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# Validating Meyer and Allen's Three Component Model Employee Commitment Survey in the Context of the Resort Sector of the Maldives

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**ABSTRACT** *This research aims to analyse the validity and reliability of the Three-Component Model (TCM) Employee Commitment Survey and discover the components of Organisational Commitment (OC) in the context of the Maldives resort sector. This research used the revised version of the TCM by Meyer et al. (1993). The literature reports many issues related to its theory and construct validity. The fact that TCM was developed in Western culture and lacks validation in the Maldivian context reveals the necessity to conduct this study. Towards this, the current study employed 250 employees from the resorts of the Maldives. The results of CFA revealed affective commitment is the only component that constitutes OC. This study contributes to the body of knowledge in OC from different cultural perspectives*

**Keywords:** *: organisational commitment, three-component model, island resorts, construct validity, cross-cultural differences*

## Introduction

Organisational commitment (OC) has gained attention over the past years because of its importance to the organisation. Especially in the field of hospitality and tourism industry where the turnover rate is high due to the heavy workload, irregular holidays, inflexible working hours, and low wages (Lee et al., 2012; Brien et al., 2015). According to Guzeller and Celiker (2020), employees with a higher emotional commitment to their organisation will have lower turnover intentions. Therefore, organisations often try to stimulate employee commitment to sustain and reduce turnover.

OC refers to an employee's psychological attachment or bond with the organisation (Meyer & Allen, 1991). It implies an intention to continue the work. Meyer and Allen (1991) define OC as a multidimensional construct. It includes three different forms of employee commitment to an organisation: Affective Commitment (AC) which is desire-based, Normative Commitment (NC) which is obligation-based and Continuance Commitment (CC) which is cost-based.

OC is a crucial factor that leads to the success of several organisations (Meyer

et al., 1993). It is evident from the literature that OC is related to various factors and outcomes in the organisation (Choong et al., 2012). Several studies found that turnover intentions are minimised in the presence of OC (Serhan et al., 2022; Guzeller & Celiker, 2020). Meyer and Allen (1997) argued that a positive organisational climate is created by committed employees which is crucial to effective working relationships. Moreover, the study by Hassan et al. (2019) revealed that employees with high OC ensure that the workflow is smooth contributing to a high performance of the organisation. In addition, OC is related to sustainable competitive advantage, higher job satisfaction, productivity, and performance (Armstrong, 2008; To & Huang, 2022; Halder & Chatterjee, 2019; Patiar & Wang, 2016).

Studies on OC used several models, theoretical perspectives, and divergent approaches to measure OC (O'Reilly, & Chatman, 1986; Meyer & Maltin, 2010). Yet, the Three-Component Model (TCM) by Meyer and Allen (1991) was the most widely used scale to measure OC (Paul et al., 2016; Agegnehu et al., 2022) and it has been in existence for more than 30 years and widely researched in diverse cultures and different industries.

However, in the literature, there are critiques related to the theory and construct validity of TCM in diverse cultures (Ko et al., 1997; Powell & Meyer, 2004; Bergman, 2006; Meyer & Parfyonova, 2010; Paul et al., 2016). The main concerns are related to the lack of differentiation between AC and NC, and CC having two distinguishable constructs (Allen & Meyer, 1990; Solinger et al., 2008; Paul et al., 2016). Paul et al. (2016) found a considerable connection between AC and NC in the Indian context. Ko et al. (1997) argue that AC and NC are indistinguishable and consider NC as a redundant construct. The debate about the unidimensionality of CC or two different constructs within the CC exists in past studies (McGee & Ford, 1987; Powell & Meyer, 2004; Bentein et al., 2005; Paul et al., 2016). Subsequently, most of the research conducted using TCM is conducted in Western and European cultures, very few studies are conducted in the South Asian region, and none in the Maldives. OC is a Western construct and its applicability to a non-Western country is of question (Al-Yami et al., 2019). Past studies show OC differs between different cultures (Solinger et al., 2008; Paul et al., 2016; Al-Yami et al., 2019; Agegnehu et al., 2022).

In the Maldives, tourism is considered the backbone of the country as it contributes 27% of the Gross Domestic Product (GDP) of the country. The concept of resorts in the Maldives is unique in that one island separated by sea makes up one resort. Thus, employees stay in in-house accommodation within their workplace without travelling to and from their personnel residences. Therefore, the employees are socially isolated on an uninhabited island, unable to take part in family events and society at large. Hence, OC is crucial to the resorts of the Maldives as the turnover rate is high in the industry (Saeed, 2017).

