The Impact of Transformational Leadership Training on Manager's Affective Commitment at PT.X
Pengaruh Pelatihan Kepemimpinan Transformasional terhadap Komitmen Afektif Manajer di PT.X

Muh Trisna Ami Jaya[1] **, Nina Fitriana**[2]

Master of Professional Psychology, Mercu Buana University Yogyakarta[1,2]

205110034@student.mercubuana-yogya.ac.id[1]

Nina@mercubuana-yogya.ac.id[2]

Abstract :
A manager plays a crucial role in translating organizational strategies into actionable measures at the departmental level. However, low levels of affective commitment among managers may hinder organizational progress. This study aims to examine the impact of transformational leadership training on enhancing the affective organizational commitment of managers at PT. X The training was designed to strengthen managers' psychological attachment to the organization by fostering greater alignment with organizational values and enhancing leadership capacities. A quasi-experimental design with a one-group pretest-posttest approach was employed. The participants consisted of seven department managers who underwent transformational leadership training. The training was structured based on the four dimensions of transformational leadership proposed by Bass and Avolio, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The level of affective organizational commitment was measured before and after the intervention using a validated affective commitment scale. The paired sample t-test results indicated an increase in posttest scores (M = 75.5) compared to pretest scores (M = 56), with a mean difference of 19.57 and a significance level of p = 0.000 (p ≤ 0.001). These findings demonstrate that transformational leadership training significantly strengthens managers' emotional attachment to the organization. The results support the effectiveness of transformational leadership development programs, particularly within the hospitality industry, where emotional engagement plays a strategic role in enhancing service quality and employee retention.

1. Introduction

In an era of rapid economic growth, the tourism sector is one of the business units growing rapidly (Mahriani et al., 2020). In Indonesia itself, DI Yogyakarta is one of the areas that has experienced a major impact from the growth of the tourism sector, especially in the hotel industry. In the context of the growth of the hotel business, PT. X is present as a pioneer in the concept of education and recreation-based accommodation in Indonesia. Established in 2019, PT. X is located in DI Yogyakarta offering various main facilities, such as restaurants, accommodation (rooms, glamping, villas), children's play areas, outbound packages, amphitheaters, and wedding venues. PT. X is currently expanding to other strategic tourist destination cities outside DI Yogyakarta, so PT. X needs to implement a business strategy to be more competitive and adapt dynamically to increasingly fierce developments and competition. To support this strategic growth plan, the company needs to ensure that the business strategy can be implemented effectively across departments, and this is highly

dependent on the capabilities of the managers in the company. Causes managers in the company have an important role in translating the company's strategy into real actions in each department.

However, based on the results of interviews conducted by researchers, it was found that there were problems related to the emotional attachment of managers to the company. The low level of emotional attachment is seen from the low level of acceptance and identification of managers with the company, differences in views of personal values with company values, low involvement in supporting company goals and strategies, and minimal sense of ownership of the company's success are the main issues. HR managers confirmed that some managers showed resistance to new strategies and had difficulty adapting to change. Most showed a lack of enthusiasm for new business strategies, were less able to adapt to change, and even rejected changes implemented by top management. One manager said that he felt uncomfortable with several policies that conflicted with his work standards, so in several situations, he chose to avoid and delegate responsibility to his subordinates. Meanwhile, another manager stated that the company's business strategy was lacking and was considered not good for his department's work process.

This phenomenon shows that PT.X managers have a level of organizational affective commitment that tends to be low among managers and is perceived as a problem by the company, considering that the position of manager plays an important role as a foundation for the growth and sustainability of the company, very strategic in facing changes and challenges faced by the company in an era of very dynamic competition. Not only that, the problem of the level of affective commitment of the organization of managers that tends to be low if not addressed immediately within a certain period will have implications for the company's low productivity level. This is supported by previous research by Ramdani, Winerungan & Pandowo (2022); Foanto et al., (2020); Wang et al., (2022) that a low level of affective commitment in managerial workers has implications for a low level of company productivity through increased intentions of potential employees to leave the company, decreased performance, increased work conflicts and negative impacts on company culture. This shows that low affective commitment not only has an impact on the level of loyalty but also leads to bigger problems, which affect the company's long-term operations and stability.

