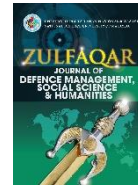




ZULFAQAR Journal of Defence Management, Social Science & Humanities

Journal homepage: zulfaqar.upnm.edu.my



ORGANIZATIONAL COMMITMENT AMONG MIDDLE MANAGERS IN THE MALAYSIAN ARMY

Inderjit Singh^{a,*}, Kwong Fook Wen^b, Haslinda Abdullah^a

^a Faculty of Defence Studies and Management, National Defence University of Malaysia

^b Army Inspectorat Division, Malaysian Army Headquarters, Ministry of Defence Malaysia

*Corresponding author: inderjit@upnm.edu.my

ARTICLE INFO

Article history:

Received

04-05-2019

Received in revised

07-08-2019

Accepted

08-10-2019

Available online

31-12-2019

Keywords:

Affective Commitment,
Normative Commitment,
Continuance
Commitment

e-ISSN: 2773-529X

Type: Article

ABSTRACT

Affective, normative and continuance commitment are variables that indicate the organizational commitment of an organization. The purpose of this research is to identify the organizational commitment of middle managers of Senior Non-Commissioned Officers (SNCOs) in the Malaysian Army. The research was based on post-positivist philosophy. Quantitative approach and non-experimental survey was used for the research. The data consisting of 458 respondents were collected from soldiers of rank of corporal and below from the combat corps of the Malaysian Army in determining the organizational commitment of SNCOs. The statistical treatment of the data obtained was done by using PLS-SEM in order to determine the plausibility of the data obtained with the hypothesized model of job performance. This research has identified that organizational commitment of the SNCOs consists of affective, normative and continuance commitment. This research reveals that both affective and normative commitment are of similar importance for establishing organizational commitment of middle managers in the combat element of the Malaysian Army but normative organizational commitment is more significant compared to affective commitment whereby continuance commitment is not an indicator of organizational commitment in the Malaysian Army.

© 2019 UPNM Press. All rights reserved.

Introduction

Differing from the corporate setting is the way of military disciplinary environment whereby there is a need for soldiers to strive beyond what is expected of them in favour of accomplishing their responsibilities in the combat settings i.e. beyond the call of duty which is distinctly described as their job performance (Malaysian Army, 2011). The main challenge faced in the functioning of military teams is how could the teams communicate and coordinate tasks under dynamic, high-stress, high demand environments (Ivey & Kline, 2010). Loyalty and commitment are among the two main traits of a soldier in ensuring courage and determination that are showcased in extreme working conditions (Allen, 2010). Undeniably, these conditions have changed the way military teams' functions over time. According to Ying et al. (2015), it is fair to say that success depends on good soldiers in the military organization who are often faced with life or death situations during combat situations. They do not receive extra pay or bonuses premised on merit or achievement. Hardy et al. (2010) noted that the typical nature of duties of a soldier in his professional competency is characterized by his personal and individual military competency and skills forged into working collectively as a team. He said that these are certain features and commitment which are considered as close behaviours that extends beyond the call of duty.

According to Bartone & Hystad (2010) their job requires them to undertake certain responsibilities and tasks which are considered voluntary task which is not assigned, sustaining the creativity and innovation ideas to enhance operations and supporting peers and commanders with job-related duties. Such self-sacrifice is neither recommended nor required but they provide the continued effectiveness of the organization. According to Amna et al. (2015), such performance is theorized to originate from a social exchange relationship between the employee and the organization. The aspects described above by the different authors are pertinent and are also of concern in the current study regarding organizational commitment of the personnel in the Malaysian Army. Chan et al. (2011) identified that there is need to understand soldiers' loyalty in terms of organizational commitment to ensure the performance of the soldiers are consistent with their working environment. In the military environment, middle managers like the Senior Non-Commissioned Officers (SNCOs) plays a major role in the hierarchical organization by ensuring command, communication, influence and link between leaders at top to the soldiers below and vice versa (Canadian National Defence, 2009). As pointed out by Huy (2011), ideas provided by middle managers are often overlooked. Therefore, it is paramount for this study to provide an outcome that would allow the top military management to shape and lead the SNCOs into a bigger role in their designation as middle managers to assist military officers in accomplishing organizational commitments for effective job performance.

Background

In producing effective job performance, organizational commitment is the strong hold and the pillar of strength for military professional. The soldiers need to be fully committed and loyal to ensure performance that could put the security of the nation in place. They must understand that soldiering is not only a job or a place to work but a full time commitment both in work and at home as they are often called for duty at all times (Allen, 2010). According to Ivey & Kline (2010), organizational commitment can be a dominant motivation enhancer, obviously more meaningful than their salary, since military undertakings involve very risky missions, high job expectation and risk, and severe anxiety including stress. Gal (1986) said that loyalty and organizational commitment is reflected as two mainstream models of military obedience. Thus, obedience and commitment exhibited by compliance with orders and commands becomes the key to organizational functioning.

