

**THE INFLUENCE OF AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT,
AND NORMATIVE COMMITMENT TO JOB PERFORMANCE AT
PT. BANK INTERNATIONAL INDONESIA MANADO**

by:

Gladys Citra Beatrix Joseph

Faculty of Economics and Business
International Business Administration (IBA) Program
University of Sam Ratulangi Manado
email: citragladys@yahoo.com

ABSTRACT

Organization's success is depends on employee's performance. Organization Commitment play an important role in organization's success, where the organization commitment can increase the performance of the employee. This research is purposed to analyze the influence of affective commitment, continuance commitment, and normative commitment to job performance at PT. Bank International Indonesia, Manado. This research used multiple regression analysis and take data from the employees of PT. BII, Manado. Affective commitment, continuance commitment and normative commitment have positive significant relationship on job performance at PT. BII, Manado partially and simultaneously. Commitment in the organization can give benefit for organization itself and for the employees. Employees who have strong commitment in all three dimensions are more productive, loyal, have willingness to achieve the organization's goal, and still remain with the organization.

Keywords: *affective commitment, continuance commitment, normative commitment, job performance.*

INTRODUCTION

Research Background

Nowadays, there is a lot of thing that people might not know about how people act in organization, why they act as they do and what we can do to predict their and manage their behavior. Organizational Behavior (OB) is the one that need to find out all those things. Organizational Behavior can help people to investigate the impact that individuals, groups and structures have on behavior within organization in order to improve the effectiveness of the organization. Some company even understands how OB affects an organization's performance. The company maintains good employee relationship by providing a great work environment, generous benefit and challenging jobs. Some company try to do many things just to keep their employees feel comfortable.

There is the statement that says: "happy workers are the productive workers". This idea developed in 1930s and 1940s. Based on this idea some managers of a company now focus on providing a good workplace condition and good environment in order to make their employee happier. When employees do something they really love they will give their best in that job. And also with supporting environment employee could be more productive. As mentioned before that the happier the workers the more productive they will be. It just shows that job performance also highly related to job satisfaction. Those with a high level of job satisfaction hold positive feelings about their job, while those with a low level hold negative feelings. The organizations with more satisfied employees tend to be more effective then the organization with fewer. And also satisfaction is a likely cause of better performance, but higher performance is not a cause of job satisfaction. Organizational commitment also related to job satisfaction. Employees with high satisfaction on their job also have high organizational commitment.

People might think that pay always comes up every time there is a discussion about organizational commitment and job satisfaction. This might be true, for those people who are poor or live in poor countries pay is definitely related to their satisfaction in doing a job and committing to the company. When you really need a

money workplace condition will not be a problem whether is good or not even when the company treat you awfully you won't care about it. But when the individuals reach a level of comfortable living the relationship between pay and job satisfaction slowly disappears. And the commitment reason to the company will be because they have been linked consistently to increase job performance. Employee's organizational commitment sure is important for the company since the company will have a loyal employee and willing to stay in that company, but have a strong willingness to stay in one company does not mean that employee also has a desire to do their job as strong as their willingness to stay. Some employee might have a strong intention to remain member of company but low motivation to participate in achieving company goals.

Research Objective

There are specific objectives for this research to analyze the influence of:

1. Affecting commitment, continually commitment and normative commitment on job performance at PT. BII, Manado simultaneously.
2. Affecting commitment on job performance at PT. BII, Manado partially.
3. Continually commitment on job performance at PT. BII, Manado partially.
4. Normative commitment on job performance at PT. BII, Manado partially.

THEORETICAL FRAMEWORK

Theoretical Framework

Organizational Commitment

Organizational commitment has an important place in the study of organizational behavior. Organizational commitment has been extensively researched as an important factor in employee retention and motivation. Building commitment among employee is essential as it was always related to job performance, job satisfaction, and degree of turnover. Bakan, et al. (2011) stated, the success of an organization depends not only on how the organization makes the most human competences, but also how it encourages commitment to an organization

Affective Commitment

Employee's emotional bond to the organization has been considered an important determinant of dedication and loyalty. Qaisar, et al. (2012) stated, Affective commitment is based on worker's emotional association, participation and recognition in the organization.