Organizational affective commitment is defined as a strong emotional bond between employees and the company in the form of strong identification with the goals and values of the company, employee involvement in an organization, and a strong desire from employees to maintain their membership in the organization. Organizational affective commitment is not only formal loyalty but emphasizes more on emotional attachment to the organization in contrast to normative and continuance commitments that emphasize obligations and pressures as workers. Based on this concept, affective commitment is concluded as a deep emotional attachment between managers and the company, which encourages greater contributions to the company.

Fullmore et al., (2024) and Suseno (2019) used aspects of organizational affective commitment from Meyer & Allen (1997) which consist of several aspects, namely:

a. Trust and acceptance of organizational goals and values (identification with the organization). Identification with the organization is an individual's feeling of having similarities between personal goals and organizational goals. Trust and acceptance of organizational goals and values (identification with the organization) is reflected in the existence of 1) similarities between personal goals and organizational goals and 2) the conformity of personal values with organizational values.

b. The desire to strive earnestly in the interests of the organization (involvement in the organization) the desire to strive earnestly in the interests of the organization or involvement in the organization is an active role of individuals in organizational activities; with the effort to actualize their potential for the organization. The desire to strive earnestly in the interests of the organization is reflected in the existence of 1) an active role in organizational activities and 2) being able to actualize their potential for the organization.

c. The desire to maintain membership in the organization (enjoy organizational membership) The desire to maintain organizational membership is based on a feeling of comfort in being part of the organization and is caused by social ties with fellow members of the organization.

Continuing, affective organizational commitment is influenced by several factors, namely 1) personal characteristics 2) organizational characteristics, and 3) work experience. One of the factors that will be the main focus of this study is personal characteristics. This is because affective organizational commitment is closely related to and dependent on the emotional subjectivity of workers towards the company. So personal characteristics greatly influence the strength or weakness of the manager's affective organizational commitment to his workplace.

In line with this, Steers & Porter (in Humala, 2014) stated that personal characteristics are directly related to personal preferences (such as experience to values held) which are antecedents and determinants of organizational affective commitment, through the similarity of goals and values held between employees and the company. This is one of the factors that contribute to strengthening changes in organizational affective commitment, the personal characteristics of managers, including the leadership style they have. Because personal characteristics are an integral part of a leader related to affective commitment. Meyer et al., (2004) added that the main foundation of organizational affective commitment is the alignment of goals and the suitability of values held by employees to the company. So that it becomes a reason for employees to be in the company. In addition, personal characteristic factors are used as a reference in this study because according to Avolio et al., (2004), personal factors such as leadership style are considered to be one of the main determinants of organizational affective commitment, especially in transformational leadership. Bass & Avolio (1993) also added that transformational leadership encourages a strong emotional connection between managers and organizations through idealized influences, inspirational motivation, intellectual stimulation, and individual attention. This is reinforced by several previous studies showing that transformational leadership training influences changes in the level of affective commitment of the organization (Meyer & Allen, 1991; Meyer & Herscovitch, 2001; Avolio et al., 2004).

Based on the explanation above, in this study the researcher assumes that the low level of affective organizational commitment of managers can be improved through intervention in the form of providing transformational leadership training that targets changes in attitudes in the personal characteristics of managers to be more connected to the common goals and values of the company, thus encouraging a higher level of emotional involvement in the company. Therefore, in this study, transformational leadership training is used as an intervention method given to PT.X managers because this approach has proven effective in influencing changes in the level of affective commitment of workers to the company through the formation of a leadership style that is adaptive to change, increasing the intrinsic motivation of subordinates, and encouraging the creation of a work environment that supports emotional commitment to the company.