The main purpose of this study is to provide empirical evidence to validate TCM in the Maldivian context and to evaluate its psychometric properties in the assessment of OC in the resort sector. With this regard, the objectives of this study are to check the validity and reliability of the OC construct and to check if AC, CC, and NC can form the construct of the OC variable in the context of the resort sector in the Maldives. Accordingly, the findings of the study can add to the knowledge on cultural differences in OC.

The next part of this paper provides insights into the literature review. The subsequent section describes the methodology and ethical considerations. The fourth section discusses the findings and the results with a conclusion. The final part of the paper is about the limitations and future research.

## **Literature Review**

An employee's decision to continue or leave the organisation depends on their organisational commitment to a substantial extent. Commitment is about measuring and understanding employees' perception of their identity within the organisation, their willingness to stay and their readiness to put forth the extra energy to achieve organisational objectives (Mowday et al., 1979). Researchers such as Meyer... Feldman (2011) define OC as the bond that binds them and their identity within the organisation. According to Mowday et al. (1982), commitment refers to a reciprocal link between attitudes and behaviours, where "commitment" grows over time when objectives are attained and social affinities are satisfied.

To comprehend the picture of the development of organisational commitment and its dimensions, it is better to have a look at how the current conceptualisation of commitment has been advanced.

March and Simon (1958), the early initiators of OC research, suggested that the relationship between employees and organisations can be in exchange for rewards. Becker (1960) further developed OC with his "side bet" theory of commitment. According to this theory, commitment exists when a person links unrelated interests with a consistent course of action. Making side bets has the effect of raising the cost of abandoning a course of action. The course of action, in this case, would be staying with the organisation. This calculative approach to commitment has been widely used by several researchers.

Etzioni (1961) developed a three-form model of OC: calculative, moral and alienative. After a few years, Kanter (1968) also produced another three forms of OC: continuance commitment, cohesion commitment, and control commitment. In continuation Sheldon (1971) advocated for continuity and cohesiveness, referring to these as social investment and involvement elements.

In the 1970s the conceptualisation of OC was based on two different methodologies. That is the attitudinal-behavioural dichotomy (Barge & Schlueter, 1988). The attitudinal approach emphasises affective attachment such as the psychological bond to the organisation, whereas the behavioural approach focuses on behavioural acts such as the process of binding employees to the organisation. The behavioural approach is more based on side-bet theory and exchange theory. Porter et al. (1974), focused on the attitude-based approach to OC and created a three-factor model. According to the model when forming an attitude towards positive commitment, a person will have a strong belief while accepting the organisational values, they are willing to put forth significant effort on behalf of the organisation, and they will have a clear desire to maintain organisational membership (Wong, 2014). Studies found that these two approaches were not distinguishable (Reichers, 1985; Mathieu & Zajac, 1990).

Next, Mowday et al. (1979) distinguished the attitudinal and behavioural dimensions of OC. Attitudinal commitment reflects the employee's identification within the organisation and the degree to which their goals and values align

with those of the organisation. Conversely, behavioural commitment represents affecting the behaviours of employees to bind them closer to the organisation. According to Mowday and colleagues, there is a reciprocal relationship between the two elements of this form of commitment. Angel and Perry (1981) further developed Mowday and associates' (1979) model by defining two underlying factors of commitment: value commitment and continuance commitment. Subsequently, Mayer and Schoorman (1992) produced a two-dimensional model of OC referred to as continuance commitment (desire to stay in the organisation) and value commitment (willingness to put in the extra effort).

O'Reilly and Chatman (1986) purported another approach to OC which focuses on examining the psychological ties between employees and the organisation and considers commitment as an attitude. They articulated three distinct forms of commitment: compliance, identification, and internalisation which was identified by Kelman (1958). Compliance is when employees exhibit attitudes and matching behaviours in alignment with specified rewards. Identification is the process through which a person accepts change by determining his or her duties, values, and goals, as well as how the person is related to the organisation. Internalisation is when an organisation's influence becomes part of a person's everyday views because the attitudes and behaviours that person is pushed to adopt are consistent with their current moral principles. This model considers both emotional behaviour and instrumental involvement and altruistic attitude in achieving organisational goals (Wong, 2014).

