

## Organizational Commitment Scale: Translation and Validation in Pakistani Culture

Dr. Asma Sikandar<sup>1\*</sup>, Dr. Sehrish Khan<sup>2</sup>, Soniya Shams<sup>3</sup>, Baber Khan Jadoon<sup>4</sup>

<sup>1</sup> Department of Psychology, International Islamic University, Islamabad, Pakistan.

<sup>2,4</sup> Department of Humanities, Comsats University Islamabad, Abbottabad Campus

<sup>3</sup> Department of Psychology, Shaheed Benazir Bhutto Women University, Peshawar

---

### ABSTRACT

Current study aimed to translate and validate the English version of organizational commitment scale developed by Cevat Celep (2000) in to Urdu language and to establish its validity in Pakistani culture. Study was carried out in two stages. In first stage the scale was translated into Urdu language, then translated version was validated by using sample of (n=521) participants. Sample was taken from various organizations through convenient sampling technique. Sample includes both genders from various organizations including bank employees, nurses and university teachers. Software AMOS was used for Confirmatory factor analysis (CFA). Cronbach's alpha was (0.80). Model fit values for some prominent fit indices was: RMSEA 0.08, GFI, TLI, CFI and NFI 0.92, 0.92 0.95 and 0.94 respectively. Moreover, no significant differences were found in regard to employees' occupation and gender on organizational commitment scale. Overall the study will contribute as an addition in the valid measures of organizational commitment.

**Keywords:** commitment, validation, reliability, Pakistan.

---

### Introduction

Questionnaires are the most commonly used tools of data gathering in social research. In last few decades hundreds of scales have been developed and adapted to evaluate several attitudes, abilities and perceptions of an individual. Because of internationalism in psychological research, an adaptation of measurement instruments into various languages seems to be domineering (Kanning, & Hill, 2012).

In general most of the instruments are designed to measure have depended on

specific culture, behaviors and preferences for primary indication. The items pertain to specific cultural behaviors and values. On the other hand the procedure of adapting an existing measure, rather than developing a new one is considerably in advantage, because it's less time consuming and less expensive. So the adaptation enables researcher to address the need of cross-language equivalence and investigating divers population (Mir, Kamal, and Masood, 2016).

Furthermore, the phenomenon of commitment has gained wide consideration in organizational behavior research from last few decades. Organizational commitment (OC) is a widely studied topic. It refers to employee's feeling of affection and loyalty to the organization with which he/she is linked (Kanning, & Hill, 2012).

Organizational commitment actually means to which extent an employee feel attachment and identification with the organization and perceived himself as its part (Meyer, 1990). Commitment entails an action to stay persistent. That's why organizations attempt to induce commitment in their employees, it leads to high productivity and stability. High level of commitment in employees result in hard work and reduction in turnover. (Alefan, Karasneh, El-Dahiyat, Alshara, & Abu-Naser., 2017).

Meyer and Allen (1990) proposed three dimensions of organizational commitment namely Affective, continuance and normative commitment. Affective commitment refers to feeling of affiliation with the organization. They defined continuance commitment as belief in the values of the organization, and normative commitment as wishes to maintain membership in the organization, weighing of

costs and hazards connected with leaving the current Organization.

Moreover, according to Miller and Lee (2001) it is a state in which employees' doings and their involvement is because of their beliefs. When employee wish to be associated with organization and exert energy on part of the organization, more over when there is congruency between employee's and organization's then he/she said to be committed. Another viewpoint about organizational commitment is "side-bet" theory according to this theory employees are committed with their organizations because of their positions. However, if they will be given alternative benefits, they be willing to leave the organization (Cohen, 2017).

In addition, Motahari (2010) states that commitment in Islam means binding to principles and philosophy or contracts to which humans bound and believe in them. A committed person is the one who is loyal to his agreement and pledge and preserves his objectives. Luthans (2006) explain it, as an attitude, organizational commitment is most often defined as: a strong desire to remain a member of a particular organization; a willingness to exert high levels of effort on behalf of the organization; and a definite

belief in and acceptance of the values and goals of the organization.

Further, Jones (2015) conducted study with the sample of nurses. Mary & Carman-Tobin. (2011) also conducted study with Licensed practical nurses (LPNs) and registered nurses (RNs) to see the level of commitment. A study identified the main factors affecting job satisfaction and organizational commitment of nurses (Veličković, et al., 2014). Additionally, Yasmin (2015) conducted with the sample of nurses to see the effect of organizational commitment on intention to quit among nurses.

In Pakistan also studies are reported regarding organizational commitment. A study conducted by Abbas & Khanam (2013) to form the construct validity and psychometric properties of Organizational Commitment Questionnaire (OCQ, Revised Version of Meyer, Allen & Smith, 1993) according to Pakistani culture. Organizational commitment scale of 22-item by Meyer and Allen (1993) was too adapted for Pakistani population (Yasmin, 2015).

