

Original Article

Gender Difference in Organizational Commitment among Employees

Eliu Galmiche Frias*¹, Verónica Ramírez Sánchez², Roberto Passaillaigue Baquerizo³, Hans Jhordan Silva Torralva⁴

Universidad Juárez Autónoma de Tabasco, México^{1,2}

Universidad ECOTEC, Ecuador³

University of the Pacific, Lima, Peru⁴

Abstract. Gender differences in organizational commitment remain inconsistently reported across studies, highlighting the need for further empirical investigation. This study aims to examine differences in organizational commitment between male and female employees. A cross-sectional comparative design was employed using a quantitative approach. The sample consisted of 85 employees (45 females and 40 males). Data were collected using an organizational commitment scale based on Meyer and Allen's framework and analyzed using the Rasch model to obtain logit measures, followed by a Welch t-test to assess group differences. The results revealed a significant difference in organizational commitment between female and male employees, with females demonstrating higher levels of commitment, $t(81) = 3.50$, $p = 0.001$, and a moderate-to-large effect size (Cohen's $d \approx 0.77$). These findings indicate that gender is significantly associated with variations in organizational commitment. This study contributes to the literature by integrating Rasch measurement with inferential statistical analysis to provide a more robust examination of gender differences in organizational commitment. The findings also suggest the importance of developing targeted human resource strategies to enhance employee engagement and organizational attachment.

Keywords: Organizational Commitment, Gender, Organizational Behavior, Employees

Corresponding author: Eliu Galmiche Frias, E-mail: Eliu.galmiche@hotmail.com, México.



This work is licensed under a CC-BY

Introduction

Human resources (HR) represent one of the most important assets for organizations in achieving their goals and maintaining the sustainability of organizational operations. Organizational success is not only determined by technology or business strategies, but also by the quality of the human resources possessed by the organization. Employees' capacity, knowledge, and skills have been shown to have a significant relationship with organizational performance (Aman-Ullah et al., 2022). In addition, the quality of human capital also contributes to the improvement of overall organizational performance (Masyhuri et al., 2024). Thus, high-quality human resources can enhance productivity and organizational effectiveness in facing increasingly intense competition (Hafidzi et al., 2024).

Organizational success is highly dependent on the quality of human resources, particularly in maintaining employee engagement and commitment. However, recent findings indicate that a significant proportion of employees worldwide are not fully engaged in their work. The State of the Global Workplace survey conducted by Gallup shows that only about 21% of employees are actively engaged, while 62% are not engaged and 17% are actively disengaged (Gallup,

2025). This condition may negatively affect organizational performance and sustainability. Therefore, understanding factors that influence employees' organizational commitment becomes increasingly important (Bayani et al., 2026).

Organizational commitment refers to a psychological condition that reflects an individual's relationship with the organization and influences their decision to remain within the organization (Meyer & Allen, 1991). Furthermore, Saad et al. (2022) state that organizational commitment describes the extent to which individuals possess emotional attachment, a sense of responsibility, and a willingness to remain part of the organization in which they work. Therefore, organizational commitment constitutes an important aspect within organizations, as it can influence loyalty, engagement, and the sustainability of the employment relationship between employees and the organization (Idrus et al., 2023).

Various studies indicate that the level of employees' organizational commitment varies across countries and occupational sectors. A study conducted among healthcare workers in Ethiopia found that 52.3% of employees had low organizational commitment (Arage et al., 2022). Similarly, research in China involving 10,475 physicians reported that most respondents demonstrated a moderate level of organizational commitment (Peng et al., 2022). Meanwhile, a cross-national study in the Australia region found that 68.8% of 738 respondents were categorized as having a moderate level of organizational commitment (Urban et al., 2023). In Indonesia, research findings also indicate that most respondents fall within the moderate category of organizational commitment, with a mean score of 3.80 and a standard deviation of 0.75 (Fatmawati & Muhyi, 2025). Furthermore, a study conducted among 532 nurses in three private hospitals in Malaysia revealed that only 27.3% of respondents exhibited a high level of organizational commitment (Zain et al., 2025). Employees with a high level of organizational commitment tend to demonstrate stronger loyalty toward the organization, higher work engagement, and a lower intention to leave the organization (Aghniya & Mutamimah, 2025).

