



# Adaptation of organizational commitment questionnaire in Indonesia

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## ARTICLE INFO

### Article history:

Received Nov 21, 2023

Revised Dec 2, 2023

Accepted Dec 8, 2023

### Keywords:

Adaption  
Confirmatory Factor Analysis  
JASP  
Organizational Commitment  
Questionnaire

## ABSTRACT

An employee's commitment to the company is one of the guarantees for maintaining the continuity of the organization, namely creating a sense of belonging to the company. Therefore, it is important to measure the role performance of employees in Indonesia. The organizational commitment measurement tool was first developed in 1982 by Steers, Porter and Mowday. This study aims to evaluate the validity and reliability of the Organizational Commitment Questionnaire (OCQ) measuring instrument in Indonesian. The analytical techniques used are Classical Test Theory (CTT) and Confirmatory Factor Analysis (CFA). Participants in this study were 227 employees (n = 370) who were taken using incidental sampling techniques. The adapted scale shows that it is reliable with Cronbach's Alpha of 0.853. In the results of Confirmatory Factor Analysis (CFA), the fit model is acceptable (RMSEA = 0.064 CFI = 0.952) which indicates that the data is in accordance with the research hypothesis, namely there is no difference between the matrix and the S matrix.

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## 1. INTRODUCTION

Human Resources (HR) are the resources that most determine the success of an organization. Quality human resources can help the company achieve the company's goals. HR commitment is one of the supports for achieving company goals. Organizational commitment is seen as a condition where an employee is aligned with the organization's goals (Novita & Bambang Swasto, 2014). High commitment makes employees more loyal and work hard to achieve company goals and progress. This commitment will provide satisfaction in work which is supported by company reciprocity (Safitri & Mubarak, 2018).

An employee's commitment to the company is one guarantee for maintaining the continuity of the organization, namely creating a sense of belonging to the company. Every company also certainly expects its employees to have a high commitment to the company, because employees who have a high commitment will have a positive influence on the company (Lapointe et al., 2011). In the world of work, especially those related to the industrial world, organizational commitment is very important because commitment is influenced by the level of job satisfaction of an employee. Meanwhile, an employee's job satisfaction is also influenced by many other factors, including the work environment, work empowerment, and leadership style (Eliyana et al., 2019).

Commitment organizational structure is also described as a state in which an individual is committed to assisting the organization in achieving its goals (Eka Martshita & Novitaningtyas, 2019). The degree to which an employee believes in and accepts the organization's aims and wishes to remain with it is referred to as organizational commitment (Basel Al. & Ghazzawi, 2019). Organizational commitment may also be defined as a person's level of involvement in his or her organization and desire to stay a member, which includes a sense of loyalty and a willingness to perform to the best of one's ability for the organization in which one works (Hadi & Tentama, 2020). The higher the commitment a person's work, then the important impact that is brought to sustainability will be greater the development of the organization itself (Prasetyono et al., 2020). On the other hand, Becker describes commitment as a tendency to be committed to a consistent line of activity because it assumes the costs of carrying out other activities or stopping work (Agusdharini et al., 2019).

Organizational commitment includes strong confidence and acceptance of organizational goals and values; willingness to exert great effort on behalf of the organization; and strong desire to keep working with the organization (Erwiansyaha et al., 2022). Employees' ethic is the basis for creating good working relationship that refers to employees' intelligence to act in the organization (Claudia, 2018).

(Sutrisno et al., 2018) stated that organizational commitment is formed because of trust, will and desire to achieve a goal in order to maintain its existence as part of the organization in good or bad conditions. (Margiyanti Utami & Nur Bandiastuti, 2022) stated that commitment is one of the factors that influences performance. Organizational commitment is an attitude of employee loyalty towards the organization, by remaining in the organization, helping to achieve organizational goals and not having the desire to leave the organization for any reason (Yusuf & Syarif, 2018). If employees feel a high workload, that is, there are more and more tasks that must be done in a short time, then employees will increasingly have the desire to change jobs, will not want to put in serious effort at work and work will not lead to the company's goals. So that it can be said that employee commitment is getting lower (Aisyah & Rozana, 2019).

