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Abstract

Organizational commitment was measured by Organizational Commitment Questionnaire (OCQ) which consists of two scales: an affective commitment scale and a continuance commitment scale. This study used quantitative methodology to examine the relationship between affective and continuance organizational commitment. Subjects of this study were the employees in Taiwanese hotels. In order to collect primary data, subjects completed a questionnaire containing the measure of their feelings of their employing hotel. Data collected from respondents were analyzed using statistical methods. This study indicates that affective commitment is not an important factor that influences an employee's level of continuance commitment.

Keywords: Affective Commitment, Continuance Commitment

Instruction

Many researchers (Meyer et al., 1989; McGee and Ford, 1987) have measured organizational commitment based on two dimensions: affective and continuance commitment. Both affective and continuance commitment reflect links between the employees and the organization. In an organization, employees are likely to exhibit affective commitment when they have a strong identification with their organizational goals and values, or have a strong willingness to work hard for their organization (DeCotiis and Summers, 1987). These employees tend to exhibit behaviors to help their organization achieve its goals (Mayer and Schoorman, 1992). Employees are also likely to exhibit continuance commitment when they have achieved personal investment (such as pensions) in their employing organization (Scholl, 1981) or they have developed an emotional attachment to their organization (Meyer and Allen, 1984; McGee and Ford, 1987). These employees have a strong intention to remain members in their organization (Mayer and Schoorman, 1992). In recent years, many studies have focused on the antecedents and consequences of organizational commitment. Few studies have examined the organizational commitment based on the interscale correlation for affective and continuance commitment. This study attempts to explore such correlation using employees in the Taiwanese hotels as the population.

Literature Review

Researchers have found that organization is a predictor of employee performance and turnover (Mowday et al. 1982). Employees with high organizational commitment exhibit a greater desire to realize the company's goals (Steers, 1977) and to remain in the company (Mitchel and Larson, 1987). In recent years, two distinct views of organizational commitment have dominated the literature. Meyer and Allen (1984) labeled these two views as affective and continuance commitment. Affective commitment is defines as "a strong belief in and acceptance of organizational goals and values, and a willingness to exert considerable effort on behalf of the organization" (Agarwal et al., 1999). Continuance commitment is defined as "a desire to remain a member of the organization" (Agarwal et al., 1999).

According to the side-bet theory (Becker, 1960), the more organizational resources one has accumulated and could lose by leaving the employing system, the greater the personal commitment to stay with the organization. Becker (1960) also indicated that individuals become committed to their organizations because the costs associated with leaving are too high not because they have an affective commitment to their employing organization.

Meyer and Allen (1984) conducted two studies to explore the correlations between affective commitment scales (ACS) and continuance commitment scale (CCS). In study 1, the correlation between ACS and CCS was -0.01; in study 2, the correlation was 0.25. Meyer and Allen concluded that the ACS and CCS did not correlate significantly. In order to reexamine some psychometric properties of the ACS and CCS, McGee and Ford (1987) distributed questionnaires to 997 faculty from 4-year colleges and universities in the United States and

Canada. McGee and Ford reported that affective commitment and continuance commitment were insignificant (r = 0.08)

Mowday et al. (1982) argued that educational level is negatively related to affective commitment. Mowday et al. explained the negative relationship form the viewpoint of expectation. That is, employees with higher educational levels may have higher expectations than the organization can meet and, thus, the employees may have limited desire to become involved in the organization's activities. In regard to continuance commitment, Shore et al. (1995) found that education is an investment, which can increase skills that are valued by organizations, and well educated employees have greater opportunities to select expected jobs in other organizations than less educated employees. Therefore, Shore et al. suggested that employees with higher educational levels have less continuance commitment than those with lower educational levels.

Mathieu and Zajac (1990) stated that employees at higher job levels are likely to receive more prestige and financial opportunities (stock options or profit sharing programs) from their organization than those at lower job levels. Mathieu and Zajac further pointed out that the prestige can increase employees' identification with their organization and the financial opportunities can increase employees' desire to be a member of the organization. Therefore, Mathieu and Zajac concluded that the higher the job level the employees have, the more the affective and continuance commitment the employees exhibit to their organization. In addition, Harris et al. (2001) found that employees at higher job levels generally have strong beliefs in organization's values and are in important positions in the organizational hierarchy. Therefore, according to Harris et al., employees at higher job levels exhibit higher levels of internalization and greater degrees of identification with their organization than those at lower job levels. Harris et al. further argued that because of the internalization and identification, employees at higher job levels are likely to exhibit more affective and continuance commitment than those at lower job levels.

Research Design

This study used quantitative methodology to examine the relationship between affective and continuance organizational commitment. Subjects of this study were the employees in Taiwanese hotels. In order to collect primary data, subjects completed a questionnaire containing the measure of their feelings of their employing hotel. Data collected from respondents were analyzed using statistical methods.