Meyer and Allen (1991) argued that attitudinal and behavioural issues are correlated; and accordingly, to measure commitment more accurately they need to be considered together. Thus, Meyer and Allen (1991) integrated the approaches by Becker (1960), Porter et al. (1974) and Mowday et al. (1979) and developed a three-component model of the construct with an attitudinal perspective: affective commitment, continuance commitment, and normative commitment. The three types of commitment AC, CC and NC were identified by Meyer and Allen (1991), and Dunham et al. (1994). Meyer and Allen (1991) call it the components of commitment instead of naming it as the types of commitment. Affective Commitment is the emotional attachment of employees to their organisation, identification with, and participation in the organisation. An employee with high affective commitment will stay in the organisation because they want to stay. CC is the cost involved in leaving the organisation. Employees assess the benefits and drawbacks of leaving the company, and if the perceived benefits outweigh those of joining a different company, the employee is more likely to remain with the company (Steyrer et al., 2008). If this behavioural relationship exists, employees are unable to leave the organisation. NC is when employees believe that they have an obligation towards the organisation, and believe it is the right thing to stay in the organisation (Meyer & Allen, 1997). This form of commitment is known as the internalised normative pressure that encourages employees to contribute to the achievement of organisational objectives and vision (Wiener, 1982).

Allen and Meyer (1990) provided empirical evidence that affective, continuance, and normative components of attitudinal behaviour are distinguishable. They defined commitment as a psychological state that makes employees stay in the organisation (i.e. makes turnover less likely). To understand more about this employee and organisational link, all these three components of commitment must

be considered simultaneously.

### **Organisational Commitment Measuring Tools**

OC has been conceptualised and assessed using many theories and measurement techniques. To assess the incentives associated with less committed employees, Hrebiniak and Alutto (1972) introduced the Calculative Organisational Commitment Measure (COC) that measures pay, professional creativity freedom, status, and co-worker friendliness (Barge & Schlueter, 1988). The instrument developed by Porter and his colleagues is known as the Organisational Commitment Questionnaire (OCQ) which was developed further by Mowday et al. (1979). This tool measures desire-based affective commitment, cost-based continuity commitment and obligation-based normative commitment. Another noteworthy tool is the organisational Commitment Instrument developed by Cook and Wall (1980) which assesses commitment by employee's identification, their trustworthiness, and involvement shown in their desire to put in extra effort (Barge & Schlueter, 1988). Furthermore, in response to the identification theory by Patchen (1970), Cheney (1983) introduced the Organisational Identification Questionnaire (IOQ) to evaluate an employee's adoption of the organisation's values and goals when assessing alternatives. Based on the side-bet theory developed by Becker (1960), Meyer and Allen (1991) incorporated the continuance component and developed a three-component model.

Among these instruments, Meyer and Allen's TCM is the most widely used instrument in OC research (Agegnehu et al., 2022; Gardner, 2018; Paul et al., 2016; Wong, 2014). According to this model of TCM, AC, CC, and NC describe a connection between the employee and the organisation that decreases the likelihood of turnover (Solinger et al., 2008). Three concerns need to be mentioned about TCM. Firstly, these three components of OC are meant to reflect the psychological condition (i.e., want, need, and ought) of an employee toward the organisation, which led Allen and Meyer (1990) to refer to the attitudinal form of commitment. Secondly, the three components are supposed to be related to the organisation, demonstrating the notion that OC is a mindset that has organisation as its object. Thirdly, the three components can exist simultaneously which means the total commitment would be the "net sum" of the three psychological states for an individual.

Since its development, researchers in various parts of the world have used and researched TCM extensively. However, a body of research has indicated that the model is not entirely consistent with empirical facts (Solinger et al., 2008; Maqsood et al., 2012; Wong, 2014; Paul et al., 2016; Agegnehu et al., 2022).

The focus of the empirical critique of the TCM are concentrated on two construct validity issues – that is the correlation between AC and NC and the ambiguity of CC and the underlying two sub-dimensions of CC. In reference to these reasons, many researchers stated that TCM lacks predictive validity (Cohen, 2007; Adzeh, 2013).