Therefore, it is important to understand the various factors that may influence employees' level of organizational commitment, including individual characteristics such as gender (Joo & Hong, 2025). Several studies suggest that differences exist in organizational commitment levels between male and female employees, making gender an important factor to examine in organizational behavior research. A study conducted in Poland involving 3,000 workers found that women demonstrated higher levels of affective organizational commitment than men (Adamchik & Sedlak, 2024). Similarly, research conducted in the United Kingdom involving 416 staff members from six universities reported significant differences, with women exhibiting higher levels of organizational commitment than men (Pinho & Colston, 2024). Likewise, a study in Pakistan involving 416 lecturers found a significant difference in which female respondents demonstrated higher organizational commitment compared to their male counterparts (Hafeez et al., 2023). These findings consistently indicate that women tend to demonstrate higher levels of organizational commitment than men.

However, a study conducted among 238 private-sector employees in Turkey found a significant difference in which male employees demonstrated higher levels of organizational commitment than female employees, particularly in the dimension of normative commitment (Topal, 2021). Similarly, research involving 100 employees in India reported that male employees exhibited slightly higher levels of organizational commitment compared to female employees, although the difference in scores was relatively small (Namrata, 2025). Furthermore, a study conducted among 214 employees in South Africa revealed a significant difference, with male employees demonstrating higher levels of organizational commitment than female employees, especially in the normative commitment dimension (Motsaathebe & Molefi, 2025). These findings indicate that the relationship between gender and organizational commitment continues to produce mixed results.

Several studies have reported that women demonstrate higher levels of organizational commitment than men (Adamchik & Sedlak, 2024; Hafeez et al., 2023; Pinho & Colston, 2024), whereas other studies have found that men exhibit higher levels of organizational commitment

(Motsaathebe & Molefi, 2025; Namrata, 2025; Topal, 2021). These inconsistent findings suggest that the influence of gender on organizational commitment remains an interesting issue that warrants further investigation in organizational behavior research.

Although numerous studies have examined the relationship between gender and organizational commitment, the findings remain inconsistent. Some studies report that women demonstrate higher levels of organizational commitment than men (Adamchik & Sedlak, 2024; Hafeez et al., 2023; Pinho & Colston, 2024), whereas others show that men exhibit higher levels (Motsaathebe & Molefi, 2025; Namrata, 2025; Topal, 2021). These inconsistent findings indicate that the influence of gender on organizational commitment still requires further investigation. Moreover, most previous studies have been conducted in specific occupational sectors, such as education and healthcare, and within different national contexts (Adriani et al., 2024; Arage et al., 2022; Fatmawati & Muhyi, 2025). Therefore, there is still a lack of comprehensive research examining gender differences in organizational commitment across diverse organizational settings.

Examining gender differences in organizational commitment is important because it provides deeper insights into factors influencing employees' attachment to their organizations. Such understanding can assist organizations in developing more effective human resource management strategies, particularly in enhancing employee loyalty, engagement, and long-term commitment. Based on the identified research gap, this study aims to analyze differences in the level of organizational commitment between male and female employees.

Method

This study employed a quantitative comparative research design to examine differences in organizational commitment between male and female employees. Comparative research is a method that aims to compare a particular phenomenon or variable across two or more groups with different characteristics. In this study, the comparative method was used to examine differences in the level of organizational commitment between male and female employees. The variable investigated remained the same, namely organizational commitment; however, the research samples were drawn from two different groups based on gender characteristics. Through this comparison, the study seeks to determine whether there are differences in the level of organizational commitment between male and female employees (Cresswell, 2009).

Participants

Participants in this study consisted of 85 employees working in various organizations across several regions in Australia. The participants were selected based on their willingness to participate in the study. In terms of gender distribution, the participants consisted of 45 females (52.94%) and 40 males (47.06%). Participants came from different institutional backgrounds and had varying lengths of work experience. These demographic characteristics were considered important to provide a general overview of the research participants and to support the analysis of organizational commitment based on gender. The demographic characteristics of the respondents are presented in Table 1.