Importantly, in the military environment, the middle managers play an important role in determining the organizational commitment towards job performance (Canadian National Defence (2009). In the Malaysian Army, the middle managers are the SNCOs. The typical hierarchy management style of the military organization requires the middle managers in the middle command structure as the bridge to higher management (Australian Defence Headquarters, 2007). The SNCOs in the military play an integral role in the Armed Forces since they are the implementers of orders and directives from their higher authorities comprising of commissioned officers (Canadian National Defence, 2009). Furthermore, besides being followers, they play a pivotal role in executing military missions, grooming and training of the other subordinate junior non-commissioned officers (JNCOs) in executing their role in combat duties. Both SNCOs and JNCOs' trainings and education for better job performance typically include people management, improving leadership style and professional skills as well as fulfilling service centric requirements and combat trainings (Malaysian Army, 2007).

Research Objectives

The Chief of Malaysian Army mentioned specifically that organizational commitment as the main factor which may have significantly contributed to the poor performance of the SNCOs (Malaysian Army,2015). At such there is a need to conduct a research to examine the relationships between the variables of organizational commitment. Specifically, leaders are expected to enhance the commitment of their subordinates (Bass, 1990; Podsakoff et al., 2013; Mackenzie et al., 2001). Thus, understanding how organizational commitment enhances the followers' commitment that affect job performance warrants further research; especially in the middle-level management. There are empirical findings of research and studies that specified job performance and employee commitment as outcomes greatly preferred by corporate leadership and management (Bass & Riggio, 2006; Chun et al., (2012).

Nevertheless, there are no specific researches conducted in the combat element corps of the Malaysian Army on relationships between organizational commitments. Glaringly, there are little studies

done that focus on the group of middle managers comprising of the SNCOs. Therefore, there is a need to find out whether the application of their commitment to their organization could improve job performance in the perspective of the Generation Y soldiers and how this could be transformed into policies and doctrines. The objective of this research is to identify which organizational commitment factors i.e. affective, normative continuance commitment factors has the most significant relationship towards organizational commitment of SNCOs in the combat element corps of the Malaysian Army.

Conceptualizing and Operationalizing the Measure of Organizational Commitment

Numerous organizational and behavioural researchers have been researching and defining the organizational commitment construct/variable over the past five decades (Mellor et al., 2001). It was Becker who first introduced the concept of “commitment” to organization-related research (Mathieu & Zajack, 1990; Becker, 1992; Meyer & Herscovitch, 2001). Since its inception, the concept and meaning of organizational commitment have seen much research, studies and development. According to Kanter (1968) organizational commitment is the attachment of an individual’s fund of affectivity and emotion to the group whilst Hrebiniak and Alutto (1972) identified that it is a structural phenomenon which occurs as a result of individual-organizational transactions and alteration in side bets or investment over time.

According to Mowday et al. (1979), commitment is “the relative effort to involve and engage the organization”. According to the author, the definition of commitment contains three valuable elements; “first, a strong willingness to perceive the organizational objectives and values; second, there is extra effort to do something for their organization; third, there is a wish to be identified as being a member of organization”. Based on the literature on organisational commitment, past research found that organizational commitment refers to “An employee’s belief in the organization’s goals and values, desire to remain a member of the organization and loyalty to the organization” (Mowday et al., 1982; Hackett et al., (2001) pointed out that committed employees “identifies with, is involved in, and enjoys membership in, the organization”. Meanwhile according to Porter et al. (1974), “organizational commitment is the strength of an individual’s identification with and involvement in a particular organization”. This is in line with Pool and Pool (2007) which mentioned that the effects the extent of an individual identifies with an organization and committed to its organizational goals.

Many studies on organizational commitment have mentioned that committed workers are likely to have enhanced job performance (Abdul Rashid et al., 2003; Chen et al., 2006). Also, organizational commitment is having the emerging state that binds workers to their organization (Meyer & Allen, 1991, 1997). His research findings on organizational commitment states that “a psychological state that characterizes the employee’s relationship with the organization, and has implications for the decision to continue or discontinue membership in the organization”. Robbins and Judge (2013) define organizational commitment as “a situation whereby an individual is an impartial organization which includes the key objectives and the desire to maintain its position in the organization”. In a more recent study on organizational commitment, Putriana et al. (2015) mentioned that organizational commitments are pertinent determinants of job performance.

Besides defining organizational commitment, past research had also focused on identifying those characteristics that influence the resultant level of organizational commitment or identifying the outcomes of organizational commitment. According to Aydin et al. (2011) organizational commitment “provided a definite desire to maintain organizational membership, identification with the purposes, successes of organization, the loyalty of an employee, and a willingness to exert considerable effort on behalf of the organization”. For example, Indrayanto and Kandy (2014) argued that employees who have strong commitment towards his/her organization will perform better than those who do not. Thus, good performance of employees will contribute towards the achievement of the organization’s goals. Subsequently, the ability of organizations to achieve goals will also influence employee career development.

In another study, Wen and Chiou (2009) mentioned that organizational commitment is the most pertinent and personal variable that influence job performance. Therefore, the hypotheses of this study on the mediating role of organizational commitment uses the results of the relationships between organizational commitment, job performance and other variables that were identified in the previous studies. Based on the studies mentioned, organizational commitment is a construct that can be expound using many approaches. Thus, these components and elements of organizational commitment identified

from previous studies can be used in conceptualising the construct of organizational commitment in relation to the study of SNCOs' job performance in the Malaysian Army.

