Abstract

The development of Organizational Commitment has attracting more and more scholars to study the Affective Commitment literature. The phenomenon introduced in the domain of organizational commitment gives us more depth and new path of understanding on scientific interest related. Several organizational scholars have conducted the researchers to review the concepts constructs, and measurement of Affective Commitment that has been published up to recent years. The present study has been established based on empirical research and summary of the major research work of Affective Commitment done by previous scholars to indicate the interpretation of its concepts. Besides, the paper gives reader the general review of Affective Commitment studies.

Keywords: Affective Commitment, Organizational Commitment, Organization Literature

1. Introduction

The construct of organizational commitment has prominent in organizational behaviour research for decade and will continue to draw more interest of scholars. The construct is similar with psychology state in contact of turnover rate in determining whether the employees will stay or leave (Allen & Meyer, 1990) which lead to development and behaviour of the employees towards the organization. Porter et al. (1974) has define the term of organizational commitment as “strength of an individual identification with involvement in a particular organization” and it’s been categorized under three factors 1) strong belief and acceptance of organization values; 2) willingness to struggle on behalf of organization; and 3) the longings to protect organizational membership. Besides, Allen & Meyer (1990) describe the construct as a “psychological contact between the employees and organization who are less likely to voluntary leave the organization”, “normative pressure to act in a way to meets organizational goals and interest” (Wiener, 1982), “a bond or linking of the individual to the organization” (Mathieu & Zajac, 1990), and “a stabilizing or obliging force that gives direction to behaviour such restrict freedom, binds the person to a course of action)” (Meyer &Herscovitch, 2001).

Furthermore, scholars have established the measure of commitment conceptualization of commitment construct in previous year (Allen and Meyer, 1990). Besides, it is determined that the construct of Organizational Commitment is dimensionality which diverse from the theoretical framework. Three- component model of commitment has been suggested by Allen & Meyer (1990) namely affective, continuance and normative commitment as the element in Organizational Commitment. Affective commitment is referred to employees’ emotional attachment while Continuance commitment is based on the cost- induced when the employees deciding to leave the organization whereas the Normative commitment is stand for the employees’ emotion with the need to obligate to remain in the organization to meet the organizational goals and interest (Allen & Meyer, 1990; Allen & Meyer 1991). Therefore, based on Allen & Meyer (1990) investigation on construct of organizational commitment that it is possible for the employees to experience all the element of commitment as the approach is link (affective) between the employees’ desire and organization need, and the need of the organization when the employees decided to leave and the feeling when the employees’ ought to follow the organization values. However, this research will precisely on the Affective commitment as a future antecedent of Unethical Pro-Organizational Behaviour.
2. Conceptualization Of Affective Commitment

2.1 Characteristics of Affective Commitment

Scholars has given the meaning of the construct of Affective Commitment are slightly different from another in literature studies over the years. Therefore, we introduce few meaning of Affective Commitment studied by the scholars within their research:

- Kanter (1968, p. 507) refers the construct as: “the attachment of individual’s supply of effectivity and emotion to the group which also known as ‘cohesion commitment’.

- Buchanan (1974, p. 533) illustrate the definition of construct as: “a factional, affective attachment to the goals and values of the organization, to one role in it, to its goals and values, and to the organization for its own sake, apart from its purely instrumental worth”.

- while Allen & Meyer (1990, p. 1) express the construct as: “the psychological state relates to employees’ emotional attachment to identification with involvement within the organization”

- Jaros et al. (1993, p. 954) describe the construct as: “the degree to which an individual is psychologically attached to an employing organization through feelings such as loyalty, affection, warmth, belongingness, fondness, pleasure and so on”.

- And recently, Ozyer (2010, p. 73) reveal that the concept is based on: “the employees’ definition himself within the organization the feeling of belongingness to the organization as a member”.

It is undeniable of emotion relationship when the employee is affectively committed with an organization. Among three components of commitment (affective, continuance and commitment), Affective Commitment has the most positive nature which that enthusiast the sustainability organizational efficiency (Zeidan, 2006, p. 17). Furthermore, the commitment of the employees which are supported by the organization will be better because of the positivity influence within the workplace are in conducive environment (Wasti, 2002, p. 23). The workforce stability within the organization is a way to promote the employees of the important of quality and quantity of the organizations products and services (Benjamin, 2012).