Another study analysis the construct validity of three component model of Meyer and Allen's (1991), organizational commitment scale (Saadia & Riaz, 2004). In Pakistan

studies are also reported with the sample of university teachers e.g. study conducted by and Farooqi (2014), measuring the impact of organizational commitment among university teachers. Moreover comparative analysis of organizational commitment among faculty members of public and private sector universities of KPK done by Zia & Tufail (2010). Another study conducted by Khaliq, Naeem, & Khalid (2016), on factors affecting the organizational commitment of the officers in the banking industry of Pakistan.

Current study was designed with the following objectives:

1. To translate organizational commitment Scale by covet celep (2000).
2. To establish construct validity of Urdu version of organizational commitment Scale.
3. To see the gender and occupation differences on organizational commitment Scale across employees from various organizations (bank employees, university teachers and nurses).

## **Methods**

### **Questionnaire**

Questionnaire developed by cevatelep (2000) was translated in Urdu language and for translation written permission was taken from the author. Original questionnaire was consisted of eight items that intended to measure level of organizational commitment.

### **Translation process**

Translation process was carried out according to International guidelines for translation and adaptation. First step was forward (Urdu-language) translation of the scale. So questionnaire was presented to six independent translators (expert in both English and Urdu). They were requested to translate the items into respective language, they have told that there is no compulsion of word-for-word translation. Items must be translated in a way that, the message in a whole sentence can be conveyed. Although they all were blinded from each other.

Translated items were matched to each other to see inconsistencies in sentences and meanings. Backward translation of Urdu version of organizational commitment scale from Urdu to English was carried out by other six experts. Then both versions were

examined for similarities and in discrepancies for items, sentence structure and relevancy through committee approach. Committee include qualified linguistic translator, subject matter expert from international Islamic university Islamabad. Inconsistencies were resolved in discussion. The format of the questionnaire was five-point Likert type scale (1 = “totally disagree” to 5 = “totally agree”). Although item no 7 and 8 have inverse coding.

### **Pilot test**

Initial try out was carried out on convenience sample of 50 employees. This study was for the purpose to determine the user-friendliness and of instructions and items. Minor changes were done after try out.

### **Main study**

Main study was conducted on the sample of around 600 participants that were employees of various organizations: hospital, banks and universities. The questionnaires were administered one by one to employees. They were approached at their respective organizations. Consent was taken from each participant before administering the questionnaire. They were informed about research objectives and ensured about confidentiality of their responses.

## Results

### Statistical analysis

Demographic characteristics were explained by using descriptive statistics. Reliability was measured through Cronbach's alpha test of internal consistency. Confirmatory factor analysis (CFA) was conducted to examine a pre-specified relationship of observed measures. The analysis was conducted with AMOS.

### Validity analysis

Initially content and face validity of Urdu version of organizational commitment scale was examined by committee members who includes field experts and language experts also. On the basis of piolet study minor changes in a few items were conducted. Response format was also evaluated whether it is clear and understandable or not.

### Confirmatory factor analysis

All of eight items measures same construct that is organizational commitment. There are no subscales. Model fit values for almost fit indices are good. RMSEA value, the most important one was 0.08 which indicates good fit. Beside it GFI, TLI was and CFI values were 0.92, 0.92 and 0.95 respectively. These values are in acceptable range. Furthermore, NFI value was 0.94.

Although CMIN/DF value was 4.58 which may be due to increased sample size. The loadings of items were over 0.30 except item no seven and eight which have loading values of 0.22 and 0.20 respectively. After qualitative analysis it was decided that these two items should be sustained in the scale. So overall the scale has CFA validity indictors. Standard errors was between the range of 0.27 and 0.57.

**Table 1**

*Confirmatory Factor Analysis for Urdu version of organizational commitment Scale (N = 521)*

Default model	$\chi^2$ (df)	$\chi^2$ (df)	G	A	I	C	RMSEA
			F	G	F	F	
			I	F	I	I	
				I			
	73.3	4.	.	.9	.	.	.08
	0(16)	58	9	2	9	9	
	p		6		5	5	
	.000						

Note. GFI=Goodness of Fit Index; AGFI=Adjusted Goodness of Fit Index IFI=Incremental Fit Index; CFI=Comparative Fit Index; RMSEA=Root Mean Square Error of Approximation.

So, it is evident from table 1 that goodness of fit was achieved for Urdu version of organizational commitment scale in Pakistani culture with minor modifications. Fit indices were examined and model fit was proved. The factor loadings and squared multiple correlations for Urdu version of

organizational commitment scale are given in Table 2.