According to (Mowday et al., 1982) organizational commitment is the relative strength of an individual in identifying his involvement in the organization. Meanwhile, according to (Merwina & Widawati, 2019), commitment in an organization is a psychological construct which is a characteristic of a member's relationship with their organization and has implications for the individual's decision to continue their membership in the organization. According to (Katsiana et al., 2022) organizational commitment is the extent to which an employee supports an organization and its goals and desires to maintain its membership in that organization.

From the several definitions of organizational commitment above, it can be concluded that organizational commitment is a person's psychological condition which is the result of their attitude and relationship towards the organization and has implications for performance and the decision to stay in the organization. Based on this definition, members who are committed to their organization will be more able to survive as part of the organization than members who do not have a commitment to the organization. (Mowday et al., 1982) proposed three dimensions of commitment, namely as follows:

Identify with the organization. There is acceptance of organizational goals. This acceptance is the basis of organizational commitment. Employee identification will be seen through the employee's attitude in agreeing to organizational policies. Employees have similar personal values and organizational values and there is a sense of pride among employees in being part of their organization. Involvement. There is a willingness to put serious effort into the organization. Involvement according to job roles and responsibilities in the organization. Employees who have high commitment will accept almost all job duties and responsibilities given to them. This will be seen through employee acceptance of the tasks given by the company. Employees provide optimal effort because they feel obliged to carry out what has been given or decided by the organization. Employees with a high level of work involvement show their willingness to work beyond company expectations. Employee Loyalty. There is a strong desire to maintain membership in the organization. Loyalty to the organization is an evaluation of commitment, as well as the existence of emotional bonds and attachments between the organization and employees. Employees with

high commitment feel loyalty and a sense of belonging to the company. Employees will feel comfortable and have no desire to leave the organization no matter what the circumstances of the organization. Employees will persist in working in an organization because of a sense of attachment or belonging to the organization.

The first is normative commitment, which is based on employee values. The second type is continuing commitment, which occurs when employees stay with a company because they don't want to leave or because they require further benefits and compensation (Ardan & Jaelani, 2021). The final type of commitment is affective commitment, which happens when employees want to be a part of a company because of an emotional connection (Suharto et al., 2019). Employees have taken ownership of their commitment to the organization because they understand that remaining a member is a requirement (Khairinnisa & Nugrahawati, 2020).

According to (Hasanah & Miftahuddin, 2018), testing the validity of organizational commitment measurement tools is considered important because it can measure the extent to which individuals are attached to their organization. There are several measuring tools for measuring organizational commitment, including the measuring tool developed by (Mowday et al., 1982) which consists of 15 items. Apart from that, the organizational commitment scale developed by Schultz (1993) which consists of 3 aspects and the organizational commitment scale developed by Allen & Meyer (1990) which consists of 24 items.

The OCQ scale most often used in research in Indonesia is the Meyer and Allen Scale (1991) in (Pritanadira, 2019). In fact, according to (Ingarianti, 2017) there has been a lot of research conducted to measure the organizational commitment of workers in various parts of the world, and in Indonesia itself a lot of research has been carried out to measure the strength of workers in terms of organizational commitment. However, there has been no significant effort to develop or construct a separate organizational commitment measuring tool in Indonesia because generally the measuring tool used so far is the Meyer and Allen model of organizational commitment scale which of course cannot be separated from the culture (organization) where the scale originates. Meyer and Allen's model has been criticized in particular by three psychologists, namely, Solinger, Olffen, and Roe (2007) because this model is inconsistent with empirical findings.