The three-component model of commitment introduced by Meyer & Allen (1990) share the similarity of the component as it is negatively affect the employees’ turnover and change of the behaviour in workplace (Meyer et al., 2002; Vanderberghe et al., 2004). Conversely, Affective Commitment shows the strongest positive correlation with the employees’ performance, organizational citizenship behaviour, and attendance followed by normative commitment in second place (Meyer et al., 2004) but continuance commitment tends to remain with an organization due to the alternative occasion and the cost incurred when leaving the organization and the feeling when the employees’ ought to follow the organization value (Allen & Meyer, 1997). Besides, Affective Commitment theory is strongly belief will remain in organization as the need to do so compared to the other commitment because the nature of psychological state of each of commitment are different. Plus, the employees with highest experience within the organization (affective commitment) is identify as organizational citizenship behaviour as employees’ voluntary commitment with a sense of belongings where they are volunteering in organizational activities, enthusiastic to achieve company goals and wish to remain in organization longer (Mowday et al., 1982; Meyer et al., 1993). Affective Commitment also correspondently influenced self- perceive value of what individual have along the degree of measure the interest and association with the organizational goals and values (Arshadi&Hayavi, 2013). Moreover, the employees with high level of emotional attachment of Affective Commitment are
committed towards their job (Rhoades & Eisenberger et al., 2002) and has inferior to be late, away or worse is resign from the job (Allen et al., 2003; Eisenberger et al., 1986) and improve the prestation of work (Armeli, 1998; Arshadi et al., 2013).

Eventually, organizational scholars have assorted the assemble of Affective Commitment that work as determinants, correlates or outcomes concerning the organization values.

2.2 Predictor of Affective Commitment

Research have different indicated that personal characteristics (e.g. age, years working with recent organization), organizational structures (e.g. fragmentation), job characteristics and work experience (e.g. organizational incentive and rewards, organizational support, feedback, justice, leadership, participation and role charity variables) are positively related with Affective Commitment (Allen & Meyer, 1990; Meyer et al., 2003). Besides, Allen & Meyer (1997) have determine the new characteristics construct of Affective Commitment, particularly strategic decision-making and direct-communication are predictor to the construct. Therefore, research shown that Affective Commitment constructs are linking together with work experience and organizational characteristics variables to offer the comfortability relationship between organization and employees’ satisfaction (Meyer et al., 2003).

3. Affective Commitment Versus Correlates

Consequence from three-component model introduced by Allen & Meyer (1991), three forms of related commitment are found in common character which is job satisfaction, job involvement and occupational commitment. Researcher have acknowledged the three forms of correlates of Affective Commitment due to inadequacy of consent in casual ordering especially with study related to job satisfaction (Mathieu and Zajac, 1990; Meyer et al., 2002). Research also shown that work experience variables were generally stronger than personal characteristics (Meyer et al., 2002).

4. Consequence Of Affective Commitment

Various of organizational researchers agreed that the three-component of commitment namely affective, continuance and normative commitments are negatively related to turnover and other measure of work-related behaviour which impact negatively on absenteeism and job performance (Mathieu and Zajac, 1990; Allen & Meyer, 1991; Meyer et al., 2002). Affective commitment is proving to be strongest related with the association compared to two other components as the continuance commitment is predicted to unrelated to employees’ intention on work behaviour (Meyer et al., 2002). Besides, Vanderberghe et al., (2004) has identified some of the compatible behaviour related to the construct despite of the low correlation with normative commitment which is job performance (Allen & Meyer, 2002) and organizational citizenship behaviour (Wasko & Faraj, 2005). Therefore, the various form of commitment has varied significant of workplace behaviour that possibly have either both complement or conflict between another.

5. Discussion And Conclusion

The purpose of this analysis was to provide several important points of the concept of Affective Commitment. From the analysis, it has acknowledged that shared some aspects of the research completed related to the construct in recent years. First of all, the invention ideas of Affective Commitment written by Weiner (1982) and continuously by scholars, Allen & Meyer (1990) has become essential base on every research conducted to the Affective Commitment construct. Most of the researchers will introduced both scholars to their studies and research development in this domain. On top of that, the definition given by Allen and Meyer (1990) in conceptualization of the constructs, has been supported by almost of new organizational scholars written in the studies. Weiner (1982) has stated that commitment is develop based on the social exchange theory and following the entry of organization. Therefore, Affective Commitment has been placed in various domain such as pro-social identity and constructive development of the organization on discontinue inducing the emotional
attachment towards the employees. However, there is insufficiency of investigation on the potential effect on the Affective Commitment such as job turnover and any intention on work-related behaviour suggested by Mathieu and Zajac, 1990; Allen & Meyer, 1991; Meyer et al., 2002 as a consequence effect of Affective Commitment phenomenon between employees and organization. Generally speaking, Affective Commitment is physiological attachment between employees which intended to support organization objectives, values and development.

This study has focused on the progressing concepts of Affective Commitment which aimed to advance the organization concepts of commitment. Unlike the commitment, Affective Commitment phenomenon is aimed to growth the emotional attachment of the employees towards the serve organization for a better organizational development as the need and interest are well-matched with each other. Besides, research has proven the significantly relationship between Affective Commitment and various constructs such as Unethical Pro-Organizational Behaviour, Organizational Identification, Transformational Leadership and so on. Those constructs are influencing the organization and play an important role in improving the job performance, dedication, commitment, and loyalty of employees towards the organization. Even the phenomenon is positive, Affective Commitment is considered risky behaviour as the emotional bond between employees and organization might change according to the multidimensional view of commitment which certainly experience overwhelming consequences.

References