Note.

**Table 2**

*The factor loadings and squared multiple correlations for Urdu version of organizational commitment scale (N= 521).*

$\lambda$ =Factor

Item No.	$\lambda$
1. 80. خر ہے۔	
2. 73. ے موازنہ کیا جائے تو یہ ادارہ بہترین ہے۔	
3. 76. یری میں محنت سے کام کرنے کا حوصلہ دیتا ہے۔	
4. 40. میں اس ادارے میں مطالبے سے زیادہ کام کرتا ہوں	
5. 64. ے مستقبل کا خیال کرتا ہوں۔	
6. 34. بول کر سکتا ہوں چاہے اس میں میری مہارت نہ ہو، صرف اسلئے کے منسلک رہوں۔	
7. 22. کے ساتھ رویہ سے متفق نہیں۔	
8. 20. میہ اور ملازمین کے آپسی تعلقات کے معیار سے متفق نہیں۔	

#### Loadings

Table given above indicate the factor loadings and squared multiple correlations for Urdu version of organizational commitment scale. Item no seven and eight have poor loadings but still the model is good fit. So after the qualitative analysis of both items it was decided that these items

should be sustained in the Urdu version of organizational commitment scale.

#### Reliability analysis

Once construct validity was established internal consistency of translated version of organizational commitment scale was examined by Cronbach alpha coefficient. Table 3 shows Cronbach's

Alpha Reliability estimates of translated organizational commitment scale.

**Table 3**

*Cronbach's Alpha Reliability Estimates of Urdu version of organizational commitment scale (N= 611).*

Scale	No of items	Alpha Coefficients
organizational commitment scale	8	.80

Table above depicts that internal consistency of the scale is good (Bolt, 2010).

### **Gender differences on Urdu version of organizational commitment scale**

Gender differences were also examined on the variable organizational commitment. Table 4 shows gender differences on the above mentioned variable among men and women employees of various organizations.

**Table 4**

*Gender differences in Relation to organizational commitment among Men and Women employees of different organizations (N = 521)*

Variable	Male			t	95% CI			
	Female				P	LL	UL	
	(n = 298)							
	(n = 313)							
	M	SD	M					
	SD							
organizational				3.07	.599	.549	-.408	.765
commitment	23	3.67	22					

Note. df = 511; CI = Confidence Interval; LL = Lower Limit; UL = Upper Limit.

Table 4 shows that there is no statistically significant difference between male and female employees on the variable of organizational commitment.

### **Differences across various groups of employees in relation to**

### **Organization commitment**

Research sample contained male and female employees from various organizations i.e. bank employees, university teachers and nurses. ANOVA was

conducted to see the differences regarding organization commitment among employees of various organization. Table 5 indicates differences across various groups of employees in relation to organization commitment. Table shows that  $p > .05$  so, it is inferred that there is no statistically significant difference across groups of employees (bank employees, university teachers and nurses) in regard to organizational commitment.

**Table 5**

*Differences across various groups of employees in relation with organization commitment. (N= 521)*

Variable	Categories of organizations	N	M
	Bank employees	137	23.4
	University teachers	235	22.6
	Nurses	141	23.0

Note. df = Degree of Freedom;  $\eta^2$  = Eta Squared.

## Discussion

Current study was aimed to translate and validate the English version of. Study was carried out on employees from different organizations which includes bank employees, university teachers and nurses. Adaptation and validation of various tests in

cultural context is a key success to the field of measurement.

Validity tests (content and face validity) was also conducted in the study. Observations by participants in preliminary study indicated that all items are user friendly and easily comprehensible. Furthermore, research findings shows that CFA model of the organization commitment scale has good fit. Almost items have loadings in acceptable range. Internal consistency of the scale was also good alpha value was .80. Test-retest reliability coefficient was .70,  $p < .05$  that indicate the significant correlation between first and second administration of the scale.

The time interval between two administration was 12 weeks. On the other hand findings conveyed that there is statistically significant correlation between original version (English) and Urdu version of Organizational commitment scale (i.e.  $r = .70$ ;  $p < .05$ , Table 1). The test-re-test reliability testing indicated the significant correlation between first and second administration.

Overall findings provide evidence that 8 items of Urdu version of organizational commitment scale can be extensively used in professional setting in Pakistani organizations including academic

institutions, health professions and banking sector.

Translation and validation of organizational commitment scale is a step forward to contribute to the promotion of the field of organizational psychology at more extensive level. It will help to provide verity of instruments according to new developments as well as in Pakistani context.

This tool will help to fulfil the need to assess the organizational behavior of employees which are affected by the economic crisis. Findings will also help the field of HR to articulate effective strategies to eliminate turnover of employees as well as promote new trends in Pakistan.