Component Model of Organizational Commitment

The component of organisational commitment has to be clearly articulated so as to derive an appropriate framework for the current study of job performance among the SNCOs in the Malaysian Army. The studies done by Meyer and Allen (1991) identified that an employee has a combination of three components of commitment: First, affective commitment that reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences. Second, normative commitment that reflects commitment based on perceived obligation towards the organization. Third, continuance commitment that reflects commitment based on the perceived costs, both economic and social, of leaving the organization. In a subsequent study, Allen and Meyer (1996) identified again the three components of organizational commitment i.e. affective, continuance and normative commitment as the model of organizational commitment. A dominant organizational commitment research was done by Meyer et al. (2002) which further enlighten the three-component model of commitment developed by Meyer and Allen (1997). This model highlighted that organizational commitment is practiced by the employee in three simultaneous mind-sets encompassing affective, normative, and continuance organizational commitment.

Interestingly, Solinger et al. (2008) argued that the three-component model of organizational commitment (Meyer and Allen, 1991), which has been the dominant model in organizational commitment research, is inconsistent, as it combines different attitudinal phenomena, with different relationships for focal and non-focal behaviours. Based on the reviewed literature, the three types of commitment provide a basis for understanding the motivational influence that drives employee commitment towards an organization. The different approaches and perspectives provide a means by which to describe, characterize, and define commitment; deriving a basis for understanding the affect and influence that commitment has upon organizations and job performance. Thus, this research did a further literature review on the affective, normative and continuance commitment so as to derive at measures for conceptualising the construct of organizational commitment.

Affective Commitment

Employee's emotional attachment and his identification with and involvement to the organization are referred as affective component. In the military setting, this could be equated with the typical soldier's loyalty to their military units and specifically mentioned as *esprit de corps* (Allen, 2010). Allen and Meyer (1991) relate that affective commitment is the desire of an employee to continue being part of the organization as they have an emotional closeness to the work place. In essence, in affective commitment the personnel continue in their workplace because they desire to do so. Where else, Luchak & Gellatly (2007) found that affective commitment is the result of higher job performance. The results of the meta-analysis discovered that affective commitment has a strong positive correlation with both organizational citizenship behaviour and job performance. In another study, Powell and Meyer (2004) revealed that affective commitment has a strong positive relationship with the four side-bet components, i.e. expectations, correlated namely satisfying conditions, self-presentation concerns, and individual adjustments.

Importantly, the study conducted by English et al. (2010) conceptualized affective commitment as "a psychological state that characterizes an employee's relationship with their organization". In the same year, the study done by Darolia et al. (2010) added that "individuals with strong affective commitments identify with the organization and are more committed to pursue their goals". Where else Colquitt et al. (2010) established that "employees with strong affective commitment are prepared to employ extra effort and tend to participate in more interpersonal and organizational citizenship behaviours". Based on the reviewed literature, it could be surmised that much of the research undertaken in the area of organizational commitment focused on affective commitment as pointed out by Brunetto and Farr-Wharton (2003). The factors, elements and characteristics that are related to affective commitment identified from past studies and research were useful input in conceptualising the construct of organisation commitment for this study in the Malaysian Army.

Normative Commitment

Meyer and Allen (1991) defined normative commitment as “a desire to remain as a member of an organization due to a feeling of obligation”. Where else, Meyer and Herscovitch (2001) defined “normative commitment as the mind-set that one has an obligation to pursue a course of action of relevance to a target”. They further emphasize that it is a force that binds an individual to a course of action of relevance to one or more targets” In a more recent study, Meyer and Parfyonova (2010) “believes that normative commitment has two faces: moral duty and indebted obligation”. Other studies have found that “normative commitment exists when employees have the feeling that to stay in the organization is the right or moral thing to do” (Meyer & Allen, 1991; Colquitt et al., 2010).

However, according to Allen and Meyer (1991), “employees have a high normative commitment when they are certain that the organization assumes them to be faithful”. Consequently, this will ensure employees have the impression that the organization has capitalized so much in them, which eventually means that they have to be faithful to their workplace. Thus, they stay primarily because they are obligated to their organization. A subsequent study by Meyer and Allen (1991) established that employees with high normative commitment tend to be in the organization because they need to do so. Similarly, when organizations are engaged in generous happenings, the employees feel gratified of his organization and subsequently this would augment their normative commitment. It could be drawn from the definitions and studies conducted that the items in the survey questionnaire have to include the aspects that draw feedbacks regarding their feelings and their obligations towards the organization. In this study, this would involve identifying the commitment of the SNCOs towards their units and the Malaysian Army.

Continuance Commitment

Continuance commitment was defined by Allen and Meyer (1991) “as a desire to remain a member of an organization because of awareness of the cost associated with leaving it”. At such the subordinates remain in their job within this organization as they feel they need to do so. On the other hand, Meyer and Herscovitch (2001) defined continuance commitment as “the perception that it would be costly to discontinue a course of action”. Based on these definitions, it could be said that the continuance component is the related cost when an employee leaves an organization. The employee’s obligation to his work place and to remain with the organization is the normative component.

