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A Literature Review of the Three Elements of Organizational Commitment: The Meaning of the Contribution Score Average

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Abstract: - This is a meta-analysis study. The study aims to determine the highest average score and the impact of the three elements of Allen and Meyer's organizational commitment: Affective Commitment (AC), Normative Commitment (NC), and Continuance Commitment (CC). The author employed Sturgess's interpretation to determine the average score by Very Low, Low, Low Enough, High Enough, High, and Very High. We got that the highest average score of the three components of organizational commitments is the affective commitment (0.704), followed by the normative commitment (0.681), and the last one is the continuance commitment (0.585). We draw the conclusion that a person, basically, wants to be useful to others. Then, she will be able to put aside individual interests for the sake of common interests so that she will dare to bind herself to agreements, rules, and norms for mutual survival (NC). 'As a result of wanting to be useful to others and having the courage to decide to stay together in the rules, she will dare to put aside his transactional self-interest which is centered on personal interests or gain (CC). The scoring average consecutively says that AC is the biggest among of all, NC is less than AC, and CC is the least, implies that a manager should be able to build and maintain the AC as the first priority, followed by the NC. If a manager has been able to build and maintain the AC and NC, she is able to build and maintain the CC automatically.

Key-Words: Literature Review, the Meaning, Three Components of Organizational Commitment, Affective Commitment, Normative Commitment, Continuance Commitment.

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1. Introduction

Many studies in the field of leadership and organization have examined the organizational commitment of workers. One of the tools for measuring organizational commitment is the three organizational elements of Allen and Meyer. These elements include affective commitment (AC), normative commitment (NC) and continuity commitment (CC).

These three elements have been used in various forms of research, including research on connections, direct connections, inverse connections, and causal connections. The various roles of variables are still being studied: independence, dependence, mediation and moderator. These three elements are also used in various scientific fields and research backgrounds, for example, job satisfaction. It considers the impact of worker satisfaction on worker accomplishment by way of organizational commitment. The conclusion of the research is that satisfaction job is a personal's general attitude to work results. Accomplishment is produced by satisfied workers. Increasing job satisfaction requires several driving factors, including payment of a suitable salary, support from colleagues, and suitability for work with skills and abilities. These are important factors in creating good accomplishment for workers [1].

Another example of research using the Allen and Meyer component research is a research that focuses on the influence of styles of leadership on worker dedication. The outcomes show that there is an important positive connection between transformational leadership behavior and organizational dedication. Despite its positivity and importance, there is a connection between transactional leadership styles with continuous commitments and weak in normative commitments, but no connection between transactional leadership styles and emotional commitments has been found [2], [3].

Normative corporate loyalty, which has historically been conceived of as a single-dimensional framework focused on employees' emotions that they owe it to the company to be a member and contribute to its well-being, also has criteria, one of which illuminated by the sense of "a duty because of owing" to the organization. Organizations, some, shed light on a sense of "moral assignment." Meyer and Parfyonova [4] argue that these two principles are not only true but they also have distinct consequences for attitudes and action outcomes. They also have analytical evidence for the idea of normative organizational commitment with "two faces." As a result, other researchers' critique of NC as an active commitment build is focused in part on a flawed or imperfect interpretation of its existence, according to the conclusion. After the publication of the article, the two-face principle has been adopted by others. It is quickly becoming a widely accepted way of thinking about NC, especially in the commitment profile study [5-7].

A worker can think dichotomous simultaneously [8]. Workers may want to have a high salary and ask to stay. Therefore, Meyer and Allen said that the most important thing is to calculate the dedication of all workers to give back the relative advantages of AC, NC, and CC elements. This means that researchers must verify the combination of the three elements involved in their behavior. So far, only a few studies have checked the effects of interactions and/or have conducted proportional distributions.

Although the three parts of the recognized organizations have made valuable contributions [1, 9, 10] as well as many other aspects, meta-analysis research is still lacking in trying to know the highest average score of them from various document researches and the score that implied. In this regard, the authors want to understand the scoring contribution of the three elements of Allen and Meyer's organizational commitment from past research. This study will give more understanding of employees by a manager or leader. In order to be effective, the authors pose the question, is "What is the highest average score for the three elements and the implied meaning of Allen and Meyer's organizational commitment?"