Continuance Commitment

When employees enter into the organization, they are bound to maintain a link with the organization or committed to remain with the organization because lack of alternative opportunity or awareness of the costs associated with leaving the organization (Dixit and Bhatti, 2012).

Normative Commitment

Normative Commitment reflects commitment based on perceived obligation towards the organization, for example rooted in the norms of reciprocity (Jaros, 2007).

Job Performance

Performance refers to the amount of effort, initiative, and maintenance of standards and commitment displayed by individuals while performing the job tasks (Mguqulwa, 2008 cites Ivancevich and Matteson, 1996).

Previous Researches

Dixit and Bhati (2012) found that the Employees Commitment (Affective, Normative, continuous) are significantly related to sustained productivity in Auto component industry. The research findings reveal that there exists positive relationship between the three commitments- affective, continuance and normative commitment and sustained productivity of the organization. Muhammad U. Qaisar, Muhammad S. Rehman and Muhammad Suffyan (2012) discussed about the Effects of Organizational Commitment on Employee's

Performance. The purpose of this study was to examine the impact of three components of organizational commitment (affective, continuance and normative commitment) on performance of police officers in Pakistan. Robert R. Sinclair, Jennifer S. Tucker, and Jennifer C. Cullen drew from prior research on organizational commitment and from configural organizational theory to propose a framework of affective and continuance commitment profiles. Sinclair, et al. found that the free agents received significantly poorer supervisor ratings of performance, organizational citizenship behavior, and antisocial behavior than any other group. John P. Meyer, David J. Stanley, Lynne Herscovitch, and Laryssa Topolnytsky (2002) discussed about Affective, Continuance, and Normative Commitment to the Organization. Meyer, et al. found that the three forms of commitment are related yet distinguishable from one another as well as from job satisfaction, job involvement, and occupational commitment.

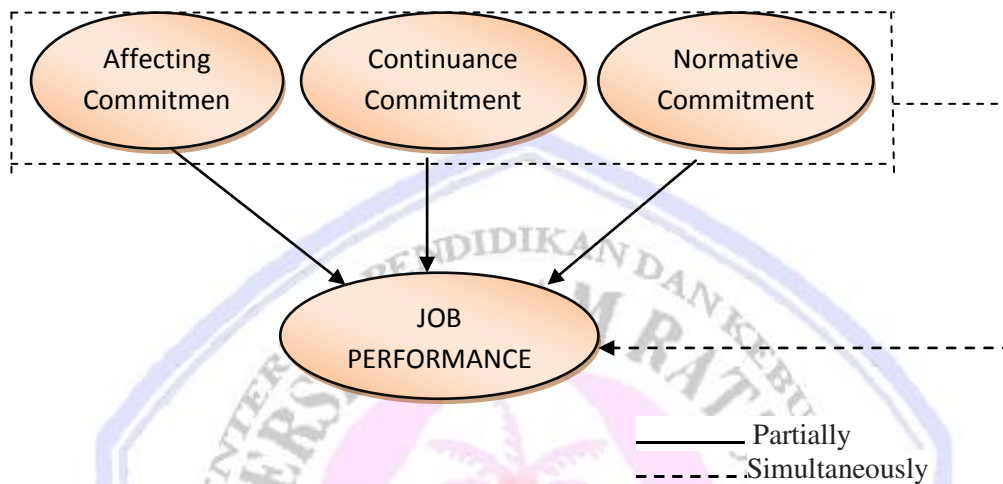


Figure 1. Conceptual Framework

(Source : Data Processed 2013)

Research Hypotheses

The Hypothesis of this reasearch are :

- H₁ : Affective Commitment, Continuance Commitment, and Normative Commitment influences Job Performance at PT. BII, Manado simultaneously.
- H₂ : Affective Commitment influences Job Performance at PT. BII, Manado partially.
- H₃ : Continuance Commitment influences Job Performance at PT. BII, Manado partially.
- H₄ : Normative Commitment influences Job Performance at PT. BII, Manado partially.