In other studies, it is found that continuance commitment involved the elements of side-bets. The term side-bet was described by Powell and Meyer (2004) as “expectations of others, self-presentation concerns, impersonal bureaucratic arrangements, individual adjustment, non-work concerns, lack of alternatives and satisfying conditions”. This is considered the series of side-bets and important status of continuance commitment. From the research by Mathieu and Zajac (1990) and Powell and Meyer (2004) it is made known that that the accretions of side-bets over time creates a growth on the cost related with departing the organization and subsequently increase the continuance commitment of the employees. For example, workers with adequate salary and other rewards may remain in their job position and not leave the organization since such benefits may not exist in the new job. The above derivatives form the reviewed literature is in conformance with the studies of Allen and Meyer (1990) and Powell and Meyer (2004). This makes the employee to decide to stay with the organization because, if they leave, the growth venture would be lost.

According to Colquitt et al., (2010) the absence of external job opportunities will lead to higher continuance commitment. Employees would choose to remain if they are certain that they have no place to go. The identified side-bets serving as antecedents to organizational commitment are very relevant to be adopted/adapted to formulate the items for the survey questionnaire for this study on SNCOs. In the Malaysian Army, the military provides the platform for soldiers to work as a team and their commitment to their superiors in a typical hierarchical structure. However, the literature review indicated that there is little study done yet by the Malaysian Army to identify the aspect of commitment among the SNCOs of the Malaysian Army. Thus, it is the intention of this study to identify the organisational commitment of the SNCOs. A summary of concepts and meaning of organizational commitment and identified variables for conceptualising the constructs of organizational commitment in the research is as shown in Table 1.1:

Table 1.1: Concepts and Meaning of Organizational Commitment

Author	Concept And Meaning Of Organizational Commitment	Identified Dimension of Organizational Commitment
Kanter (1968)	"The attachment of an individual's fund of affectivity and emotion to the group (p. 507)".	Affective Commitment
Hrebiniak & Alutto (1972)	"A structural phenomenon which occurs as a result of individual-organizational transactions and alteration in side bets or investment over time"	Normative Commitment
Porter et al. (1974)	"The strength of an individual's identification with and involvement in a particular organization".	Normative Commitment
Marsh & Mannari (1977)	"Committed employee considers it morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years"	Continuance Commitment
Mowday et al. (1979)	"The relative effort to involve and engage the organization".	Normative Commitment
Meyer & Allen (1991)	"A psychological state that (a) Characterizes the employee's relationship with the organization, and (b) Has implications for the decision to continue or discontinue membership in the organization"	Normative and Continuance Commitment
Meyer & Herscovitch (2001)	Normative commitment as "the mind-set that one has an obligation to pursue a course of action of relevance to a target". A force that binds an individual to a course of action of relevance to one or more targets" (p. 301).	Normative Commitment
Mowday et al. (1982); Hackett et al. (2001)	"An employee's belief in the organization's goals and values, desire to remain a member of the organization and loyalty to the organization".	Affective and Continuance Performance
Pool & Pool (2007)	Reflects the extent an individual identifies with an organization and committed to its organizational goals.	Affective and Normative Commitment
Aydin et al. (2011)	"A definite desire to maintain organizational membership, identification with the purposes, successes of organization, the loyalty of an employee, and a willingness to exert". considerable effort on behalf of the organization	Affective, Normative and Continuance Commitment
Robbins & Judge (2013)	"A situation where an individual is an impartial organization as well as the objectives and the desire to maintain its position in the organization".	Normative and Continuance Commitment
Fu & Deshpande (2014), Akdogan & Demirtas (2015)	Measure of an employee's identification with his or her organization	Affective Commitment

Research Methodology

The survey was conducted in the four regional command divisions of the Malaysian Army which are strategically located throughout all the states of East and West Malaysia. The respondents for the research were taken across the geographic location of all four Malaysian Infantry Divisions in Malaysia. This research adopted the quantitative method approach and embraced the post-positivism philosophy as its philosophical paradigm. Organizational commitment was measured with item scales for Affective Commitment Scale, for Continuance Commitment Scale and for Normative Commitment Scale including

organizational commitment in general developed as components of the Organizational Commitment Scale which is the most widely used global measure i.e. Mowday et al. (1979), Organizational Commitment Questionnaire (OCQ) that measure the level of commitment and the relative strength of individuals' identification with organizations. The preliminary data analysis was conducted to determine the mean, the range, the standard deviation and the variance in the data to establish: first, the range of the response to each individual item in the scale; second, biasness in the survey question; third, whether the responses range is satisfactory, and fourth, the Cronbach's Alpha reliability coefficient scale that indicates how well the items in the questionnaire set are positively correlated to one another was used.

Results and Discussions

Based on the pilot study, some items in the survey questionnaire were removed as their outer loadings results did not meet the Cronbach Alpha's threshold level. From the 30 survey items only 11 were used for the research proper for the 458 respondents. From the outcome of the pilot study, it was observed that some clarity, sequence of the questions and use of scale required amendment and has to be addressed in the actual survey. Based on these feedbacks, the researcher was able to refine further and enhance the design of the items in the survey questionnaires for the actual survey. Items in the survey questionnaire were relabeled under its respective dimension and sub-dimensions prior to the actual survey. The relationship was investigated using PLS-SEM path model based on path analysis.