2. Method

The authors studied the article using meta-analysis [11]. The author reviewed the calculation results of the three elements of organizational commitment in several variables, including dependent variables (Y), independent variables (X), mediator/moderator variables (Z), and the retest or measurement of the three-component of organizational

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commitment from various countries. These articles are from Indonesia, Pakistan, South Korea, Vietnam, the United States, Canada, Ethiopia, Malaysia, Iran, and Brazil. The authors by way of ran the Google Scholar got the articles from the Journal of Public Management Research, Springer, Pakistan Journal of Psychiatry, Journal of Applied Psychology, Asian Journal of Finance, Economics and Business, Journal of Professional Behavior, Management, and Economics, "Icfai Journal of Organizational Behavior", "Journal of Occupational Psychology", "African Journal of Business Management" and "Management Research Review".

The authors analyzed the data obtained from the statistical calculation of every piece of the document on the organization commitment that counted on the selected journal articles. Using each data in the calculation results, the authors tabulated the list to perform calculations to obtain the Very Low, Low, Low Enough, High enough, High, and Very High scores.

The authors made a number of attempts to determine the mean score measure for AC, NC, and CC. The step taken is to perform calculations in the form of a Score Distribution for each of the Variables: AC, NC, and CC. First, the authors determine the range or distance (D) by subtracting the highest score by the lowest score. Second, the authors determine the number of classes using the Sturgess' formula, namely $(K) = 1 + 3.3 \log n$. Third, the authors find the interval (I) by dividing R by (K). Through this stage, the category table is obtained as follows.

Table 1 Reference to Mean Score Interpretation of AC

Class	Interval	Interpretation
1	0.214-0.333	Very Low
2	0.334-0.453	Low
3	0.453-0.572	Low Enough
4	0.573-0.692	High enough
5	0.693-0.812	High
6	0.813-0.932	Very high

The calculation result of the analyzed data for the AC average score was 0.704, as shown in table 4. Referring to the table, the AC score is in the high category.

Table 2 Reference to Mean Score Interpretation of NC

Class	Interval	Interpretation
1	0.253-0.366	Very Low
2	0.365-0.478	Low
3	0.479-0.592	Low Enough
4	0.593-0.706	High enough
5	0.707-0.820	High
6	0.821-0.934	Very high

The calculation result of the analyzed data for the NC average score was 0.681, as shown in table 4. Referring to the table, the NC score is in the high enough category.

Table 3 Reference to Mean Score Interpretation of CC

Class	Interval	Interpretation
1	0.214-0.333	Very Low
2	0.334-0.453	Low
3	0.453-0.572	Low Enough
4	0.573-0.692	High enough
5	0.693-0.812	High
6	0.813-0.932	Very high

The calculation result of the analyzed data for the CC mean score was 0.585, as shown in table 4. Referring to the table, the CC score is in the high enough category.

3. Result

Organizational commitment is the comparative strength of individuals participating in an organization, which can be given back by robust confidence and recognition of the organizational objectives as well as features. This enthusiasm is dedicated to her own organization, the purpose is to keep herself in the organization circle [12]. Worker loyalty give backs personal loyalty to the company [13]. In other words, the degree of intimacy in the organization is achieved by assuming a role for the common good between workers and their organization [8]. It can also be said that organizational dedication is a sense of belonging to the group, as well as it wants to maintain it in order to achieve common goals [14].

A leader needs to increase worker loyalty by way of commitment and affirmation of

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Rias Tusianah, Usastiawaty C. A. S Isnainy,
Tubagus Ali Rachman Puja Kesuma,
M. Arifki Zainaro, Yunisca Nurmalisa

workplace products [15]. Workers who believe that they are connected to the organization will communicate higher values and goals. As a result, worker loyalty ceases to result in various favorable behaviors, such as worker accommodation, daily appearance, effort level and personal atonement to help the company develop its own achievements [17]. In addition, staffs are highly committed to responding to greater support from organizations that support their global achievements. However, in order to keep workers in any company, administrators must provide a relaxed and pleasant working environment to support worker.