RESEARCH METHOD

Type of Research

This research uses causal type of research where it will investigate the influence of affective commirment, continuance commitment, and normative commitment to job performance at PT. BII, Manado. This study will be conducted in quantitative research methods.

Place and Time of Research

This study is conducted at PT. BII. Manado (at Kawasan Mega Mas Jl. Pierre Tendean Boulevard Blok I C1 No. 24 - 26 and Blok I C2 No. 27 - 29) during June to August 2013.

Population

This research used population as the data sources to make an appropriate result of data. Population is generalized to the object/subject which have a certain quantity and characteristic that is required by researcher to studying and to gain conclusion (Sekaran and Bougie, 2005:262). The population in this research are all the employee of PT. BII, Manado.

Data Collection Method

There are two types of data: (1) Primary data is data that obtained directly from the research object. Primary data refer to information obtained first hand by the researcher through : Questionnaires : a questionnaires is a pre formulated written set a question to which respondents record their answer. In this research, the questionnaires that consists list of questions done by the researcher and distributed to the employees at PT. BII, Manado and Observation : In this research, the researcher observe directly to the employees of PT. BII, Manado. (2) Secondary data is data obtained from the indirect object of research in the form of documents or reports, in this case like an overview of the study, and other data relevant to this research.

Operational Definition and Measurement of Research Variables

Operational definition of Research Variables are:

1. Job Performance (Y). Job Performance is a human behavior the result of which is an important factor for individual work effectiveness evaluation. It could be said that organization's success or failure depends on job performance of the individuals in that organization (Saetang, et al. 2010).
2. Affecting Commitment (X_1). Affecting Commitment is based on worker's emotional association, participation and recognition in the organization (Qaisar, et al. 2012).
3. Continuance Commitment (X_2). Continuance commitment involves a person's bond to an organization based on what it would cost that person to leave the company (McMahon, 2007).
4. Normative Commitment (X_3). Normative Commitment reflects commitment based on perceived obligation towards the organization (Jarods, 2007).

In this research, the instruments will be measured by using Likert Scale, in which some questions with multiple answer will be given to the respondents. The Likert scale is design to examine how strongly subjects agree or disagree with statements on a five point scale

Data analysis Method

Validity and Reliability Test

Validity testing is used to know whether the measurement tool that selected can measure what that supposed to be measured. Valid instrument means the measurement tools that used to get the data is valid. The instrument considered as a valid if the correlation coefficient between the score of one indicator and the total score of all indicators is positive and more than 0.3 ($r \geq 0.3$). Reliability of a measure is an indication of the stability and consistency with wich the instrument measures the concept and helps to assess the "goodness" of a measure. Consistency indicates how well the items measuring a concept hang together as a set. Cronbach's Alpha is a reability coefficient that indicates how well the items in a set are positively correlated to one another. Cronbach's Alpha is computed in terms of the average intercorrelations among the items measuring the concept. The closer Cronbach's alpha is to 1, the higher the internal consistency reability.