The results of the PLS-SEM algorithm are as presented in Fig. 1. The R2 value of 0.562 indicates that 56.2 % of organizational commitment is predicted by the constructs of affective, normative and continuance commitment. The results of the path coefficients indicate that affective commitment ($\beta = 0.267$) and normative commitment ($\beta = 0.414$) have positive relationships with organizational commitment. But continuance commitment ($\beta = -0.286$) has a negative relationship with organizational commitment. The β values indicate that t affective commitment is a weaker indicator than normative commitment. Hence, the results support the hypothesis that affective and normative commitment have a positive significant relationship on organizational commitment while continuance commitment do not have a relationship with organizational commitment among the SNCOs.

This is in line with the previous studies by Dhaifallah (2013), which mentioned that continuance commitment is linked with what workers have done for their workplace in the past. From the research by Colquitt et al. (2010), establishments can shape normative commitment amongst employees in two means by generating thoughts and beliefs that employees are obligated to the association and becoming a generous entity. From this study employee are indebted to the organization since they have provided training and personal development towards their career needs which makes them feel guilty to leave the organization. Continuance commitment is said to be present when employees believes that by leaving the organization they will have to be burden with cost factor. So the next option is to remain in the same organization rather than leave it.

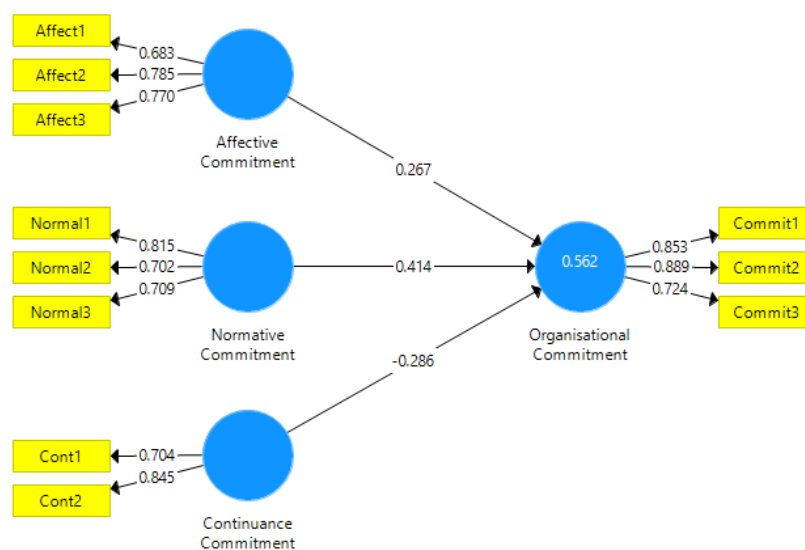


Fig. 1: PLS Algorithm of Organizational Commitment Model

The ultimate test to determine the significance of the coefficients was conducted by means of bootstrapping. The bootstrapping results in Fig. 2 provided the standard errors and compute the empirical t values that determine whether the coefficients are significant.

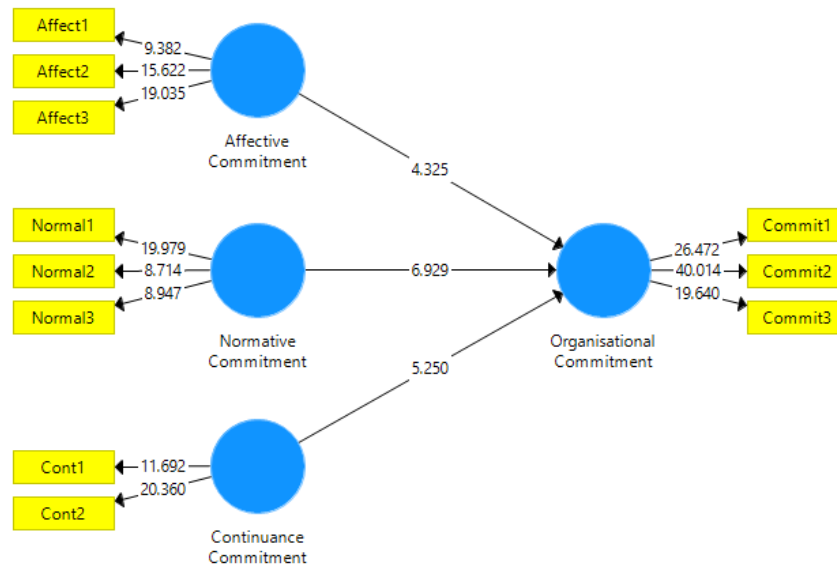


Fig. 2: Bootstrapping Results of the Organizational Commitment model (>1.96)

Table 2: Significance of the Relationships between Affective, Normative and Continuance Commitment with Organizational Commitment

Construct	Path Coefficient	t Value (>1.96)	Construct
Affective Commitment -> Org Commitment	0.277	4.325	Significant
Normative Commitment -> Org Commitment	0.427	6.929	Significant
Continuance Commitment -> Org Commitment	-0.277	5.250	Significant

The results in Table 2 indicates the relationship of normative commitment and affective commitment is significant with a path coefficient of 0.427 and t value of 6.929 which is >1.96. Similarly, the relationship of affective commitment with organizational commitment is also significant with a path coefficient of 0.277 and t value of 4.325 which is >1.96. But there is a negative relationship between continuance commitment and organizational commitment although the t value of 5.250 which is >1.96. However, in recent studies, Fu and Deshpande (2014) and Akdogan and Demirtas (2015) said organizational commitment is a measure of an employee’s identification with his or her organization. The study concluded that organizational commitment consists of three elements, namely: a strong belief and acceptance of the goals and values of the organization, willingness to exert considerable effort for the organization, and a strong desire to remain a member of the organization. In other words, members are emotionally attached to their organisation, as they believe in its values and vision.