CC is researched mostly based on a cost perspective (Carson & Carson, 2002). Accordingly, researchers have supported and recommended two factors of CC – (1) perception of lack of employment alternatives, and (2) perceived sacrifice of leaving the organisation (McGee & Ford, 1987; Powell & Meyer, 2004; Bentein et al., 2005; Paul et al., 2016). The first one was an active consideration while

the latter was a passive consideration (Jaros, 1997). A study by Hackett et al. (1994) revealed a four-component model including two sub-scales of continuance commitment in the Belgium context. Confirmatory factor analysis by Maqsood et al. (2012) and Tayyab (2007) also showed a four-component model in the Pakistan context. In the Chinese context, Chen and Francesco (2003) states that the continuance commitment should be a single component. In the Indian context, Paul et al. (2016) found AC and NC are highly related and only three items can be present in each form of commitment though there were 6-items in AC, CC, and NC in the original TCM employee commitment survey. Paul et al. (2016) have recommended formulating a culture-specific item that distinguishes AC, CC, and NC scales. Similarly, in the Ethiopian context Agegnehu et al. (2022) also found a four-factor model and concluded that the AC and NC were correlated. Their validated model shows a three-factor structure with 14-items loaded. It was also suggested that TCM may not reflect reality because of cultural differences.

In summary, the TCM is the most valued and frequently used multidimensional model of OC in current studies, notwithstanding the discrepancy in the dimensionality of OC (Ng & Feldman, 2011). Considering this, objectives of this study are to investigate the dimensionality of TCM and offer empirical support for the distinction between AC and NC as well as the sub-dimensions of CC in the Maldivian context.

## **Methodology**

### **Sample**

The survey sample consists of 250 employees from the resorts of the Maldives with a bed capacity of more than 450 beds. The participant recruitment followed a simple random sampling technique. Irrespective of what nation employees belong to and which department and which level they are in, any full-time employee working and residing in a resort in the Maldives for more than one year is deemed as the inclusion criteria for this research. An online survey questionnaire designed using Google Forms were self-administered by the participants. The questionnaire was distributed to employees working in resorts across the Maldives, and with the support of the resort management.

### **Measures**

This research used the revised version of the TCM Employee Commitment Survey (Meyer et al., 1993). OC was analysed using the 18-items divided into 3-forms of commitment: AC, NC, and CC. Each form of commitment has 6-items measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). An example of an item in affective commitment is "I would be very happy to spend the rest of my career with this organisation." Items in continuance commitment are "I feel that I have too few options to consider leaving this organisation." Items included in normative commitment are like "I would feel guilty if I left my organisation now." Item numbers 3,4,5 (AC) and 13 (NC) are "reversed-keyed" items and hence were re-coded.

### **Data Analysis**

The questionnaire was in both English and Dhivehi languages with two parts. Part one was the demographic questions and part two consisted of OC questions. OC has met the standard test of reliability using Cronbach's alpha, Factor analysis, and normality test using P-P plots, Standardized Residual Histogram, Skewness and Kurtosis, Tolerance and VIF, Mahalanobis Distance and Scatter Plot. Data analysis was done using Principal Component Analysis (PCA) and Confirmatory Factor Analysis (CFA). PCA enables identifying the factor structure of the questionnaire in the context of Maldives using Statistical Package for the Social Sciences (SPSS) software. Factors with eigenvalues greater than 1.0 and factor coefficients greater than or equal to 0.5 were considered for the interpretation of factors (Agegnehu et al., 2022). CFA was conducted via Structural Equation Modelling (SEM) using AMOS Software (version 24) with maximum likelihood estimation to check the association between structural paths and latent variables.

### **Ethical Consideration**

Participants were given a brief introduction about the purpose of the study and they agreed to consent before proceeding to the questionnaire. The introductory information also contained the premise of voluntary participation and withdrawal from the survey at any time. Personal information such as their name, email address, and resort name were not collected.

## **Findings/Results**

### **Exploratory Factor Analysis (EFA)**

To test the validity of the collected data for further analysis, EFA was conducted using PCA. Table 1 below demonstrates the results of the exploratory factor analysis and the reliability statistics.