### **Conclusion**

Organizational commitment is one of the extensively studding topic in the Pakistan. To get accurate results it is necessary that there should be reliable and valid measures. Therefore current study attempted to translate and validate organizational commitment scale which is used by western researches. Once the process of translation was completed after that confirmatory factor analysis was done to examine the data collected on Urdu version of organizational commitment scale. CFA showed good model fit. This indicated construct validity

of organizational commitment scale in more detail in future studies.

### **Limitations and Suggestions**

For the selection of the sample convenient sampling technique was used Sample was selected from few cities of Pakistan. So results cannot be generalizable vastly. Further researchers should consider this limitation. More over in present study sample was taken from banking sector, university teachers and nurses. Future studies can expand the sample to more organizations.

### **Implications**

The study is vital in regard to provide a reliable measure on the phenomenon of organizational commitment in Pakistani culture particularly in banking education and health sector. The study results expended the comprehension on previous knowledge on the phenomenon of organizational commitment.

### **References**

1. Abbas, Q., Khanam, S. J. (2013). Psychometric properties of Urdu translation and adaptation of organization commitment questionnaire in Pakistan. *Asian Journal of Management Sciences & Education* 2(4) ISSN: 2186-845X

2. Alefan, Q., Karasneh, A., Faris El-Dahiyat, Alshara, M., & Dania Abu-Naser (2017). Translation and validation of the Arabic version of generic medicines scale. *Research in Social and Administrative Pharmacy* 13, 553–563. Retrived from <http://dx.doi.org/10.1016/j.sapharm.2016.05.050>
3. Allen, N. J. & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
4. Arifm, B., & Farooqm, Y. A. (2014). Impact of work life balance on job satisfaction and organizational commitment among university teachers: A case study of university of Gujrat, *Pakistan. International Journal of Multidisciplinary Sciences and Engineering*. 5(9), ISSN: 2045-7057.
5. Cohen. A. (2017). Organizational Commitment Theory. *Encyclopedia of Management Theory*.doi: <http://dx.doi.org/10.4135/9781452276090.n168>
6. Jonesm, A. (2015). Organizational commitment in nurses: is it dependent on age or education? *Nurs Manag.*21 (9), 29-36. doi: 10.7748/nm.21.9.29.e1298.
7. Kanning, P. U & Hill, A. (2012). Validation of the organizational commitment questionnaire (OCQ) in six languages. *Journal of Business and Media Psychology*. ISSN 2191-5814Khaliq., Naeem., & Khalid. (2016).A study of factors affecting organizational commitment among bank officers in Pakistan *Journal of Business & Financial Affairs* ISSN: 2167-0234
8. Luthans, F. (2006). *Organizational behavior. Business & economics*. McGraw-Hill/Irwin: 535.
9. Mary B. Carman-Tobin. (2011). *Organizational commitment among licensed practical nurses: exploring associations with empowerment, conflict and trust*. PhD dissertation. University of Iowa. Retrieved from: <http://ir.uiowa.edu/etd/2678>.
10. Mir, I. Kamal, A & Masood, S. (2016). Translation and Validation of Dutch Workaholism Scale. *Pakistan Journal of Psychological Research*, 31(2), 331-346
11. Motahari, M. (2010). *Management and leadership in Islam*. Sadra Publications: 34.
12. Sousa, V. D., & Rojjanasrirat, W. (2011). Translation, adaptation and validation of instruments or scales for use in cross- cultural health care research: A clear and user- friendly guideline. *Journal of Evaluation in Clinical Practice*, 17(2), 268-274. doi:0.1111/j.1365-2753.2010.01434.x
13. Tayyeb,S & Riaz, M. N. (2004). Adaptation of the three component-model of organizational in Pakistan.

*Pakistan journal of psychological research.* 19(3), 123-149.

14. Veličković., Višnjić., Jovićm., Čedomir., Mihajlović., & Mladenović. (2014). Organizational commitment and job satisfaction among nurses in Serbia: A factor analysis. *Vladica* 62(6), 415-427. Retrieved from: <https://doi.org/10.1016/j.outlook.2014.05.003>
15. Yasmin, K. (2015). Impact of organizational commitment on intention to quit among psychaitric nurses: Evidence from Pakistan. *International Journal of Learning & Development*. 5 (4). doi: 10.5296/ijld.v5i4.8734
16. Zia, Y. A., Tufail, M. (2010). *Journal of Managerial Sciences* (1). Retried from: [http://www.qurtuba.edu.pk/jms/default\\_files/JMS/5\\_1/JMS\\_January\\_June2010\\_37-52.pdf](http://www.qurtuba.edu.pk/jms/default_files/JMS/5_1/JMS_January_June2010_37-52.pdf)