The results of studies indicated that committed employees often are better performers and they are less likely to fade away from their organizations (Mathieu and Zajac, 1990), Meyer et al., 2009; The importance-performance matrix analysis (IPMA) was used to extend the results of PLS-SEM by taking the performance of each construct to draw conclusions on its performance and the relative importance of constructs in explaining other constructs in the structural model of organizational commitment. The extension was built on the PLS-SEM estimates of the path model relationships and added an additional dimension to the analysis that considers the latent variables’ average values (Hair et al., 2014). The IPMA contrasted the job performance structural model total effect (importance) and the average values of the latent variable scores (performance) to highlight significant areas for improvement for organizational commitment of SNCOs.

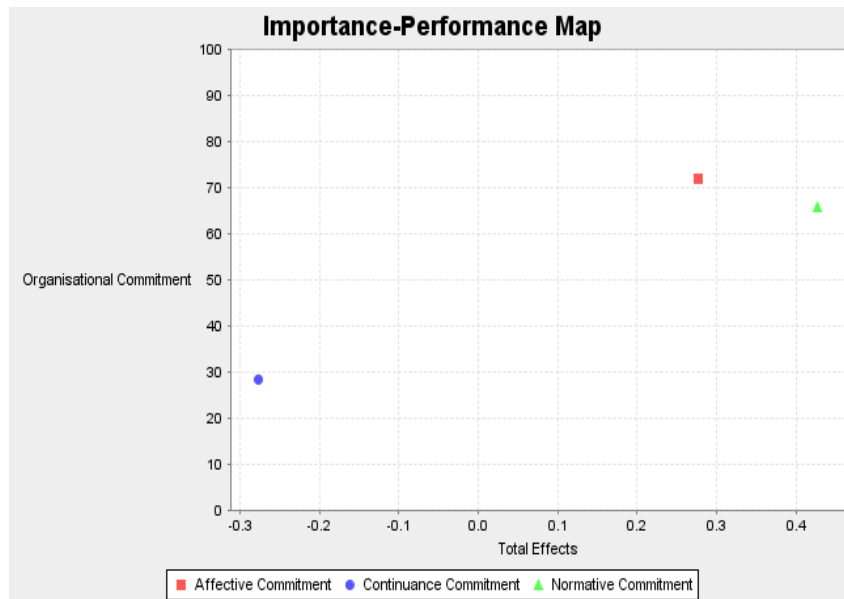


Fig. 3: IPMA of Organizational Commitment Among Middle Managers in the Malaysian Army

IPMA contrasts the command climate structural model total effect (importance) and the average values of the latent variable scores (performance) to highlight significant areas for improvement for the task and contextual so as to improve the job performance of the military unit. The target latent variable/construct, job performance, has a value of 65.08. Contributing towards the score of command climate are the scores of affective commitment with a value of 71.80, contextual performance with a value of 65.88 and continuance commitment with a value of 28.36. Thus, the relative performance of the three exogenous constructs is headed by normative commitment and followed by affective commitment and continuance commitment.

The creation of an IPMA representation of the organizational commitment model in the form of a graph as shown in Fig. 3. The IPMA of organizational commitment reveals that both normative and affective are of similar importance for establishing organizational commitment of middle managers of the combat element of the Malaysian Army. The IPMA of the job performance model provides additional information that though normative and affective commitment provides almost similar contribution towards organizational commitment; nevertheless, normative commitment is of higher relative importance in the overall measure of the organizational commitment model. Continuance commitment does not play a major role in organizational commitment of the Malaysian Army.

Conclusion

Normative and affective commitment and contextual job performance have a positive significant relationship with organizational commitment of SNCOs of the Malaysian Army. Nevertheless, the results attributed that SNCOs are more receptive towards normative commitment than affective and continuance commitment in accordance with the rigid chain of command in the Malaysian Army. It is also of paramount importance that this studies looks into the components of organizational commitment which must be based on the military setting, specifically in the Malaysian Army environment as a mean to enhance the body of knowledge regarding organizational commitment of soldiers. It is obvious soldiers are dedicated to executing activities and accomplishing their responsibilities according to their appointment This is another key indicator that soldiers also perform other duties and responsibilities although it may not be their formal tasks. The soldiers carry out lawful command and order based on orders from their superiors.