When all 18-items of OC were entered and EFA was run in SPSS, a five-factor model was seen. Item NC2 was not loaded and CC3 was cross loaded. After removing these two items, it resulted in four factors. It can be seen that AC and NC are loaded together into two different factors (Factor 1: AC1, AC2, AC6, NC3, NC4, NC6; Factor 2: AC3R, AC4R, AC5R, NC1R) and CC into two factors (Factor 3: CC4, CC5, CC6; Factor 4: CC1, CC2, NC5). Because of the low Cronbach's Alpha value (0.510), Factor 4 was removed. Thus, a three-factor model emerged with an overall Cronbach's alpha value of 0.682 which is very close to 0.7. A value of 0.6 or greater is acceptable for Cronbach's alpha value (Antino et al., 2020; Mikhael et al., 2019). All values of factor loading are greater than 0.5 and Cronbach's alpha value is 0.682 showing that the data is reliable. The three-factor solution of OC is explained by 62.9%. The first factor explains 29.7%, the second factor explains 23.7% and the third factor explains 9.5%.

Table 1

*Results of EFA and Reliability*

Construct	Item	Loading	Designation
AC & NC 1	AC1	.754	.818
	AC2	.756	
	AC6	.803	
	NC3	.638	
	NC4	.622	
	NC6	.728	
AC & NC 2	AC3R	.826	.802
	AC4R	.813	
	AC5R	.801	
	NC1R	.638	
CC	CC4	.798	.696
	CC5	.594	
	CC6	.830	
OC			.682

Table 2 shows the Kaiser-Meyer Olkin (KMO) measure and Bartlett's Test of Sphericity to check the overall sampling adequacy. The KMO value is more than 0.5 demonstrating that sampling adequacy is achieved. Bartlett's Test of Sphericity is statistically significant ( $p < 0.05$ ) showing the correlation matrix is statistically different from an identity matrix.

Table 2

*KMO and Bartlett's Test on OC*

Tests		Results
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.803
Bartlett's Test of Sphericity	Approx. Chi-Square	1150.662
	df	78
	Sig.	.000



### **Confirmatory Factor Analysis (CFA)**

CFA was conducted first for each factor separately. The initial model and final model of each factor are discussed below.

Factor 1: In this factor, all goodness of fit indices is accomplished in the initial correlation model. The normed Chi-Square is 2.501 and within the threshold. CFI is above 0.9 and RMSEA is below 0.8. ( $\chi^2/df = 2.501$ , CFI = .969, RMSEA = .078)

Factor 2: In the initial model of this factor, two fit indices are met. The normed Chi-Square is below 5 and CFI is more than 0.9 but RMSEA is more than 0.08 ( $\chi^2/df = 3.189$ , CFI = .988, RMSEA = .094). After checking the modification indices, the error term of AC5R and NC1R were correlated. The modified model's goodness of fit has been satisfied ( $\chi^2/df = .938$ , CFI = 1.000, RMSEA = .000)

Factor 3: When CFA was run for Factor 3, the goodness of fit statistics was acceptable ( $\chi^2/df = .860$ , CFI = 1.000, RMSEA = .000).

#### **CFA via First Order Constructs**

A graphical representation of the overall initial and final Measurement Model is shown in Figure 1. The result reveals a goodness of fit statistics in the initial model itself. The normed Chi-Square value is 2.465, CFI is 0.919 and RMSEA is 0.077. All factor loadings are above 0.5 except for item NC1R (0.405). Hence, NC1R was removed from the model. After removing NC1R the goodness of fit statistics is still acceptable ( $\chi^2/df = 2.584$ , CFI = .922, RMSEA = .080). Composite Reliability was 0.821, 0.854 and 0.72 for ACNC1, ACNC2 and CC, respectively. All these values are above the threshold of 0.7. Convergent validity was not achieved for ACNC1. Hence, the items NC3 and NC6 were removed and convergent validity was achieved. AVE values for ACNC1, ACNC2 and CC are 0.49, 0.66, and 0.47. These values are very close to 0.5, thus acceptable. Discriminant Validity was also achieved in the measurement model as seen in Table 3. The correlation among the three constructs was less than the square root of the AVE of each factor. The final Measurement model shows a good fit statistic model ( $\chi^2/df = 1.985$ , CFI = .963, RMSEA = .063). ACNC1 was named AC-joy and ACNC2 was named AC-love (Merritt, 2012). Hence, higher or second-order analysis can be conducted.