Sampling Procedures

The sampling technique used in this study was non-probability sampling with a convenience sampling approach. This method was chosen due to the accessibility of participants and the exploratory nature of the study (Vehovar et al., 2016). Data were collected online by distributing questionnaires to employees through various work-related communication groups and relevant

professional networks. Participants who were willing to participate were invited to complete the questionnaire voluntarily. Prior to completing the questionnaire, participants were provided with information regarding the purpose of the study and were asked to provide informed consent electronically before participating in the survey.

Table 1. Demographic Characteristics of Research Respondents (n=85)

Characteristics	Category	n	%
Institution	Private	67	79
	Government	18	21
Gender	Female	45	52.94
	Male	40	47.06
Length of Employment	< 5 years	9	10
	6–10 years	42	49
	> 10 years	34	41
Total		85	100

Instrument

The instrument used in this study was developed based on the organizational commitment theory proposed by Meyer & Allen (1991) which consists of three dimensions: affective commitment, continuance commitment, and normative commitment. The scale consists of 34 items measured using a five-point Likert scale ranging from 1 (never) to 5 (very often). Higher scores indicate higher levels of organizational commitment. Example items include: “*I am proud to work for this organization,*” “*I feel an obligation to remain part of this organization,*” and “*It would be difficult for me to leave this organization.*” The instrument demonstrated high reliability (Cronbach’s alpha = 0.97; item reliability = 0.88) and acceptable validity, with a raw variance explained of 51.6% (Mokshein et al., 2019; Syahputra et al., 2025).

Procedures

The data in this study were collected online using a questionnaire administered through Google Forms. The researchers distributed the questionnaire link to employees through various work communication groups and professional networks. Prior to completing the questionnaire, respondents were provided with an explanation of the research objectives as well as an informed consent statement. Respondents who agreed to participate were asked to complete the organizational commitment scale based on their current conditions. The variable measured in this study was organizational commitment, while the comparison groups consisted of male and female employees. The collected data were subsequently analysed to determine differences in the level of organizational commitment based on gender. This study was conducted in accordance with ethical research standards. Participants were informed about the purpose of the study and provided informed consent before participating. All responses were kept confidential and used only for research purposes.

Design or Data Analysis

The data analysis technique in this study employed an Item Response Theory (IRT) approach using the Rasch Model (Delacre et al., 2017). The analysis was conducted using Winsteps version 5.1.5 along with its user guidelines. To achieve the objectives of the study, several analyses were performed: (i) descriptive analysis of employees’ organizational commitment levels; (ii) analysis of differences in organizational commitment levels based on gender; (iii) analysis of respondents’ ability to respond to the items on the organizational commitment scale

based on gender; and (iv) analysis of the tendency of organizational commitment levels among employees based on gender. The Rasch Model was employed because it allows for more precise measurement of latent traits and provides information on both item difficulty and respondent ability, making it suitable for analyzing organizational commitment data (Bond & Fox, 2015)

Results and Discussions

The results of this study describe the condition of organizational commitment among male and female employees. Various aspects that emerged from the findings are discussed in depth. The results and discussion are intended to provide a clearer understanding of the differences in organizational commitment between male and female employees, as well as to identify potential areas for further research in this field.

Differences in Organizational Commitment Based on Gender

The study of organizational commitment, defined as a psychological condition that reflects an individual's attachment to an organization and influences the decision to remain a member of that organization, has increasingly attracted attention in organizational behavior research. Scholars have begun to examine more deeply how individual characteristics, including gender, may influence employees' levels of organizational commitment. Therefore, it is important to understand how male and female employees demonstrate levels of organizational commitment within the workplace.

Table 2. Descriptive Analysis of Organizational Commitment Differences Based on Gender

Gender	N	Mean (logit)	SD	SE
Total	85	2.27	1.72	0.19
Female	45	2.84	1.80	0.27
Male	40	1.62	1.36	0.22

Information: * = Total; M = Male; F = Female; RMSE = Root Mean Square Error

Based on Table 2, female respondents (M = 2.84 logit) demonstrate a higher average level of organizational commitment compared to male respondents (M = 1.62 logit). The mean standard error values for both female and male respondents indicate a satisfactory condition, as they are relatively low, namely 0.27 for females and 0.22 for males. The mean measure value represents the average level of organizational commitment for each group of respondents. The value of 2.84 logit reflects the average organizational commitment score of the 45 female respondents, whereas the value of 1.62 logit represents the average organizational commitment score of the 40 male respondents. These results indicate that the level of organizational commitment among female respondents tends to be higher than that of male respondents.