In this research, the measuring instrument whose validity was tested was the organizational commitment scale developed by (Mowday et al., 1982), namely OCQ. OCQ was chosen because this measuring tool best describes the dimensions of organizational commitment. The behavioral attitude model according to (Mowday et al., 1982) would be a good alternative model to be a general predictor of organizational commitment because of its approach to organizational commitment as a single construct, which in turn would help predict various behaviors beyond turnover. Because organizational commitment is a key factor in the relationship between individuals and organizations (Sharma, 2010), there is a need to understand the relationship between individuals and organizations within the conceptual framework of organizational commitment. Therefore, this research aims to construct an organizational commitment measurement tool that is applicable and in accordance with the needs of organizations in Indonesia.

Adaptation of the OCQ was carried out by adjusting the scale to Indonesian and taking into account the culture in Indonesia. It is hoped that OCQ can be used practically by companies in Indonesia as an assessment instrument to assess employee commitment to the company. Based on the explanation above, it is important that measuring instruments are appropriate to the language of a country so that measuring instruments can be used when conducting research. This is done with the aim of obtaining accurate results and in accordance with the measurement objectives. This research aims to carry out a scale adaptation process related to sentence structure, content and language to obtain a relatively standard organizational commitment scale so that it can be used in research conducted in Indonesia. This research also aims to determine the value of content validity and reliability of the Indonesian version of the commitment scale.

## 2. RESEARCH METHOD

Participants in this research are Indonesian citizens (WNI), at least 18 years old and have the status of employees/employees at a company/institution/organization with a minimum length of service of 3 months. Data collection in this study used the incidental sampling method, namely a sampling technique that was carried out based on chance/incidental encounters with the researcher. The researcher asked participants to fill in the Google Form link that had been created by the researcher. Participants in this research were 227 employees. Participants in this study consisted of 126 people (55%) female and 103 people (45%) male. Then, as many as 91 people (39.7%) with an age range of 26 to 35 years, 107 people (46.7%) with an age range of 18 to 25 years, 17 (7.4%) aged 36 to 45 years, 10 people (4.4%) in the age range 46 to 55 years, 3 people (1.3%) in the age range 56 to 60 years and finally there is 1 person (0.4%) who is above 60 years old. Then as many as 63.3% of employees work in private companies and 36.7% of employees work in government agencies.

The procedure for adapting the Organizational Commitment Questionnaire (OCQ) measuring instrument is carried out in several stages. The first, namely pre-conditioning, is to obtain permission from the owner of the theory and measuring instruments that will be used, then carry out forward translation and create synthesis items. After that, the next stage is test development, namely by requesting expert judgment, asking for peer review, and carrying out backward translation. The next adaptation stage is the cognitive interview stage. This stage is carried out with the aim of obtaining information whether the construct that the researcher wants to measure can be understood by the participants. The results of the Cognitive Interview that the researcher has conducted will be processed qualitatively to obtain information regarding the participant's understanding of the OCQ measuring tool. The questions asked by the researcher to the sample of participants included whether the statements in the questionnaire were easy to understand, were there repeated statements, were there ambiguous statements, were there any suggestions that could be given regarding this OCQ measuring tool. Judging from the results of the cognitive interviews that had been conducted, the researcher made improvements to items to replace terms that were difficult to understand based on input/suggestions from a sample of participants.

Next, the researcher carried out the process of collecting data from the adaptation of the Organizational Commitment Questionnaire measuring instrument in the period from around mid-November to early December 2021. The data collection process resulting from the adaptation of the Organizational Commitment Questionnaire measuring instrument was carried out online via Google Form so that the data collection location was in accordance with the location. participants are. If it is not possible to use online, the researcher will collect data directly by distributing physical questionnaires to employees who live in the same city as the researcher.

This measuring tool is used to assess how commitment consists of the desire to exert effort to achieve organizational goals and a strong desire to maintain organizational membership. This measuring tool consists of 15 statements and there are 7 (seven) response options using a Likert Scale, ranging from strongly agree to strongly disagree.