Multiple Regression on Analysis method

The method of analysis used in this study is multiple regression models approach the return. According to Sekaran (2005), multiple linear regression is used to find out the influence of independent variables on dependent variable. The formula of multiple linear regression is as follows :

$$Y = \alpha + \beta X_1 + \beta X_2 + \beta X_3 + \varepsilon$$

Whereas:

- β : Beta
- α : Alfa or constant
- ε : Error
- Y : Job Performance
- X_1 : Affective Commitment
- X_2 : Continuance Commitment
- X_3 : Normative Commitment

RESULTS AND DISCUSSION

Result

Validity test is used to know whether the instrument is valid or not. The instrument is valid if the score of indicator is positive and more than 0,3 ($r \geq 0.3$). The result shows that affective commitment (X_1) 0.852, continuance commitment (X_2) 0.756 and normative commitment (X_3) 0.879 are above 0.3 which mean that all indicator are valid. Reliability test is used to check the consistency of the measurement instrument. The reliability test in this research using AlphaCronbanch, that will show the instrument is reliable if the coefficient is more than 0,6. The value of gronbach's Alpha is 0.934 which is more than 0.6. Therefore, the measurement instruments used for this research are reliable and the instrument can get the consistent result if used in different times.

Test of Classical Assumption

VIF value Affective Commitment (X_1) is 3.393, Continuance commitment (X_2) is 2.123 and Normative Commitment (X_3) are below numbers < 10 which means that there is no connection between the independent variables. Thus, multicollinearity assumptions are met (free of multicollinearity). Based on the figure above it can be seen that there is no established pattern, in other words the graph describing the plot spread above and below the number 0 (zero) on the Y-axis. This proves that the independent variable of Affective Commitment (X_1), Continuance Commitment (X_2) and Normative Commitment (X_3) are free of Heteroscedastisity. The points spread and spread around the diagonal line in the direction diagonal lines. This proves that the model Regression of The Influence of Affective Commitment (X_1), Continuance Commitment (X_2) and Normative Commitment (X_3) to Job Performance (Y) in test normality assumption was met. The Durbin-Watson rate is 1.519 which is in the free area autocorrelation, so the regression model to test the Influence Affective Commitment (X_1), Continuance Commitment (X_2) and Normative Commitment (X_3) to Job Performance (Y) is free from autocorrelation.

Table 1. Coefficient Beta Table

Model	Unstandardized Coefficients	
	B	Std. Error
(Constant)	3.158	2.194
Affective Commitment (X_1)	.343	.130
1 Continuance Commitment (X_2)	.223	.103
Normative Commitment (X_3)	.425	.106

Source: SPSS Data Analysis, 2013

From the analysis, obtained by linear regression equation as follows

$$Y = 3,158 + 0,343X_1 + 0,223X_2 + 0,425X_3 + e$$

The interpretation of multiple linear regression equation is follows:

1. Constant value of 3,158 means that if all independent variables (Affective Commitment (X_1), Continuance Commitment (X_2) and Normative Commitment (X_3)) are constant, the Job Performance at PT. BII, Manado (Y) will be 3,158 point.
2. Coefficient value of 0,343 means that if Affective Commitment (X_1) is increased, it will improve and increase Job Performance at PT. BII, Manado (Y) at 0,343.
3. Coefficient value of 0,223 means that if Continuance Commitment (X_2) is increased, it will improve and increase Job Performance at PT. BII, Manado (Y) at 0,223.
4. Coefficient value of 0,425 means that if Normative Commitment (X_3) is increased, it will improve and Job Performance at PT. BII, Manado (Y) by 0,425.

Independent variable of this research, which are Affective Commitment (X_1), Continuance Commitment (X_2) and Normative Commitment (X_3) have an influence on Job Performance at PT. BII, Manado (Y).

Hypothesis Testing

Table 2. F-Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	209.187	3	69.729	65,733	.000 ^a
1 Residual	38.188	36	1.061		
Total	247,375	39			

a. Predictors: (Constant), Affective Commitment (X_1), Continuance Commitment (X_2), Normative Commitment (X_3)

b. Dependent Variable: Job Performance (Y)

Source: SPSS Data Analysis, 2013

Significant value of F_{Count} is 0.000. The sig is less than 0.05 which means the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. Therefore Hypotesis 1 is accepted. Thus, Affective Commitment (X_1), Continuance Commitment (X_2) and Normative Commitment (X_3) influence Job Performance at PT. BII, Manado (Y) simultaneously