In addition, the focus of management is to provide a training agenda on self-management and skills to enhance the identity of workers by way of suitable channels [14]. To know the average value of each component, we show it in Table 2.

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Increase worker loyalty by way of loyalty and affirmation of workplace products [15]. Workers who are aware of their connections to the organization communicate higher values and goals. As a result, worker loyalty ceases to result in various favorable behaviors, such as worker's stay, daily appearance, effort level and personal atonement to help the company develop its own achievements [17]. In addition, staffs are highly committed to responding to greater support from organizations that support their global achievements. However, in order for workers to stay in any company, administrators must provide a relaxed and pleasant working environment to support workers. In addition, the focus of management is to provide a training agenda on self-management and skills to enhance the identity of workers by way of suitable channels [14]. To know the average value of each component, we show it in Table 4, below.

Table 4 Characteristic of Research Data, and Measurement

No	Title	Field and Variables	Sample	Country	Value		
					AC	NC	CC
1.	The Effect of job Characteristic, Person-Job Fit, organizational commitment on worker Performance (Study of East Java BPJS workers) [18]	Management measurement X	238	Indonesia	0.214	0.253	0.250
2.	Organizational commitment and its impact on turnover intentions among workers [19]	Health X	300	Pakistan	0.560	0.550	0.240
3.	Assessment of Meyer and Allen's Three-Component Model of organizational commitment In South Korea [20]	Research assessment Y	278	Korea	0.590	0.650	0.220
4.	Factors affecting workers' organizational commitment in foreign Direct Investment Enterprises [2]	Y	312	Vietnam	0.779	0.921	0.906
5.	Worker commitment In context: the nature and Implications of commitment profiles [21]	X	403	USA	0.870	0.690	0.790
6.	The effect of workers Satisfaction on worker performance by way of Organizational commitment [22]	Z	86	Indonesia	0.862	0.861	0.805
7.	Meyer and Allen Model of organizational commitment: Measurement issues [3]	An overview		USA	0.650	0.390	0.120

Albet Maydiantoro, Ridwan,
Rias Tusianah, Usastiawaty C. A. S Isnainy,
Tubagus Ali Rachman Puja Kesuma,
M. Arifki Zainaro, Yunisca Nurmalisa

8.	The measurement and antecedents of affective, continuance, and normative commitment to the organization [23]	Research Measurement	256	Canada	0.870	0.790	0.750
9.	The impact of leadership styles on worker commitment In Madda Walabu University [9]	Y	462	Ethiopia	0.413	0.374	0.401
10	Job Satisfaction and Organizational commitment: An empirical Investigation among ICT-SMEs [1]	Y	205	Malaysia	0.927	0.932	0.904
11	The Impact of Organizational Culture on Organizational Performance: The Mediating Role of Worker's Organizational Commitment [24]	Z	190	Iran	0.760	0.830	0.840
12	Organizational Commitment, Job Satisfaction and Their Possible Influences on Intent to turnover [25]	X	172	Brazil	0.770	0.780	0.690
13	Perceived suitableness of Training and organizational commitment among Korean Police [10]	X	11,709	Korea	0.890	0.830	0.690
Average					**0.704**	**0.681**	**0.585**

Source: Data analysis

4. Discussions

Regarding the question, "What is the highest average score for the three elements of Allen and Meyer's organizational commitment?" We get the result as follows. From the 13 selected articles, we get an average score of 0.704 for AC, 0.681 for NC, and 0.585 for CC. Then we refer to the table to consult the category of the score of the rating to interpret the score. We refer to table 1 for the AC, table 2 for the NC, and table 3 for the CC. Regarding the implied meaning of Allen and Meyer's organizational commitment; we could explain it as follows.

4.1. Affective Commitment

Affective commitment is one of a method for measuring the organizing commitment. This is an interpretation of the concept as an internal connection with the company [3]. Devout people interpret themselves as binding and like to be group members [23].