### Data analysis method

Content validity testing, Validity tests are used to test whether the items created actually measure what they are intended to measure. The concept of validity refers to the quality of the instrument. A valid instrument is an instrument that can truly measure the psychological attributes to be measured. Validity means the degree of accuracy of the instrument in measuring the psychological attributes being measured (Noor, 2012). Based on the validity test on the Organizational Commitment measuring tool which consists of 15 items, there is 1 item that is invalid, namely number 7. So there are 14 valid items.

### Cronbach's Alpha Reliability Test

The concept of reliability is based on the consistency of scores achieved by the same individual on the same psychological attribute even though it is measured at different times or using different instruments. The main idea is that a stable and consistent test shows the extent to which the measurement results are free from deviation (error). Therefore, the degree of reliability is

indicated by the level of measurement error of the instrument used to measure a psychological attribute. The smaller the error means the higher the consistency and stability of the instrument and the higher the degree of reliability of the instrument (Noor, 2012). Based on measurements using SPSS version 24, the reliability test for the Organizational Commitment measuring instrument was obtained as follows:

**Table 1.** Reliability of Organizational Commitment (OCQ)

Tabel Reliability Statistics	
Cronbach's Alpha	N of Items
.853	15

The reliability test results obtained for the Organizational Commitment measuring tool were 0.853 and the per-item reliability results obtained were above 0.8. Thus, these reliability results can be used in research and based on the criteria of the Cronbach Alpha value, the Organizational Commitment measuring instrument has a very high reliability value.

The CTT model approach in this research was used to test construct reliability based on Cronbach's Alpha internal consistency technique. The criteria from Kaplan & Saccuzo (2005) were used to evaluate the level of reliability of the measuring instruments in the study. Based on these criteria, a Cronbach's Alpha value greater than .70 means that the measuring instrument is reliable, and if the Cronbach's Alpha value is smaller than .70, it indicates that the measuring instrument is unreliable. Apart from that, corrected item-total correlation is also analyzed to evaluate differentiating power. Criteria from Azwar (1999) are used to evaluate differentiating power. Items with a corrected item-total of at least .30 indicate that the item has satisfactory differentiating power (Noor, 2012). SPSS version 24 software was used to conduct CTT analysis.

**Table 2.** CTT organizational commitment (OCQ)

Item	Corrected Item - Total Correlation
Item 1	.504
Item 2	.625
Item 3	.293
Item 4	.329
Item 5	.638
Item 6	.683
Item 7	.069
Item 8	.743
Item 9	.382
Item 10	.691
Item 11	.486
Item 12	.416
Item 13	.644
Item 14	.673
Item 15	.539

Based on the test results using SPSS version 24, it was found that the correlation between each indicator and the total construct score contained 2 invalid items, namely items number 3 and 7.

### 3. RESULTS AND DISCUSSIONS

The validity of the internal structure of the Organizational Commitment measuring tool in this study was tested using CFA. The purpose of the CFA is to confirm the extent to which the items of the adapted test indeed measure a single construct, namely Organizational Commitment. In a psychological measuring instrument, all items must measure only one thing, namely the construct to be measured (Umar & Nisa, 2020).

Hypothesis testing in CFA cannot be done only using chi-square, because sometimes chi-square is too sensitive to several things, one of which is sample size. If the sample used is too large, the chi-square will tend to be significant (Hasanah & Miftahuddin, 2018). Therefore, in this study the suitability of the model was evaluated using the Root Mean Square Error of

Approximation (RMSEA) value which is not sensitive to sample size. According to Hair Jr et al (2010), if an RMSEA value ranges from .05 - .08, it can be included in the good fit category. Apart from that, it can be seen based on the CFI value, according to which when data has a CFI value greater than .90 (CFI e" .90), it shows the criteria for a good fit measurement model.

The method used is First-Order Confirmatory Factor Analysis, starting with testing the fit model using JASP software version 16.0 to test the validity of the theoretical construct. The latent variables used in research are formed based on theoretical concepts with several indicators or manifests. Confirmatory factor analysis was carried out to test whether the indicator was a valid indicator as a measure of the latent construct (Umar & Nisa, 2020).