The logit measures derived from the Rasch model were subsequently analyzed using an independent samples Welch t-test to examine group differences based on gender. Furthermore, the results of the Welch test conducted to examine the differences in organizational commitment between male and female respondents are presented in Table 3.

Table 3. Hasil Welch Teset Komitmen Organisasi berdasarkan Gender

Mean Difference	S.E.	t	d.f.	Prob.
1.22	0.35	3.50	81	0.001

Based on Table 3, the results of the Welch t-test show a mean difference of 1.22 logit with a standard error of 0.35. The analysis yielded a t-value of 3.50 with 81 degrees of freedom and a p-value of 0.001, indicating a statistically significant difference between groups. Furthermore, the effect size (Cohen's $d \approx 0.77$) indicates a moderate to large effect, suggesting that the difference is not only statistically significant but also practically meaningful. Furthermore, the comparison of the item average scores between female and male respondents for each item is presented as follows.

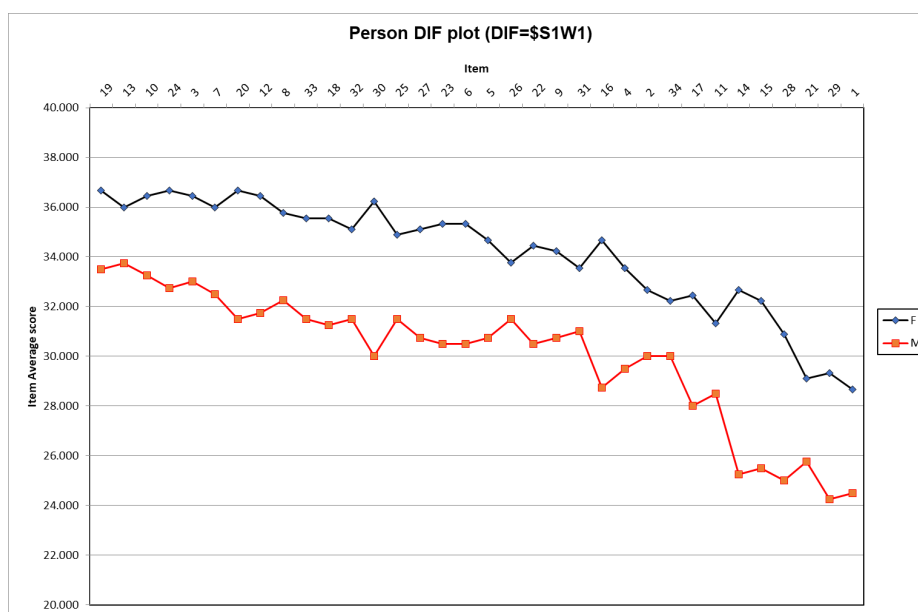


Figure 1. Differences in Organizational Commitment Based on Gender: Respondents' Ability to Respond to the Instrument; Gender: F = Female, M = Male; P1–P34 = All Items.

Based on Figure 1, which presents the Person Differential Item Functioning (DIF) Plot based on gender, differences in response patterns can be observed between female respondents (F) and male respondents (M) toward the items on the organizational commitment scale. The figure illustrates a comparison of the item average scores between the two groups of respondents for each measured item. In general, the average item scores of female respondents tend to be higher than those of male respondents across nearly all items. The line representing female respondents (F) consistently appears above the line representing male respondents (M). This indicates that female respondents provided higher responses to most of the organizational commitment items compared to male respondents.

Additionally, the pattern of both lines shows a declining trend from left to right, indicating that the items on the right side of the graph have relatively higher levels of difficulty compared to those on the left side. For several items, a considerable difference in scores between female and male respondents can be observed, suggesting the possibility of differing response tendencies toward certain items. These findings are consistent with the previous analysis, which indicated that the mean measure of organizational commitment among female respondents was higher than that of male respondents. Therefore, it can be concluded that, overall, female respondents in this study tend to demonstrate higher levels of organizational commitment than male respondents. However, the differences in responses observed in several items require further analysis to determine whether these differences indicate the presence of item bias or Differential Item Functioning (DIF) based on gender, or whether they merely reflect differences in response tendencies between the two respondent groups.