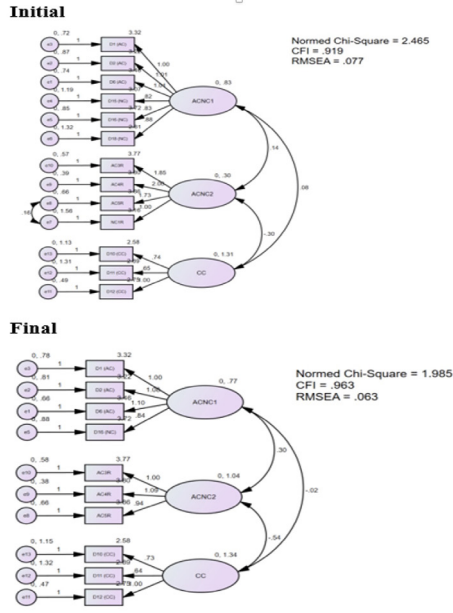


Figure 1: Initial and Final Correlation Model of First-Order Constructs

Table 3

Discriminant Validity of Organisational Commitment Factors

Latent Variable	AC-joy	AC-love	CC
AC-joy	0.7017		
AC-love	0.29	0.8136	
CC	0.08	<b>0.464-</b>	0.6858

*CFA via Second-order Analysis*

The results of the second-order construct analysis revealed a statistically good model fit ( $\chi^2/df = 1.985$ , CFI = .963, RMSEA = .063). The factor loading of the OC construct did not load well on its three sub-constructs. The factor loading of AC-joy is .219, AC-love is 2.857, and CC is -.162 respectively. In addition, R<sup>2</sup> for all sub-constructs are also low (0.26, 8.161, 0.04). Hence, the theory that OC consists of three sub-constructs is not supported in the context of Maldives. As seen from Table 4, only the sub-construct of AC-joy on OC is significant ( $b = .219$ ,  $t = 3.491$ ,  $p = .000$ ).

Table 4  
*Maximum Likelihood Estimates*

		Standardised Estimate	t-value	p-value	Result
AC-joy	← OC	.219	3.491	0.000	Significant
AC-love	← OC	2.857	.247	0.805	Insignificant
CC	← OC	-.162	Reference Point	-.162	

**Discussion**

From the above analysis, it can be concluded that the three-factor structure present in the context of Maldives is different. The findings also show AC is not uni-dimensional, and NC is combined with AC. However, with only one item of NC. The three-factor model present in the Maldivian context is AC-joy (4 items – AC1, AC2, AC6, NC3), AC-love (3 items – AC3R, AC4R, AC5R) and CC (3 items – CC4, CC5, CC6). Item NC3 – “This organisation deserves my loyalty” is measuring “affective commitment-joy”.

Despite the presence of a three-factor structure in the correlation model, the second-order CFA shows that only one factor holds true for OC in the context of the Maldives resort sector. Only the subconstruct of AC-joy has a statistically significant relationship with OC. This finding is consistent with the assertion by Solinger et al. (2008) that AC, CC, and NC must not be considered components of the same attitudinal phenomenon. In addition, Ko et al. (1997) have proposed that OC is only an affective attachment to the organisation as suggested by Mowday et al. (1982). This indicates that employees of the resorts of the Maldives perceive OC as Affective Commitment or an emotional attachment to the resorts, identifying themselves with the resorts, and their desire to remain in the resorts. Hence, employees of the resort sector of the Maldives consider OC as an attitudinal behaviour because AC is considered an attitudinal behaviour (Zelege

& Yeshitilia, 2015). This invalidates the findings of Suryani and Tentama (2020) and the assertion from Allen and Meyer (1990) and Paul et al. (2016) that the total commitment of a person is based on the "net sum" of AC, CC, and NC. The results of this study corroborate the findings of Chen and Francesco (2003), that AC is the most significant component in OC. This study was conducted in the Asian context of China. According to Eagly & Chaiken (1993), CC and NC should not be considered as a commitment, but they can be antecedents of attitudes towards a certain behaviour. TCM can be used to measure employee turnover, but it should not be used as a general model of OC (Solinger et al., 2008). Agegnehu et al. (2022) highlighted that TCM may not reflect reality because of cultural differences. Solinger et al. (2008) recommended to consider OC as an attitude towards the organisation and measure it in that way.