Additionally, this study serves to augment knowledge of current body of empirical research, particularly the body of knowledge regarding organizational commitment of SNCOs. These results will be instrumental in the Malaysian Army to study the reasons on why both normative and affective commitment is pertinent among SNCOs. Military doctrines can be carved to assist the SNCOs in their strengths and weaknesses in their organizational commitment prowess in the Malaysian Army. The current doctrines on

enhancement of organizational commitment of SNCOs have to be reviewed so as to meet the current requirements especially from the view of the younger soldiers in the military.

Acknowledgement

We wish to thank the National Defence University of Malaysia in particular the Centre of Research and Innovation for supporting and consenting us to do this research. My sincere thanks to my co-authors who assisted me in this research and finally the Malaysian Army Human Resources Department for allowing me to meet the soldiers in the various selected military units as respondents in this research.

References

- Abdul Rashid, M. Z., Sambasivan, M. & Johari, J. (2003). The influence of corporate culture and organizational commitment on performance. *Journal of Management Development*, 22(8), 708-728.
- Akdogan, A. A. & Demirtas, O. (2015). The effect of ethical leadership behaviour on ethical climate, turnover intention, and affective commitment. *Journal of Business Ethics*, 130(1), 59-67. doi: 10.1007/s10551-014-2196-6.
- Allen, N. (2010). Organizational commitment in the military: A discussion of theory and practice. *Military Psychology*, 15(3), 237-253.
- Allen, N. J. & Meyer, J. P. (1996). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18.
- Amna, Y., Yang, H. & Sanders, K. (2015). Effects of intrinsic and extrinsic motivation on task and contextual performance of Pakistani professionals. *Journal of Managerial Psychology*, 30(2), 133 – 150.
- Australian Defence Headquarters (2007). Australian Defence Doctrine Publication. Leadership in The Australian Defence Force. Canberra ACT: Australian Defence Headquarters.
- Aydin, A., Sarier, Y. & Sengul, U. (2011). The effect of gender on organizational commitment of teachers: A meta-analytic analysis. *Educational Sciences: Theory & Practice*, 11(2), 628-632.
- Bartone, P. T. & Hystad, S. W. (2010). *Increasing mental hardiness for stress resilience in operational settings*. In Bartone, P. T., Johnsen, B., Eid, H. J. J., Violanti, M., & Laberg, J. C. (Eds.), *Enhancing human performance in security operations: International and law enforcement perspectives*, pp. 257–272, Springfield, IL: Charles C. Thomas.
- Bass, B. M. (1990). *Bass and Stodgill's Handbook of Leadership*. New York: Free Press.
- Bass, B. M. & Riggio, R. E. (2006). *Transformational Leadership*. London: Lawrence Erlbaum Associates Publishers.
- Becker, T. E. (1992). Foci and bases of commitment: Are they distinctions worth making?. *Academy of Management Journal*, 35(1), 232-244.
- Brunetto, Y. & Farr-Wharton, R. (2003). The impact of government practices on the ability of project managers to manage. *International Project Management Journal*, 21(2), 125-133.
- Canadian National Defence. (2009). *CFJP 01 - Canadian Military Doctrine Custodian*. Canadian Force Experimentation Centre: Canadian Forces Joint Publication.
- Chan, K. Y., Star, S. & Rengena, R. (2011). *Military Leadership in the 21st Century, Science and Practice*. Singapore: Cengage Learning.
- Chen, J., Silverthorne, C. & Hung, J. (2006). Organization communication, job stress, organizational commitment and job performance of accounting professionals in Taiwan and America. *Leadership & Organization Development Journal*, 27(4), 242-249.
- Colquitt, J. A., Lepine J. A. & Wesson, M. J. (2010). *Organizational Behavior: Improving Performance and Commitment n the Workplace* 2nd eds. New York: McGraw-Hill.
- Darolia, C. R., Kumari, P. & Darolia, S. (2010). Perceived organizational support, work motivation and organizational commitment as determinants of job performance. *Journal of the Indian Academy of Applied Psychology*, 36(1), 69-78. Retrieved from <http://medind.nic.in/jak/t10/i1/jakt10i1p69.pdf>