Organizations are usually equipped with "sticks and carrots" in exchange for contributions that their workers have achieved or have failed. Followers or workers will make efforts to the organization to get back the gifts or avoid the fines. This shows that the exchange between employer and employees is largely a product of a gift or punishment. One of the studies examined fourteen "sticks/carrots" as possible reasons for AC. The result said that the AC is related to work autonomy, bad to daily work, bad to role ambiguity, bad to role conflict, bad to workload, bad to the impact of insufficient resources, and positive to supervision support, positive to support for peers, positive to justice for distribution, positive to legitimacy, positive to encouragement opportunities, positive to job security, bad to occupational hazards, and positive to salary. The connection between AC and "gift/penalty" is recorded in the articles [26-29].

When a worker feels the presence of a feeling at home, she would love to use up the rest of her career with her group. Then, she really perceives as though this organizational problem is her own, a robust taste of ownership to the company, feeling emotionally enclosed to this company, perceive equally to the organization as of her tribe in the group, and the group has a great special value, then the affective commitment develops.

This means that everyone has a need to be useful to many people. This need encourages people to want to act by binding themselves in an organization. Through an organization, people will be able to contribute more than individuals. This is why the affective commitment score is at the highest average among the three of 0.704.

4.2. Normative Commitment

Organizational dedication is the sense of identity, participation, and loyalty expressed by the workers to the organization [30]. hen, the organizational commitment of the workers is

Albet Maydiantoro, Ridwan,
Rias Tusianah, Usastiawaty C. A. S Isnainy,
Tubagus Ali Rachman Puja Kesuma,
M. Arifki Zainaro, Yunisca Nurmalisa

the robust desire to become a part of the group, the desire to work in accordance with the wishes of the group, as well as the acknowledgment of group standards and goals. However, based on organizational goals and interests, normative commitments are conceptually subject to normative pressure and personal behavior [31].

NC is the tool of the promise as a psychological attraction that gives back the degree to which an individual is bound in a location or organization in consequence of the expensive charge of resigning [31, 32]. This dimension is a motivation and a more intrinsically method motivation for individuals [33]. This means that their sole purpose of staying in the organization is to meet their needs [25]. Amount of the works have shown where empirical proof correlates instrumental commitments with indicators related to personal investment in the workplace and other employment opportunities. In the next part, another structure that constitutes this research will be adopted: job satisfaction [34-36].

4.3. Continuance Commitment

People, in this case, are workers, always facing choices. One of the choices is to continue or leave the organization where she is working for. Everyone will think about moving again, unless, in an emotional state, workers will always consider many things, such as the additional cost of choosing to resign. Therefore, any increase in costs included with departing from the company will cause the improvement of [28]. Based on the works of literature [23, 28, 37, 38], the possible determinants of CC have eight variables: self-investment; common workshop; key sustain include supervisors, colleagues, spouses, parents, and friends; and opportunities [20].

Getting involved as a form of investment is the number of precious assets, like energy, and time that workers in an organization spend for their own happiness [23]. Workers, who increase manpower and personnel attributes, will develop their CC since departing the group is going to cause in wasting valuable resources in the organization. Shortage of alternatives of job competencies and mastery is going to also develop the cost of departing since it results in the problem for workers to get suitable choices occupancies [37]. Therefore, those with general properties have the potential to reduce CC. It takes something special to be able to retain the

worker's right of abode. Leaving will result in cost, psychological and financial, and/or material losses. If workers move to other organizations, it may interfere with their focus connections and expand the psychological burden of creating new relationships and studying to adapt to new colleagues [38]. Therefore, it is hoped that the concentrated sustain of colleagues, bosses, spouses, mother, and father, and friends from the different organizations will cause an increase in CC. There are calculations, such as limited outside work chances will increase the costs included with departing the group. So, the lesser choices of jobs ready in the society, the higher the worker's CC for their present company [37, 39].