Sample and Data Collection

A questionnaire with a covering letter was distributed to 560 employees, randomly selected from 16 hotels listed in the directory of Taiwan Tourist Hotel Association. The covering letter explained to the respondents the purpose and scope of this study, the importance of responding and the strict confidentiality of their responses. Of the 560 employees contacted, 38 could not be reachable and 169 were excluded because of incomplete data. This study obtained a final sample of 353 resulting in a return rate of 63 percent.

Study Measures

Organizational Commitment Questionnaire (OCQ) developed by Mowday et al. (1979) was used to measure the degree of employees' commitment to their current organization. Mowday et al. (1979) found that the OCQ had a consistently high coefficient α, ranging from 0.82 to 0.93, based on a series of studies involving 2,563 employees in nine separate organizations. The OCQ contains 15 items that evaluate two dimensions of organizational commitment: affective commitment and continuance commitment. Of the 15-item OCQ, 9 focused on commitment-related attitude. The 9-item (1, 2, 4, 5, 6, 8, 10, 13, and 14) scale was used to measure affective commitment. Of the 15-item OCQ, 6 focused on commitment-related behavior. The 6-item (3, 7, 9, 11, 12, and 15) scale was used to measure continuance commitment. A 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) was employed in this study. Respondents indicated their feelings about their organization by circling one of the five choices. The higher the average score of a particular dimension, the greater the level of that type of organizational commitment

Results

Organizational commitment was measured by Organizational Commitment Questionnaire (OCQ) which consists of two scales: an affective commitment scale and a continuance commitment scale. In order to provide more information about employees' perception of their organization, the mean and standard deviation of each question on the scales were calculated and are shown in Tables 1 and 2.

Table-1: Mean Score and Standard Deviation of Each Question on the Affective Commitment Scale

	Statement	Mean	Std. Deviation
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	3.32	0.86
2	I talk up this organization to my friends as a great organization to work for.	2.98	0.73
4	I would accept almost any type of job assignment in order to keep working for this organization.	3.84	1.16
5	I find that my values and the organization's values are very similar.	2.27	1.07
6	I am proud to tell others that I am part of this organization.	2.51	1.25
8	This organization really inspires the very best in me in the way of job performance.	3.29	0.84
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	3.16	1.13
13	I really care about the fate of this organization.	4.53	0.83
14	For me this is the best of all possible organizations for which to work.	3.58	1.02

Table 2: Mean Score and Standard Deviation of Each Question on the Continuance Commitment Scale

	Statement	Mean	Std. Deviation
3	I feel very little loyalty to this organization.	2.53	0.86
7	I could just as well be working for a different organization as long as the type of work was similar.	3.86	1.15
9	It would take very little change in my present circumstances to cause me to leave this organization.	2.75	1.23
11	There's not too much to be gained by sticking with this organization indefinitely.	3.25	0.88
12	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.	2.35	0.94
15	Deciding to work for this organization was a definite mistake on my part.	2.27	0.81

Correlations for Affective and Continuance Commitment

A Person Product Moment Correlation was conducted to test the relationship between affective commitment and continuance commitment. The correlation results (r = 0.12) is presented in Table 3.

Table 3: Correlations for Affective and Continuance Commitment

Scale	1	2
Affective Commitment (9 items)	--	
Continuance Commitment (6 items)	0.12	--

Discussion

The data in Table 1 indicate that the respondents most agreed with question 13, "I really care about the fate of this organization", (4.53), and question 4, "I would accept almost any type of job assignment in order to keep working for this organization", (3.84). A possible reason for the results could be that employee exhibits affective commitment because of a perceived lack of employment alternatives. Looking at Table 1, respondents least agreed with question 5, "I find that my values and the organization's values are very similar", (2.27), and question 6, "I am proud to be proud as long as one is an employee in the organization. According to Table 2, the mean score of question 7 and 11 were higher than 3. Respondents indicate that there's not too much to be gained by sticking with this organization indefinitely (3.25). Respondents tend to work for a different organization as long as the type of work was similar (3.86). Table 3 presents a correlation of 0.12 between affective and continuance commitment. That is, there is a positive, but insignificant correlation between affective and continuance commitment.

This study indicates that affective commitment is not an important factor that influences an employee's level of continuance commitment. Individuals become committed to a course of action because the costs associated with behaving otherwise are too high, not because they have an affective attachment to the object of their commitment (Becker, 1960). Due to few employment alternatives, employees tend to remain

with their employing organization. Such employees exhibit a quite different form of "commitment" than the affective view (McGee and Ford, 1987).

Organizational commitment could lead to several specific behavioral outcomes, such as job performance and attendance. This study only focused on the correlations for affective and continuance commitment. Therefore, future research should cover the correlations of organizational commitment to its outcomes tell others that I am part of this organization", (2.51). Cultural dynamics seem to be involved in these questions. "I would rather be the head of a chicken than the rear of an ox" is a common saying. It could be argued that people in Taiwan usually have a dream of creating their own business. This makes it hard to

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