### Fit Index

Test construct validity using Confirmatory Factor Analysis to check the suitability/fitness of the results of research in Indonesia whether they are in line with the original theory (Umar & Nisa, 2020). Analysis using JASP version 16.0. From the results of the first estimation calculation, the initial results showed that the overall model was not yet fit, so several adjustments needed to be made. A model that is not fit can also be influenced by a large sample size, so it is necessary to take this into consideration and look for another model fit measure based on the specified criteria. Adjustments are made by covarying the error terms that have the highest covariance modification index values.

**Table 3.** CFA OCQ model test, fit index and thresholds

Indeks fit	Sebelum Revisi Model	Ambang batas	Setelah Revisi Model
<i>Absolute Fit Indices</i>			
Chi-Square $\chi^2$	350,579	$\chi^2$ rendah relatif terhadap df	152.127
Probabilit y	< .001	nilai p tidak signifikan ( $p > 0,05$ )	< .001
RMSEA	0,113	Nilai kurang dari 0.07 (Steiger, 2007)	0,064
GFI	0,794	Lebih besar dari 0,95	0,914
SRMR	0,100	Kurang dari 0,08 (Hu dan Bentler, 1999)	0,071
<i>Incremental Fit Indices</i>			
CFI	0,828	Lebih besar dari 0,95	0,952

Indications of an unfit model can also be seen in modifying covariance indices to handle discrepancies between the proposed and estimated models. Modifications are carried out by connecting indicators that are thought to have a high correlation. Model modification aims to reduce existing measurement errors so that it will produce a better model goodness value than the previous model. Model modification is carried out by selecting the largest Modification Index (MI) value. The researcher carried out the estimation calculations again so that the model was fit, by carrying out covariance error terms based on modification indices by paying attention to the greatest similarity of factors and values.

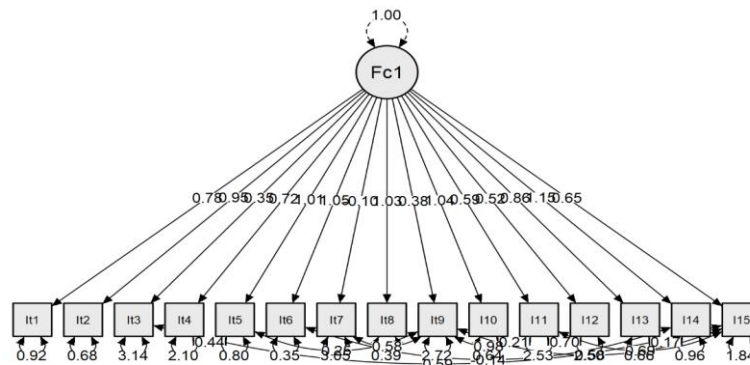
**Table 4.** Modification indices on covariance

Residual covariances		Mod. Ind.	EPC
Item12 ↔ Item15		7.191	0.360
Item9 ↔ Item13		7.081	0.203
Item3 ↔ Item9		7.022	0.452
Item1 ↔ Item6		6.352	-0.117
Item7 ↔ Item15		5.756	0.346
Item2 ↔ Item6		5.522	0.101
Item9 ↔ Item12		5.470	0.375
Item11 ↔ Item13		5.060	-0.159
Item6 ↔ Item7		4.790	-0.169
Item7 ↔ Item14		4.492	0.240

Residual covariances			
		Mod. Ind.	EPC
Item8	↔ Item14	4.179	-0.109

After carrying out modification experiments, it was found that the entire model was fit and in agreement between the proposed model and the estimated one so that it could be continued to the next step, namely parameter estimation analysis.