If a person experiences and feels that being with her organization is both a need and a desire, then she will choose to continue her commitment. Even, she is willing to face difficult situations. However, if she feels and experiences that being with her organization is a burden, she has a choice of leaving her organization. Further, if she still feels that her life will be disturbed too much, and invest her life too much, she thinks she has many choices, too. She has a lot of alternatives to consider elsewhere. Work in bad feelings and experiences and one of the bad results is departing the group. Sometimes, a worker attempt to stay because it is a shortage of ready choices [28, 40]. In matters like this, a manager must be sensitive. This kind of situation is bad for both parties: bad for the workers and bad for the organization. A manager should be able to anticipate and try to resolve if it has happened [41].

There are four themes why someone decides to quit. The first is to feel that something is not trustworthy, leading to betrayal and underestimating the attitude of others, and to feel that he is no longer needed. Second, the perception of inhumane working conditions can lead to bad health effects, forcing people to feel uncomfortable, which will affect mental conditions that have an impact on physical health. Many physical diseases do not require chemical drugs, but diseases stem from psychological symptoms. Third, it is not free to decide that a one's life and family life is better than work. Fourth, the behavior of colleagues is decreasing, often without mutual respect [42, 43].

Albet Maydiantoro, Ridwan,
Rias Tusianah, Usastiawaty C. A. S Isnainy,
Tubagus Ali Rachman Puja Kesuma,
M. Arifki Zainaro, Yunisca Nurmalisa

4.4. The Combination of the Three

Commitment refers to the mental state that connects people with the organization, and the opposite of commitment is the intention of workers to leave the organization. All organizations must be careful and pay attention to the worker's intention to leave. Worker turnover is very important, because even though not all departments of the organization may cause problems for the group [28]. Leaving the workers from the organization implies the credibility of the management. More workers leaving imply the worse management is. Also, leaving the worker means leaving the capital that has been invested.

The concept of organizational commitment was traced back by Howard Becker in his theory called the "side note" theory (.8.9.). He stated that this kind of commitment to the organization is achieved by way of betting. The condition is that the worker obtains or at least expects to bring him all the benefits, such as pension, funds, years of service, depending on the length of service. However, the incidental bet initially has nothing to do with the activity or nature of the worker's current job, because the individual leaving the entity will be associated with many costs, and a larger incidental bet will result in a greater commitment by the person to the group [37].

Allen and Meyer later called this concept a sustainable commitment. According to their empirical research, organizational commitment shows workers' psychological supplementary components to the group. Allen and Meyer identify and distinguish the three elements of organizational commitment, including emotional, continuous, and normative commitment. Emotional commitment denotes how workers feel about the organization, continuous commitment refers to the cost connected with departing the group, and normative commitment denotes the responsibility to stay in the group. They also recommend these three methods as elements rather than types, because they are independent and workers can encounter this situation at different levels at the same time. For example, in order to stay in the organization, one worker can perceive a robust intention, need, and responsibility to stay in the group, while another worker may feel a robust desire, moderate need, and have no or almost no responsibility to stay in the organization in. The integration of these three elements represents the connection between workers and the organization, and will ultimately affect worker behavior [44, 45].

The results show that the better the organizational commitment, the better the worker's accomplishment. The results of this study show that job features own a good and important effect on the adaptability of people and jobs. The impact of job features on organizational commitment is positive and significant. The impact of work features on worker accomplishment is good and important. The impact of interpersonal fit on worker accomplishment is positive and significant. Organizational loyalty has a good and important effect on worker accomplishment [22, 46].

The impact of organizational commitment on the organization also lies in member behavior. In each study, these three elements have different values. Meyer and Allen believe that one of the reasons is to distinguish between three forms of commitment, because these three forms may have different meanings to actual behavior [8, 47]. Although they tend to tie workers into the organization, the connection between the three behaviors and other types of behaviors can be very different [21, 44]. Meyer and Allen also believe that emotional commitment (AC) and normative commitment (NC) are positively related to work accomplishment and civil discretionary behavior, while continuity commitment (CC) is not related, or even badly related [48].