Discussion

The findings of this study indicate that female employees demonstrate higher levels of organizational commitment than male employees. This difference suggests that gender may play a role in shaping employees' attachment to the organization. Furthermore, the analysis also indicates that the average level of organizational commitment among female respondents is higher than that of male respondents. This suggests that, in this study, female employees tend to demonstrate stronger attachment, loyalty, and a greater willingness to maintain their membership within the organization.

While the present findings align with prior studies. A study conducted by Adamchik & Sedlak (2024) in Poland found that women exhibited higher levels of affective organizational commitment compared to men. Similar results were also reported by Pinho & Colston (2024) in the United Kingdom, where female staff members demonstrated higher levels of organizational commitment than their male counterparts. Furthermore, a study by Hafeez et al. (2023) involving lecturers in Pakistan also found that women showed higher levels of organizational commitment than men. Research examining gender differences in the context of career development was also reported by Nasri et al. (2026) which indicated differences in career perceptions between male and female adolescents. These findings suggest that gender may influence how individuals perceive career choices, job responsibilities, and engagement in professional activities.

The higher level of organizational commitment among women may be explained by several psychological and social factors. Women tend to develop stronger emotional attachment to the work environment, which enables them to establish more positive interpersonal relationships with colleagues as well as with the organization. This emotional attachment constitutes an important component of organizational commitment, particularly in the dimension of affective commitment, which reflects an individual's emotional involvement with the organization.

The higher organizational commitment observed among female respondents in this study can be interpreted through Meyer & Allen (1997) three-component model of organizational commitment, particularly the affective dimension. The tendency of female employees to report higher scores may reflect stronger emotional attachment to the organization, which aligns with the affective commitment component characterized by a sense of belonging and identification with organizational values.

On the other hand, the results of this study also indicate that the average organizational commitment score among male respondents is lower than that of female respondents. The lower level of organizational commitment among male respondents may be associated with differences in career orientation and job mobility, as suggested in organizational behavior literature. Male employees are often reported to prioritize career advancement and external opportunities, which may reduce long-term attachment to a single organization. This pattern reflects a more instrumental orientation toward employment, which is closely related to continuance commitment rather than affective attachment.

Nevertheless, the findings of this study differ from several other studies that report higher levels of organizational commitment among men compared to women, such as those conducted by (Topal, 2021) in Turkey, Namrata (2025) in India, and Motsaathebe & Molefi (2025) in South Africa. These differing findings suggest that the relationship between gender and organizational commitment may be influenced by various contextual factors, such as organizational culture, job characteristics, and the social and cultural conditions within particular countries or organizations.

In the context of this study, the higher level of organizational commitment demonstrated by female respondents may be influenced by several factors, including the work environment,

interpersonal relationships, and perceptions of job stability, which may encourage stronger attachment to the organization. Women in this study may be more likely to develop stronger interpersonal relationships in the workplace, which could contribute to a higher sense of belonging. However, this tendency should be interpreted cautiously, as it may vary depending on organizational culture and social context. The findings of this study are also supported by research conducted by [Sharma \(2022\)](#) which identified differences in organizational commitment levels between male and female secondary school teachers. These findings suggest that gender may play a role in shaping individuals' levels of loyalty, engagement, and responsibility toward the organizations in which they work.

Furthermore, the results of this study indicate that gender differences may influence how individuals perceive their work, organizational responsibilities, and their level of emotional attachment to the organization. This is consistent with the findings of [Chukwusa \(2020\)](#) who argued that the influence of gender on organizational commitment is not always consistent across different organizational contexts. Other factors, such as organizational culture, leadership style, work environment, and individual characteristics, may also interact with gender in shaping employees' levels of organizational commitment.

In addition, organizational and administrative aspects also play an important role in shaping work dynamics within educational environments. [Fitriyanti \(2025\)](#) explains that effective organizational and administrative management in guidance and counseling services can support the effective implementation of duties and improve the quality of educational services. This indicates that well-structured organizational management can create a more conducive work environment for individuals to perform their roles within the organization.

Thus, the findings of this study further reinforce the view that gender represents one of the factors that may influence employees' levels of organizational commitment. Differences in psychological and social characteristics, as well as the roles associated with men and women in the workplace, may shape how individuals perceive the organization and the extent of their attachment to it. In this context, gender is not understood solely as a biological distinction but also as a social construct related to the roles and responsibilities assigned to individuals within organizations.

