 4 for "Strongly Disagree (SD)."

This scale consisted of 48 statements, including 24 favorable and 23 unfavorable statements. After 202 respondents completed the questionnaire, the researcher began processing the survey data. Reliability and validity tests were conducted on the survey results using the Corrected Item-Total Correlation value, with a threshold of >0.30 . The data were then analyzed using the product-moment correlation technique developed by Karl Pearson, with the assistance of IBM SPSS Statistics software (Version 26.0) on a Windows 10 operating system computer.

The measuring instrument for organizational commitment developed by Meyer and Allen (1991) was constructed and adapted by the researcher based on Indonesian culture. According to Azwar (2013), the basic procedures in the construction and development of psychological scales provide an overview of the steps taken by the researcher. The following are the procedures for constructing the organizational commitment measuring instrument based on the framework of Meyer and Allen (1991):

- a. The first stage was identifying the purpose of measurement. The researcher's purpose in constructing and developing the organizational commitment measuring instrument was to understand the psychological state of employees that reflects their attachment and loyalty to a particular organization.
- b. The second stage was the operationalization of the concept. The operational definition of organizational commitment is an individual's attitude of recognizing and being attached to their organization, accepting its goals and expectations, and having a strong desire to achieve those goals and remain a member.
- c. The third stage involved creating a framework (blueprint) and scale specifications. The measuring instrument developed by the researcher was based on Meyer and Allen's (1991) theory of organizational commitment, which consists of three aspects: affective commitment, continuance commitment, and normative commitment. This scale included 47 statement items, 24 of which were favorable statements and 23 of which were unfavorable.

- d. The fourth stage was the field test. At this stage, a scale trial was conducted on 202 employees at Hospital X to quantitatively test the validity and reliability of the items and determine whether they met the psychometric criteria to be included in the scale.
- e. The fifth stage was item selection. Based on the scale trial results, an initial analysis showed that 12 items were eliminated, with a Cronbach's Alpha coefficient of 0.879. A second analysis later showed that 2 more items were eliminated, resulting in a Cronbach's Alpha coefficient of 0.928.
- f. The sixth stage was the final compilation. Based on the data analysis, the final version of the organizational commitment measuring instrument consisted of 33 items, with a Cronbach's Alpha coefficient of 0.928, indicating that the scale was quite reliable as it approached the value of 1.

Result and Discussion

Validity testing aimed to assess the accuracy of the measurement. According to Azwar (2012), a measuring instrument is considered valid or has high validity if it can produce measurement results that align with the intended purpose of the measurement. The criterion for item selection was based on a minimum Corrected Item-Total Correlation value of 0.30; if the value was below 0.30, the item was considered invalid or dropped.

The organizational commitment scale consisted of 47 items tested on 202 respondents. Based on the analysis results, 12 items were dropped because they had Corrected Item-Total Correlation values below 0.30. The scores for Corrected Item-Total Correlation ranged from 0.26 to 0.69. The dropped items included items 2, 9, 13, 26, 27, 30, 33, 36, 39, 40, 45, and 46. Therefore, the number of valid items used in this study was 35.

Table 2.
Reliability

Cronbach's Alpha	Cronbach's Alpha Based On Standarized Items		N Of Items
.885	.897		47

Based on the Table, the reliability coefficient using Cronbach's Alpha was 0.897. Since Cronbach's Alpha coefficient was greater than 0.60, the organizational commitment scale was considered reliable or consistent when administered to employees at Hospital X in Yogyakarta.

Table 3.
Reliability After Item Elimination

<u>Reliability</u>	
Cronbach's Alpha	N of item
0.928	35

Based on the Table above, it can be observed that all items used had corrected item-total correlation values greater than 0.30. This indicates that the items met the criteria for internal consistency, and the Cronbach's Alpha coefficient increased to 0.928 from the previous score of 0.897 after item elimination.

The measuring instrument for organizational commitment that had been developed and tested consisted of three aspects: affective, continuance, and normative. Based on the data above, it can be explained that the Pearson product-moment correlation values between each item and the total item score for each aspect yielded significant results. This indicates that each item on the organizational commitment scale was valid, and when compared to the overall scale score, the data produced was of good quality. In other words, this organizational commitment scale was valid for revealing organizational commitment and its aspects. The reliability test results of this organizational commitment scale also showed that the scale was reliable. This indicates that the items measured what they were intended to measure. A reliable instrument is good enough to produce trustworthy data (Arikunto, 2010).

After conducting the reliability test, the next step was the validity test. The second validity test was carried out to ensure that the items were appropriate and of good quality, using the criterion of >0.30 . The results showed that there were still two items that needed to be eliminated, namely items A4 and A28, leaving 33 usable items with the following distribution: A1, A3, A5, A6, A7, A8, A10, A11, A12, A14, A15, A16, A17, A18, A19, A20, A21, A22, A23, A24, A25, A29, A31, A32, A34, A35, A37, A38, A41, A42, A43, A44, and A47.

Based on the second validity test conducted, it can be concluded that the organizational commitment measuring instrument was ready to be used, with 33 items representing the three tested aspects: affective, continuance, and normative.

Conclusion

This instrument is an alternative to the existing organizational commitment measurement instrument for employees in Indonesia, which was last developed by Ingarianti (2015) and needs to be updated. Therefore, the instrument used in this study will be updated and published in 2024 based on the organizational commitment theory developed by Meyer and Allen (1991). This study contributes to expanding the literature on organizational psychology, particularly in the context of work culture in Indonesia. Practitioners can use the valid and reliable organizational commitment measurement instrument to support decision-making in human resource management.

There are three dimensions measured in this instrument: affective, continuance, and normative dimensions. Data processing results show a reliability of 0.928, which means this scale is quite reliable as it approaches the value of 1. In the validity test, 12 items were removed, leaving 35 items. After the reliability test, a second validity test was conducted, and 2 items were removed, leaving 33 items. Based on the data processing results, it can be concluded that this organizational commitment measurement instrument has 33 valid items and uses a Likert scale. Therefore, it can be concluded that this instrument can be used to measure employee organizational commitment in Indonesia.

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