The Affective, Normative and Continuance Organizational Commitment Scales are meant to evaluate the commitment of individuals towards the organization they work for. Although they can be used in any organizational context, this study focuses on workers from industrial enterprises.

**ABOUT ORGANIZATIONAL COMMITMENT**

What is Organizational Commitment?

Despite the multiplicity of definitions and models, there is a common point in the sense that organizational commitment reflects a psychological bond with the organization, inversely related to turnover and withdrawal intentions (Fields, 2002; Allen & Meyer, 1990), although it is obviously very reducible to consider that Organizational Commitment is only related to focal intentions to remain with the organization (cf. Meyer & Allen, 1997, for a more detailed view).

How is it conceived and presented?

In the model of the present scale, affective commitment denotes an emotional relationship that the individual develops towards the organization, and is associated with identification and involvement with it; continuance commitment reflects the perceived costs of leaving the organization (such as the loss of seniority or lower pay); and normative commitment is associated with the feeling of moral obligation or responsibility to remain in the organization.

**ADAPTATION OF THE INSTRUMENT**

- The 19 item revised version of Meyer and Allen’s (1997) was adapted to the Portuguese language by Martins (2008), involving translation of the instrument to Portuguese, followed by a backtranslation, done by an Englishman with domain of the Portuguese language.
- Pilot study with a small group of workers of an industrial company plus pilot reflection.
- We then proceeded to a CFA of the structure emerging from the Martins (2008) study, following the above mentioned purpose. This factorial solution is composed by 13 items, so, it does not include items 2, 9, 12, 15 and 16 (the same ones that were eliminated in the present re-specification of the original model) but also item 1 (ACS) for presenting a low communality.
- The goodness of fit indices values obtained for the model that posits Martins (2008) structure revealed a better fit than the previous tested structures, showing satisfactory values for all the estimated indices (Table I).
- As can be seen in Figure 1 – representing Martins (2008) factor structure – items present satisfactory factor loadings that vary between .67 and .87, and thus indicating the model’s convergent validity (Kline, 2005).

<table>
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<th>VALIDITY</th>
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<td>• In a first moment, Meyer and Allen’s (997) three-dimensional model was tested, where the Affective Component is composed by 6 items (3 of which reversed), the Normative Component has 6 items (one of which reversed) and finally the Continuance Component has 7 items (none of which reversed). In terms of the analysis of the model as a whole, the outcomes of the analyses carried out indicated a poor adjustment between the data and the hypothesized model, as can bee seen from the goodness of fit indices values obtained (Table I).</td>
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**PROCEDURES**

- Questionnaires were directly collected by the authors or by a worker of the Human Resources Department of each company in a sealed envelope, thus conserving the confidentiality and anonymity of the respondents.
- Pilot study with a small group of workers of an industrial company plus pilot reflection.
- We then proceeded to a CFA of the structure emerging from the Martins (2008) study, following the above mentioned purpose. This factorial solution is composed by 13 items, so, it does not include items 2, 9, 12, 15 and 16 (the same ones that were eliminated in the present re-specification of the original model) but also item 1 (ACS) for presenting a low communality.
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**DATA ANALYSIS**

- The three-dimensional model underlying this scale has gathered empirical support in several studies (cf. Allen & Meyer, 1996, for an extensive list), and is today a widely referenced and reputed model. In the study developed by Martins (2008), where a sample of Portuguese Industrial Workers was used, the structure that emerged, although three-dimensional, had only 13 items (instead of the original 19).
- It was decided in the present sample to test the original model of the authors of the scale and the factorial solution that emerged from the study by Martins (2008).

**RESULTS**

- Of the found dimensions, one kept almost integrally it’s original structure (Continuance Commitment Scale, in which only item 5 was removed) and the other two rather differ from Meyer and Allen’s original model (1991, 1997; Allen & Meyer, 1990), where we not only eliminated some items, as similarly what happened in other studies outside North-America (Lee et al. 2001; Ko et al, 1997), but also the items originally encompassed in the Normative and Affective dimension were mixed.
- Normative Commitment was considered the factor that includes items 4, 5, 6, and 17 (three of which originally included in the NCS and one, 6, in the ACS). These items semantically report to the feeling of guilt associated with withdrawal intentions, revealing a feeling of moral obligation/responsibility to remain.
- Affective Commitment was considered the factor that includes items 3, 10 and 11 (one originally included in the ACS, and two, 10 and 11, in the NCS), in the sense that the items translate a feeling of loyalty towards the company reflecting an emotional relationship with it.

**CONCLUSIONS**

- We believe that these dimensions reflect the specificities of the Portuguese industrial workers population, reporting to values and circumstances that are distinct from the North-American reality, that include, for example, a lower tolerance towards professional risk and uncertainty (cf. Hofstede, 1980), that might be translated, for example in an affective bond of loyalty, reflecting more a feeling of debt to the employer than a feeling of belonging and satisfaction with the company.