- Dhaifallah Obaid Almutairi (2013). The Relationship between Leadership Styles and Organizational Commitment: A Test on Saudi Arabian Airline. *World Review of Business Research*, 3(1), 41 – 51.
- English, B., Morrison D. & Chalon, C. (2010). Moderator effects of organizational tenure on the relationship between psychological climate and affective commitment. *Journal of Management Development*, 29(4), 394-408.
- Fu, W. & Deshpande, S. P. (2014). The impact of caring climate, job satisfaction, and organizational commitment on job performance of employees in a China's insurance company. *Journal of Business Ethics*, 124(2), 339-349.
- Gal, R. (1986). Unit morale: From a theoretical puzzle to an empirical illustration - An Israeli example. *Journal of Applied Social Psychology*, 16(6), 549-564.
- Hair, J. F., Hult, Tomas M., Ringle & Sarstedt. (2014). *A primer on partial least squares structural equation modelling (PLS-SEM)*. LA: Sage Publishing, Inc.
- Hackett, R. D., Wang, D. & Chen, Z. X. (2001). Leader-member exchange as mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behaviour. *Academy of Management Journal*, 48(3), 420-432.
- Hardy, L., Arthur, C. A., Jones, G., Shariff, A., Munnoch, K., Isaacs, I. & Allsopp, A. J. (2010). The relationship between transformational leadership behaviours, psychological, and training outcomes in elite military recruits. *The Leadership Quarterly*, 21(1), 20-32.
- Hater, J. J. & Bass, B. M. (1988). Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership. *Journal of Applied Psychology*, 73(4), 695-702.
- Hrebiniak, L. G., & Alutto, J. A. (1972). Personal and role-related factors in the development of organizational commitment. *Administrative Science Quarterly*, 17(4), 555-572.
- Huy, Q. (2011). How middle managers' group-focus emotions and social identities influence strategic implementation. *Strategic Management Journal*, 32, 138-140.
- Indrayanto, A., Burgess, J. & Dayaram, K. (2014). A case study of transformational leadership and para-police performance in Indonesia. *Policing: An International Journal of Police Strategies & Management*, 37(2), 373 – 388.
- Ivey, G. W. & Kline, T. J. B. (2010). Transformational and active transactional leadership in the Canadian military. *Leadership & Organization Development Journal*, 31(3), 246-262. doi:10.1108/01437731011039352
- Kanter, R. M. (1968). Commitment and social organization: A study of commitment mechanisms in utopian communities. *American Sociological Review*, 33(4), 499-517.
- Keegan, D. P., Eiler, R. G. & Jones, C. R. (1989). Are your performance measures obsolete?. *Management Accounting*, June, 45-50.
- Luchak, A. A. & Gellatly, I. R. (2007). A comparison of linear and nonlinear relations between organizational commitment and work outcomes. *Journal of Applied Psychology*, 92, 786-793.
- MacKenzie, S. B., Podsakoff, P. M. & Fetter, R. (2001). Organisational citizenship behaviour and objective productivity as determinants of managerial evaluations of salespersons' performance. *Organizational Behaviour and Human Decision Processes*, 50(1), 123-150.
- Malaysian Army. (2007). *Leadership Manual*. Kuala Lumpur: Headquarters Training and Doctrine Command.
- Malaysian Army. (2011). *Malaysian Army Transformational Plan*. 91 Central Ordinance Depot, Kuala Lumpur.
- Malaysian Army. (2015). *Army Human Resources Management - MK TD/G1/1227/2/LLP Jil 5* dated 12 Jan 2015.
- Marsh, R. M. & Mannari, H. (1977). Organizational commitment and turnover: A prediction study. *Administrative Science Quarterly*, 22(1), 57-75.
- Mathieu, J. & Zajac, D. (1990). A review of meta-analysis of the antecedents, correlates and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171-94.

- Mellor, S., Mathieu, J., Barness-Farrell, J. L. & Rogelberg, S. G. (2001). Employees' nonwork obligations and organizational commitment: A new way to look at the relationships, Impact of group discussion on job evaluation ratings. *The Journal of Psychology, 131*(4), 417-426.
- Meyer, J. P. & Allen, N. J. (1997). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89.
- Meyer, J. P. & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89. Retrieved on May 1, 2007, from EBSCO Host MasterFile Premier database.
- Meyer, J. P. & Parfyonova, N. M. (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualization. *Human Resource Management Review, 20*, 283-294.
- Meyer, J. P. & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review, 11*, 299-326.
- Meyer, J., Paunonen, S., Gellatly, I., Goffin, R., & Jackson, D. (2009). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology, 74*, 152-156.
- 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*(1), 20-52.
- Mowday, R., Porter, L. & Steers, R. (1979). The Measurement of organizational commitment. *Journal of Vocational Behaviour, 14*(2), 224-247.
- Mowday, R. T., Porter, L. M. & Steers, R. M. (1982). *Employee organization linkages: The psychology of commitment, absenteeism, and turnover*. NY: Academic Press.
- Podsakoff, P. M., MacKenzie, S. B., Jeong-Yeon, L. & Podsakoff, N. P. (2013). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879-903.
- Pool, S. & Pool, B. (2007). A management development model: measuring organizational commitment and its impact on job satisfaction among executives in a learning organization. *Journal of Management Development, 26*(4), 353-369.
- Porter, L. W., Steers, R. M., Mowday, R. T. & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover, among psychiatric technicians. *Journal of Applied Psychology, 59*(5), 603-609.
- Powell, D. M. & Meyer, J. P. (2004). Side-bet theory and the three component model of organizational commitment. *Journal of Vocational Behavior, 65*(1), 157-177.
- Lies Putriana, Wibowo, Hussain Umar & Hanes Riady. (2015). The impact of organizational culture on job satisfaction, organizational commitment and job performance: study on Japanese motorcycle companies in Indonesia. *International Journal of Education and Research, 3*(9), 103-114.
- Robbins, S. P. & Judge, T. A. (2013). *Organizational Behavior. Eds. 15*. NJ: Pearson Education.
- Solinger, O. N., van Olffen, W. & Roe, R. A. (2008). Beyond the three-component model of organizational commitment. *Journal of Applied Psychology, 93*(1), 70-83.
- Hung, Y. C., Tsai, T. Y. & Wu, Y. F. (2015). The effects of ethical work climate on organizational commitment in Taiwanese Military units. *Chinese Management Studies, 9*(4), 664 - 680.