Though the issue of AC and NC relation was found in the EFA, only one item from NC remained and it was loaded with AC-joy after CFA. There are prior research findings that demonstrate a relationship between AC and NC (Allen & Meyer, 1990; Meyer et al., 2002; Solinger et al., 2008; Paul et al., 2016). However, this research found that NC is not present in the context of the resort sector in the Maldives. According to Ko et al. (1997), NC is redundant as AC and NC are indistinguishable. The development of NC depends on the socialization experiences offered by the family, culture, and employer (Chen & Francesco, 2003). As the employees are socially isolated and stay in the resort for a long time without their family, they may not have NC towards the resorts. In addition, NC may also develop when the organisation provides training, tuition fees and other such benefits so that employees will feel an indebtedness to the organisation (Meyer & Allen, 1991; Scholl, 1981). In their study, Meyer and Allen (1990) recommended researching more about the normative component of OC.

This study revealed the dimensionality of AC into two factors. This finding corroborates the assertion of two factors of AC (Agegnehu et al., 2022; Merritt, 2012). The correlation between AC-joy and AC-love is .339 indicating a moderate level of correlation. This suggests that AC and NC are related and the difference between desire and obligation is indistinct in the culture of Maldives. Paul et al. (2016) found AC-NC relations in the Indian context as well. As India is in the South Asia region and geographically close to the Maldives, the culture may have similarities as well.

The criticism of CC having two factors was seen in the initial stage of EFA. However, the CFA reveals a single dimensionality of CC. This finding is similar to the findings of Chen and Francesco (2003). A very small negative correlation value of -.019 was found between AC-joy and CC. But, A moderate negative correlation between AC-love and CC was found (-.462). Meyer et al. (2002) found a modest correlation of .5 between AC and CC. Other researchers (Namasivayam & Zhao, 2007; Vohra & Goel, 2009) also found a moderate correlation between AC-CC. In the Indian context, Paul et al. (2016) found a high correlation between AC and CC and asserted that this could be because of the influence of Indian Culture. It was recommended to develop culture-specific items that measure AC, CC and NC.

From the above discussion, it is reasonable to deduce that the resort employees of the Maldives consider OC as a psychological attachment to the resorts, and they are happy to spend the rest of their careers in the resorts. They do not consider OC as an obligation and the cost involved in leaving the organisation. This means that they are staying because they want to and are proud to stay, not because they feel that they have an economic benefit or fear of loss.

In light of the findings of this research, it is recommended to study the multi-dimensionality of OC in other sectors of the Maldives and develop a scale based on the culture of the Maldives.

## **Conclusion**

The study investigated the empirical evidence for the TCM employee commitment survey by Meyer et al. (1993) in the context of the Maldives. The findings of the study revealed that this instrument is valid and reliable to measure OC but only AC holds true in the context of the resort sector of the Maldives. As the resorts are geographically isolated and employees stay in in-house accommodation without travelling for a considerable amount of time, factors that affect commitment would vary from other sectors and countries. Thus, Allen and Meyer's model of OC may not reflect reality. This study offers insights into the potential differences of OC in different cultures.

This research contributes to the debate on the multi-dimensionality of TCM by Meyer and Allen (1993). Resort management can use this instrument based on the findings of this research to measure the organisational commitment of employees to address the high turnover rate in the resort sector of the Maldives.

## **Limitations and Future Research**

The study delimited to the study of employees whose work duration is more than one year and who have permanent employment. This study excludes employees with employment durations of less than a year as well as people with alternative job classifications like seasonal and temporary and those who commute daily to the resorts. The lack of studies and reference materials available in the hospitality and tourism sector that were specifically relevant to the Maldivian setting was also a limitation. Another limitation is the education level of employees in the resorts, particularly for lower-level employees. As a result, the questionnaire has been translated into Dhivehi and used both English and Dhivehi.

This research was conducted in the resort sector of the Maldives without excluding foreigners. In addition, employees are considered irrespective of the type of work they do at the resort though the core characteristics of the job may affect the commitment of employees. Studying only the resorts of the Maldives might limit the generalization of the results to employees in other areas of the hospitality

and tourism industry. Further studies can be conducted in other sectors of the hospitality and tourism industry. In addition, the study can be replicated in other sectors of the Maldives considering only Maldivians to understand the OC from the cultural perspective of the Maldives. A qualitative study can also be conducted to examine the items and their suitability to represent the construct in the context of the Maldives.

## **Disclosure Statement**

The authors report there are no competing interests to declare

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