**Factor Loading**



**Figure 1.** The CFA organizational commitment questionnaire modeling diagram (after modification) is as follows

Based on the table above, it is known that the Absolute Fit Measure criteria and Increment Fit Measure criteria do not meet the model goodness criteria. Apart from that, in model plot I, it can be seen that the factor loading of the regression weight has a value above 0.7 except for items I2, I3, I4, I6, I7 and I8. Based on the CFA OCQ modeling after modification, the results of testing the significance and validity of each latent variable and indicator are obtained which are presented in the following table:

**Table 5.** Test of significance and validity of OCQ indicators (after modification)

Factor loadings						
Factor	Indicator	Symbol	Estimate	Std. Error	z-value	p
Factor 1	Item1	λ11	0.776	0.075	10.293	< .001
	Item2	λ12	0.953	0.072	13.182	< .001
	Item3	λ13	0.346	0.123	2.821	0.005
	Item4	λ14	0.722	0.105	6.848	< .001
	Item5	λ15	1.005	0.078	12.955	< .001
	Item6	λ16	1.054	0.065	16.297	< .001
	Item7	λ17	-0.098	0.120	-0.815	0.415
	Item8	λ18	1.027	0.065	15.779	< .001
	Item9	λ19	0.377	0.115	3.287	0.001
	Item10	λ110	1.037	0.074	14.095	< .001
	Item11	λ111	0.593	0.113	5.242	< .001
	Item12	λ112	0.516	0.111	4.638	< .001
	Item13	λ113	0.858	0.069	12.410	< .001
	Item14	λ114	1.154	0.088	13.126	< .001
	Item15	λ115	0.653	0.098	6.653	< .001

Based on the significance and validity test table for the OCQ indicators after modification, the results were found that there were 2 items that had factor loading (λ) values that were not good (invalid), namely item 3 and item 7. Overall, the estimated parameters gave the correct sign and magnitude. according to theory. Another result that also supports is that there is no extreme

standard error size. So from the results of the analysis it can be concluded that the OCQ is fit and the indicators used are unidimensional in measuring the level of Organizational Commitment Questionnaire.

#### 4. CONCLUSION

The aim of adapting the Organizational Commitment measuring tool from Porter, Mowday and Steers (1982) is to obtain empirical and objective data to describe indications of the behavior and level of organizational commitment of employees in Indonesia. This research was conducted as part of the field of Industrial and Organizational Psychology, because the research was conducted on individual behavior in organizational settings. Based on the results of the data presented above, it can be concluded that the adaptation of the Organizational Commitment measuring tool (OCQ) is valid and reliable for measuring behavioral indications and the level of organizational commitment of employees in Indonesia. However, there is still 1 item that needs to be considered for invalidation, namely item 7 which has the lowest validity and reliability values.

Based on the Construct Validity Test with confirmatory factor analysis, a suitable model path diagram was obtained to measure indicators representing Organizational Commitment (OCQ). Model fit is obtained by adjustments made to the covariance between several error terms. Based on the consideration of all the test results that have been carried out on the Organizational Commitment measuring instrument which has been adapted by researchers, this OCQ measuring instrument can be assessed as a valid and reliable measuring instrument used to measure indications of behavior and the level of organizational commitment of employees within the company, both at staff and managerial levels in Indonesia, and can be used for further research.

#### ACKNOWLEDGEMENTS

This research is still limited in terms of sample size, so suggestions for future researchers who are interested in measuring readiness for change, especially in relation to readiness assessments, can use the Organizational Commitment (OCQ) measurement scale from Steers, Porter and (Mowday et al., 1982) in different settings and locations. different for the purposes of developing and using measuring instruments. Model fit is also influenced by the large sample size, so to further enrich the scale model of the measuring instrument, in future research it is recommended to look at model fit based on several other criteria.

Based on the conclusions and discussion, it can be suggested that identification needs to be carried out first to look at items that measure organizational commitment. In future research, it is hoped that we will be able to develop carefully and carefully each item used, especially if the item is an adaptation of research from abroad. In addition, it is hoped that researchers will be able to use measuring instruments with items that do not have too much correlation or measurement error and have unidimensional properties, meaning that the items really examine one variable or dimension in focus.

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