The findings of this study also provide important implications for organizations in managing human resources, particularly in efforts to enhance employees' organizational commitment. The results indicate that there are differences in the level of organizational commitment based on gender, in which female respondents demonstrate higher levels of organizational commitment compared to male respondents. These findings suggest that demographic characteristics, including gender, may constitute an important factor to consider in understanding the dynamics of employees' organizational commitment.

From a practical perspective, organizations need to create a work environment that fosters employee engagement and loyalty across different groups, including both male and female employees. This can be achieved through the development of a supportive organizational culture, the enhancement of interpersonal relationships in the workplace, and the provision of fair and equal career development opportunities for all employees. In doing so, organizations can promote stronger organizational commitment, which in turn may improve performance, loyalty, and the sustainability of the working relationship between employees and the organization.

In addition, leadership also plays an important role in enhancing employee performance and engagement within organizations. A study conducted by [Suhartono & Hariyani \(2025\)](#) indicates that school leadership has a significant influence on teachers' performance. Effective leadership can create a more supportive work environment and encourage individuals to work optimally in achieving organizational goals.

In addition, the findings of this study also provide implications for the development of research in the field of organizational behavior, particularly regarding factors that influence organizational commitment. These findings reinforce the notion that demographic factors such

as gender may play a role in shaping employees' level of attachment to the organization, although the extent of this influence may vary depending on the organizational context and work environment.

Despite the significant findings, it is important to critically consider that the observed differences may not solely reflect gender-based characteristics. Other unmeasured variables, such as organizational tenure, job type, or leadership dynamics, may also contribute to variations in organizational commitment. Therefore, attributing these differences exclusively to gender may oversimplify a more complex relationship.

Despite providing insights into the differences in organizational commitment based on gender, this study has several limitations. First, this study only employed a single demographic variable, namely gender, in analyzing differences in organizational commitment. Other factors that may potentially influence organizational commitment—such as age, length of service, educational level, and type of occupation—were not examined in greater depth in this study. Second, this study employed a quantitative approach; therefore, the findings primarily emphasize a statistical description of the differences in organizational commitment. This approach has not fully explored in depth the experiences or underlying reasons that influence the level of organizational commitment among individuals. Third, this study was conducted within a specific organizational context; therefore, the findings may have limitations in terms of generalizability to other organizations or occupational sectors.

Furthermore, future research is recommended to examine organizational commitment by considering other variables that may influence employees' level of attachment to the organization, such as age, length of service, educational level, job satisfaction, organizational culture, and leadership style. Future studies may also employ a mixed-methods approach by combining quantitative and qualitative methods in order to obtain a deeper understanding of the factors underlying employees' levels of organizational commitment. In addition, subsequent research is expected to involve a broader sample drawn from various occupational sectors and types of organizations so that the findings can provide a more comprehensive understanding of the relationship between gender and organizational commitment.

Conclusions

This study highlights that gender differences in organizational commitment are not merely statistical findings but reflect underlying variations in how employees engage with and relate to their organizations. Female employees were found to demonstrate higher levels of organizational commitment, suggesting stronger emotional attachment and sense of belonging within the organizational context. This study contributes to the organizational behavior literature by providing empirical evidence, based on Rasch logit measurement, that gender differences in organizational commitment may reflect variations in affective attachment rather than purely demographic distinctions. These findings reinforce the importance of considering gender as a contextual factor in understanding employee commitment. From a practical perspective, the results suggest that organizations should adopt more targeted strategies to enhance organizational commitment. Strengthening interpersonal relationships and fostering a supportive work environment may be particularly effective in enhancing affective commitment, while providing structured career development opportunities may help improve commitment among employees with higher job mobility orientation. This study has several limitations. First, it focuses solely on gender as a demographic variable without considering other influential factors such as age, tenure, or job characteristics. Second, the quantitative approach limits a deeper exploration of the underlying reasons behind organizational commitment. Third, the findings are based on a specific organizational context, which may limit their generalizability. Future research is recommended to incorporate additional variables and employ mixed-method

approaches to better understand the complex factors influencing organizational commitment across different contexts.