Table 3. t-Test

Model	t	Sig.
1 (Constant)	1.440	.159
Affective Commitment (X_1)	2.632	.012
Continuance Commitment (X_2)	2.155	.038
Normative Commitment (X_3)	4.019	.000

Source: SPSS Data Analysis, 2013

Based on the calculations in the Table 3, the interpretation is as follows:

1. t_{count} for Affective Commitment (X_1) is 2.632 which is greater than the value of t_{table} (2.021) means that Affective Commitment (X_1) has partially significant influence partially on Job Performance at PT. BII, Manado (Y). The sig. value of 0.012 means that prediction of Affective Commitment (X_1) influence on Job Performance at PT. BII, Manado (Y)'s errors is 1.2 %. Thus the confidence of this prediction is above 95%. Therefore, Hypotesis 2 is accepted.
2. t_{count} for Continuance Commitment (X_2) 2.155 greater than the value of t_{table} (2.021) means that Continuance Commitment (X_2) has partially significant influence on Job Performance at PT. BII, Manado (Y). The sig. value of of 0.38 means that prediction of Gross Domestic Product (X_2) influence on Job Performance at PT. BII, Manado (Y)'s errors is 3.8%. Thus the confidence of this prediction is above 95%. Therefore, Hypotesis 3 is accepted.
3. t_{count} for Normative Commitment (X_3) is 4.019 which is greater than the value of t_{table} (2.021) means that Normative Commitment (X_3) has partially significant influence on Job Performance at PT. BII, Manado (Y). The sig. value of 0.000 means that prediction of Money Supply (X_3) influence on Job Performance at PT. BII, Manado (Y)'s doing errors is 0.00%. Thus the confidence of this prediction is above 95%. Therefore, Hypotesis 4 is accepted.

Discussion

The influence of Affective Commitment, Continuance Commitment, and Normative Commitment to Job Performance at PT. BII, Manado partially and simultaneously are proven by the interpreting data analysis given by the SPSS. The interpretation shows that all the variable have strong relationship and are supported by significance level. This research supports a research by Qaisar, et al. (2012) which stated that organizational commitment (Affective Commitment, Continuance Commitment, and Normative Commitment) has significant effects for job performance in Pakistan. Qaisar, et al. (2012) found simultaneous effect of affective, continuance and normative commitments on job performance is significantly positive and those employees who have strong commitment in all three dimensions can perform better. Employee can acquire better performance results by attaching them for affective commitment, increasing sunk costs for employees if they leave organization for continuance commitment and increasing their obligation level for building normative commitment.

Affective Commitment has positive significant influence on Job Performance at PT. BII, Manado. Employees with strong Affective Commitment believe their values match with their company and feel emotionally attached to their company, employees feel comfortable, trust and safe with their company. Employees who bond to their company emotionally can bring positive effect on the company, employees will be loyal to their company and want to remain with the company and willing to work hard to achieve the company's goal because they feel a part of the company. A same result is also found by Sinclair, et al. (2005) which stated that the employees with lower affective commitment received poorer ratings of performance. Meyer, et al. (2002) also defined that affective commitment had the strongest and most favorable correlations with organization-relevant (attendance, performance, and organizational citizenship behavior) and employee-relevant (stress and work-family conflict) outcomes.

There is positive significant relationship between Continuance Commitment and Job Performance at PT. BII, Manado. Employee will remain with the organization when they think that it is too costly to leave the organization. It also can be happen because there are advantages in the organization that can not be offer by other organization or lack of alternative opportunities outside the current organization. Employee who have continuance commitment think that they need to give their best at their work to achieve the organization's goal. The result is same with the research by Meyer, et al. (2002) which stated that employee who have continuance commitment are likely to be more productive, have higher satisfaction level and have less likely to leave than employees with low commitment.