In summary, all three commitments can also be used as powerful predictors of turnover intentions, but emotional commitments play a robust role in all turnover intentions. This means that the greater the emotional commitment, the less willing to give up. It has been found that the overall commitment is significantly and badly correlated with the willingness to move. Our results regarding the overall commitment of doctors and university teachers also show a bad correlation with willingness to switch. Since all types of commitments (including emotional commitments, normative commitments, and ongoing commitments) are badly related to conversion intentions, the current research seems to be consistent with the number of previous studies done in different populations [25, 49].

Albet Maydiantoro, Ridwan,
Rias Tusianah, Usastiawaty C. A. S Isnainy,
Tubagus Ali Rachman Puja Kesuma,
M. Arifki Zainaro, Yunisca Nurmalisa

Research shows that affective commitments, normative commitments and continuous commitments will not have a significant impact on worker accomplishment. If workers don't feel obligated to continue to cooperate with my current employer, they feel that leaving my current organization is not correct, and they won't feel inside now. If I leave this organization now, then this organization does not deserve my allegiance. Leaving the current organization is Because I have no sense of responsibility to the people in it, and feel that I don't owe much to my organization [50].

Research shows that AC, NC, and CC will not have a significant impact on worker accomplishment. If workers don't feel obligated to continue to cooperate with my current employer, they feel that leaving my current organization is not correct, and they won't feel inside now. If one leaves this group for the time being, then the group does not deserve her allegiance. Leaving the current organization is since he owns no taste of responsibility to the colleagues, and feels that she doesn't owe much to my group. However, the results show that most changes in the impact of satisfaction on inter-agency organizational commitments are random. More suitable group-level variables should be included to explain the influence of group cohesion on the connection between contentment and organizational loyalty [44, 51].

Organizational commitment can also regulate the impact of job satisfaction on accomplishments. Use Sobel-test for mediation test, the value is $1.137 < 1.96$. This means that the organization promises not to mediate the impact of job satisfaction on worker accomplishments. Therefore, without the intermediary of organizational commitments, job satisfaction can be improved to develop worker accomplishment levels. This means that the level of organizational commitment has no impact on workers [22].

However, other studies have shown that commitments have no significant impact on worker accomplishment. Organizational commitments established in an emotional, continuous, and normative manner cannot best improve worker accomplishments. Due to human resources, infrastructure and environmental constraints, worker accomplishments based on these results cannot be optimally improved [52]. This means that

under certain conditions in the organization or at a certain level of the organization, these three organizational commitments also need to be supported by other elements.

The results show that the organizational commitment is high, but it has no effect on accomplishments. The current phenomenon is that the accomplishments of an already very good company may be directly or indirectly impaired due to various worker behaviors that are difficult to prevent. One form is the intention to leave, which makes the worker make the decision to leave the job. This can be seen in ordinary projects that lose the organization by putting the organization in the lowest position. Workers working in this organization are very satisfied with the salary provided by the organization. However, this will also trigger the resignation of workers. For workers who have worked for 1-5 years (54.7%) and young workers aged 26-33 (47.7%), their commitment is very low, but they work hard. Therefore, the company's high turnover rate will increasingly lead to various potential costs, such as training costs for workers, reduced accomplishment, and recruitment and retraining costs [22].

5. Conclusion

Sequentially, the highest average score of the three components of organizational commitments is the affective commitment (0.704), followed by the normative commitment (0.681), and the last one is the continuance commitment (0.585). That means that naturally, humans want to be of use to others. This desire is what binds a person to be intensively joined in one organization. This emotional bond is known as affective commitment (AC). A person who truly wants to benefit others will be able to abandon his personal interests for the common good so that he bravely binds himself to agreements, rules, and standards of living together. A person's willingness to obey all the rules and agreements is known as normative commitment. Furthermore, because he hopes to be of use to others and has the courage to decide to obey the rules, he has the courage to leave personal transactional interests centered on personal interests. The willingness of a person to continue to be together in the organization is known as continuity commitment (CC).

Albet Maydiantoro, Ridwan,
Rias Tusianah, Usastiawaty C. A. S Isnainy,
Tubagus Ali Rachman Puja Kesuma,
M. Arifki Zainaro, Yunisca Nurmalisa

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