References

- Adamchik, V., & Sedlak, P. (2024). Gender and organizational commitment: evidence from a nationwide survey in Poland. *Central European Management Journal*, 32(4), 515–533. <https://doi.org/10.1108/CEMJ-05-2023-0201>
- Adriani, D., Asmita, W., Juwita, S. R., Armansyah, Junita, M., & Fitri, Y. Y. (2024). Academic Stress and Guidance and Counseling Strategies in Managing Mental Health For College Students. *BICC Proceeding*, 2(4), 191–197. <https://doi.org/10.30983/bicc>
- Aghniya, D. F., & Mutamimah, M. (2025). Turnover Intention Decrease Model Based on Organizational Commitment on Pt . Indonesian Research Institute Japan (Irij). *International Activa Passiva Journal*, 2(2), 132–142.
- Aman-Ullah, A., Mehmood, W., Amin, S., & Abbas, Y. A. (2022). Human capital and organizational performance: A moderation study through innovative leadership. *Journal of Innovation and Knowledge*, 7(4). <https://doi.org/10.1016/j.jik.2022.100261>
- Arage, S. M., Daba, D. B., & Dessalegn, A. Y. (2022). Organizational commitment of health professionals and associated factors in primary healthcare facilities of Addis Ababa, Ethiopia: A multi-center cross-sectional study. *Frontiers in Public Health*, 10. <https://doi.org/10.3389/fpubh.2022.981621>
- Bayani, T. Z., Matulesy, A., & Rini, A. P. (2026). Fostering organizational commitment : The impact of meaningful work and work engagement among millennial employee. *Jurnal Ilmiah Psikologi Terapan*, 14(1), 12–17. <https://doi.org/10.22219/jipt.v14i1.34939>
- Bond, T. G., & Fox, C. M. (2015). *Applying the Rasch Model: Fundamental Measurement in the Human Sciences* (3rd editio). Routledge.
- Chukwusa, J. (2020). Gender Difference in Organizational Commitment, Job Satisfaction and Job Involvement: Evidence from University Library Staff. *International Information and Library Review*, 52(3), 193–201. <https://doi.org/10.1080/10572317.2019.1675444>
- Cresswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches* (3rd ed.). SAGE Publications.
- Delacre, M., Lakens, D., & Leys, C. (2017). Why psychologists should by default use welch’s t-Test instead of student’s t-Test. *International Review of Social Psychology*, 30(1), 92–101. <https://doi.org/10.5334/irsp.82>.
- Fatmawati, R., & Muhyi, H. A. (2025). The Influence of Organizational Culture and Organizational Commitment on Employee Performance at a Japanese Multinational Company in Indonesia. *International Journal of Social Science and Human Research*, 08(01), 765–771. <https://doi.org/10.47191/ijssshr/v8-i1-96>
- Fitriyanti, E. (2025). Research of Organization and Administration: analysis in Guidance and Counseling. *Journal of Leadership, Organization, Vision, and Administration*, 1(1), 13–22. <https://doi.org/10.63203/lova.v1i1.421>
- Gallup. (2025). *Global Data Summary — State of the Global Workplace 2025*. Workplace.
- Hafeez, N., Zahrah, M., Tahir, S., & Aslam, A. (2023). Emotional Intelligence, Organizational Commitment, Job Satisfaction, and Turnover Intention: Gender-based Study of University Teachers. *International Journal of Educational Researchers*, 14(2), 21–33. <https://doi.org/10.29329/ijer.2023.565.2>
- Hafidzi, M. R., Setiawan, M., & Juwita, H. A. J. (2024). The Influence of Organizational Culture and Human Capital on Employee Performance by Mediating Organizational Climate. *Journal of Management Economic and Financial*, 2(1), 33–43. <https://doi.org/10.46799/jmef.v2i1.17>
- Idrus, S., Ismuhadi, Musran Munizu, Pipin Sri Sudewi, & Abdurohim. (2023). The Effect of