Normative Commitment has positive significant influence on Job Performance at PT. BII, Manado. Normative Commitment refers to the moral obligation of the employee to remain with the organization. Employee will feel they ought to stay with the organization and willingness to give extra effort to achieve the organization's goal because they think it's their responsibility and obligation to make the organization to success. This research support a research by Khattak and Sethi (2012) which stated if organization has normative commitment culture towards employees it will create psychological positive effects on employees, which improve their performance. These are; willingness, loyalty and emotions of employees, which make able the employees to use their vigor, ability and knowledge with full concentration to do their job. Meyer, et al. (2002) found that Normative commitment was also associated with organization-relevant (attendance, performance, and organizational citizenship behavior) and employee-relevant (stress and work-family conflict) outcomes. albeit not as strongly as the other two forms of commitment.

CONCLUSION AND RECOMMENDATION

Conclusions

This research's findings are concluded as follows :

1. Affective Commitment, Continually Commitment, and Normative Commitment influence Job Performance at PT. BII, Manado Simultaneously.

2. Affective Commitment influence Job Performance at PT. BII, Manado Partially.
3. Continuance Commitment influence Job Performance at PT. BII, Manado Partially.
4. Normative Commitment influence Job Performance at PT. BII, Manado Partially.

Recommendation

1. The management of PT. BII, Manado have to build the good communication with their employees, in order to increase their employee's performance.
2. To increase the commitment of the employee, and also PT. BII, Manado can give more bonus or increase the employee's salary to make their employee still remain with them and can be more productive.
PT. BII, Manado have to make their employee feel comfortable by providing the good work-place environment, with these good working atmosphere employee will enjoy to do their job and give their best to the company.

REFERENCES

- Bakan, I., Büyükbeşe, T., & Erşahan, B. An Investigation of Organizational Commitment and Education Level among Employees. *International Journal of Emerging Sciences*, ISSN: 2222-4254, 1(3). 231-245.
- Dixit, V., & Bhati, M. 2012. A Study About Employee Commitment and Its Impact on Sustained Productivity in Indian Auto-Component Industry. *European Journal of Business and Social Sciences*, ISSN: 2235 -767X, 1(6). 34-51.
- Jaros, M., 2007. Meyer and Allen Model of Organizational Commitment: Measurement Issues. Southern University College of Business, USA.
- Khattaki, A.A., & Sethi S. 2012. Organization Normative Commitment (ONC) has Psychological Positive Effects on Employees' Performance. *Abasyn Journal of Social Sciences*, 5(1). 99-110.
- McMahon, B. 2007. Organizational Commitment, Relationship Commitment and Their Association with Attachment Style and Locus of Control. Georgia Institute of Technology.
- Meyer, J.P., Stanley, D.J., Herscovitch, L., & Topolnytsky, L. 2002. Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior*, (61). 20–52.
- Mguqulwa, M. 2008. *The Relationship Between Organizational Commitment and Work Performance in an Agricultural Company*. University of South Africa.
- Qaisar, M.U., Rehman, M.S., & Suffyan, M. 2012. Exploring Effects of Organizational Commitment on Employee Performance: Implications for Human Resource Strategy. *Interdisciplinary Journal of Contemporary Research in Business*, ijcrb.webs.com, 3(11). 248-255.
- Saetang, J., Sulumnad, K., Thampitak, P., & Sungkaew, T. 2010. Factors Affecting Perceived Job Performance among Staff: A Case Study of Ban Karuna Juvenile Vocational Training Centre for Boys. *Journal of Behavioral Science*, ISSN: 1906-4675, 5(1). 33-45.
- Sekaran, U., & Bougie, R., 2010. *Research Methods for Business*. 5th ed. Wiley.
- Sinclair, R.R., Tucker, J.S., & Cullen, J.C. 2005. Performance Differences Among Four Organizational Commitment Profiles. *Journal of Applied Psychology*, 90(6). 1280-1287.