- Organizational Commitment, Employee Engagement and Training on Employee Performance of Energy Supply Chain Company. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(4), 1192–1198. <https://doi.org/10.35870/jemsi.v9i4.1267>
- Joo, J., & Hong, S. (2025). Predicting model for the employees' organizational commitment: Integrative approach of organizational identity and career identity. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-07-2024-4662>
- Masyhuri, Sudiro, A., Prabandari, S. P., & Kurniawati, D. T. (2024). The effect of human capital on organizational performance in the service industry 4.0: Mediation analysis from Indonesia. *Problems and Perspectives in Management*, 22(1), 418–431. [https://doi.org/10.21511/ppm.22\(1\).2024.34](https://doi.org/10.21511/ppm.22(1).2024.34)
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. SAGE Publications.
- Mokshain, S. E., Ishak, H., & Ahmad, H. (2019). The use of rasch measurement model in English testing. *Cakrawala Pendidikan*, 38(1), 16–32. <https://doi.org/10.21831/cp.v38i1.22750>
- Motsaathebe, K., & Molefi, M. A. (2025). Organizational Commitment at a Provincial Department in South Africa. *Businesses*, 5(2), 21. <https://doi.org/10.3390/businesses5020021>
- Namrata, N. (2025). Measurement of attitude towards organizational commitment among Employees: A Case Study of Patna. *International Journal For Multidisciplinary Research*, 7(5), 1–6. <https://doi.org/10.36948/ijfmr.2025.v07i05.55551>
- Nasional, D. P. (2008). *Kamus Besar Bahasa Indonesia* (Cetakan IV). Gramedia Pustaka Utama.
- Nasri, W. O. L. A., Kusniawati, S., Sarniatin, S., Meirida, N., Nur, R., Doane, N. Z., Mutaminah, S., & Amelia, S. (2026). Perbedaan Gender dalam Persepsi Karier Remaja Kendari : Pendekatan Analisis Rasch. *Journal of Multidisciplinary Learning*, 1(1), 1–15. <https://doi.org/10.63203/0321050300>
- Peng, K., Han, X., Jiang, N., An, R., Lv, C., & Yan, S. (2022). Organizational commitment of emergency physician and its related factors: A national cross-sectional survey in China. *Frontiers in Public Health*, 10. <https://doi.org/10.3389/fpubh.2022.936861>
- Pinho, M., & Colston, B. (2024). Gender differences in organizational fairness, diversity and inclusion: the mediating role of psychological safety in affective commitment. *Equality, Diversity and Inclusion*. <https://doi.org/10.1108/EDI-08-2023-0284>
- Saad, M. M., Abdelwakeel, H. R., & Labib, A. A. (2022). Examining the impact of the various dimensions of employees' engagement on commitment: Evidence from small and medium enterprises in Egypt. *SA Journal of Human Resource Management*, 20. <https://doi.org/10.4102/sajhrm.v20i0.1799>
- Sharma, S. (2022). Gender Differences in the Level of Organisational Commitment Among School Teachers. *The International Journal of Indian Psychology*, 10(4). <https://doi.org/10.25215/1004.102>
- Suhartono, B., & Hariyani, H. (2025). The Influence of Principal Leadership on Teacher Performance. *Journal of Leadership, Organization, Vision, and Administration*, 1(1), 23–29. <https://doi.org/10.63203/lova.v1i1.426>
- Syahputra, Y., Rahmat, C. P., & Erwinda, L. (2025). *Instrumentasi Tes dalam Bimbingan dan Konseling*. CV Eureka Media Aksara.
- Topal, A. (2021). Investigation of the Effect of Demographic Characteristics oDecomposition,Dispatch and Distribution Employees in Postage Works on Levels of Organizational Commitment. *International Journal of Research -GRANTHAALAYAH*, 9(9), 117–132. <https://doi.org/10.29121/granthaalayah.v9.i9.2021.4253>

- Urban, J., Groskurth, K., & Schmidt, I. (2023). *Organizational Commitment Scale (ISSP)*. Gesis Leibniz Institut Fur Sozialwissenschaftler. <https://doi.org/10.4232/1.12848>
- Vehovar, V., Teopoel, V., & Steinmetz, S. (2016). *Non-probability sampling vol 1*. The Sage handbook of survey methods.
- Zain, Z. I. Z. M., Kunjukunju, A., Subramaniam, G., & Tajuddin, N. I. (2025). Factors Affecting Nurse Retention in A Private Healthcare System in Malaysia. *Jurnal Keperawatan Indonesia*, 28(1), 22–34. <https://doi.org/10.7454/jki.v28i1.1406>