There are also several previous experimental studies conducted by Salim et al., (2018) and Dewi & Astuti (2016) which prove that transformational leadership training has an impact, in the form of a positive influence on the level of organizational affective commitment by increasing the leader's ability to align organizational values with the personal values of subordinates, thereby strengthening emotional attachment. However, experimental research testing the effect of providing transformational leadership training in the hospitality sector is still very limited, especially in the context of hotel management in Indonesia, which has unique cultural and organizational dynamics.

Therefore, this study is important to examine and fill this gap by examining whether transformational leadership training can be an effective strategy in increasing the affective commitment of managers' organizations at PT.X.

This study aims to determine the effect of transformational leadership training on the affective commitment of PT.X managers' organizations. It is hoped that this study can provide benefits in terms of positive theory and practice and bring renewal value to the development of the field of psychology, especially in the field of industrial and organizational psychology which emphasizes preventive measures and appropriate alternatives to increase organizational affective commitment, so that it can provide a positive influence on oneself, coworkers, subordinates and the achievement of the organization's targets or goals as a whole.

The hypothesis proposed in this study is that there is a difference in organizational affective commitment in PT.X managers before and after being given transformational leadership training. The

score of organizational affective commitment in managers at PT.X is higher after the intervention in the form of transformational leadership training.

2. Methods

This study uses organizational affective commitment as the dependent variable and transformational leadership training as the independent variable. Organizational affective commitment is an emotional bond between employees and the company, this attachment is identical to the similarity of employee goals with the organization, the similarity of values adopted by the organization, a high level of involvement and a feeling of comfort being part of the organization (Meyer & Allen, 1997; Fulmore et al., 2024). Aspects of organizational affective commitment consist of 1) trust and acceptance of the goals and values of the organization (identification with the organization) 2) the desire to strive earnestly in the interests of the organization (involvement in the organization) 3) the desire to maintain membership in the organization (enjoy organizational membership).

Transformational leadership training in this study is an intervention method given to research subjects to improve managerial knowledge and skills in a better direction so that they can manage dynamic changes, encourage the involvement of employees who are led, create a positive work environment, which leads to the achievement of the company's strategic goals under their leadership.

The transformational leadership training intervention used in this study was adapted by researchers from the transformational leadership training module by Hamdi (2020) consisting of nine interconnected sessions. The module uses the *experiential learning method*, which is the process of creating knowledge through a combination of gaining experience and transforming experience. Arranged based on aspects or dimensions of Bass & Avolio (1993), namely: 1) *Idealized Influence* 2) *Inspirational Motivation* 3) *Intellectual Stimulation* 4) *Individual Consideration*. Each activity session focuses on providing an understanding of transformational leadership, the characteristics of transformational leadership, and the application of material on transformational leadership.

The material for each session is presented in the form of lectures, discussions, games, case studies, reflections on the material to the work setting, brainstorming, and evaluation. The training activity involves an experienced trainer in the field of transformational leadership and is carried out for one day with a training duration of five hours and fifty-five minutes.

The research design uses a one-group *quasi-experimental (one-group pretest-posttest)*. This research design was chosen and used due to considerations of the limited number of subjects available in the company (small-medium company scale), as well as the heterogeneous nature of the subjects. The researcher also considered making wise decisions through ethical factors by ensuring that each treatment given to the subject was the same so that it did not have the potential to cause resistance from management during the research process. Therefore, in this design, each subject was compared to himself through measurements before and after training. Although there are differences in individual characteristics, through this design the changes that occur are more acceptable and said to be more valid to be associated with the effects of the treatment given because *the initial positioning* of each subject and *the proactive history* of each subject can be known.

One-group pretest-posttest research design is certainly not free from weaknesses in the form of threats to internal validity, so researchers provide focus and control to overcome the threats found in this research design such as 1) selection, this threat is overcome by using groups that are limited to one experimental group without any other groups (homogeneity of organizational context) 2) instrumentation, this threat is overcome by the presence of *professional judgment* and trial (*tryout)* of the scale so that the measuring instrument used is reliable and can be used in research 3) maturation, this threat is anticipated by the distance between *pretest* and *posttest data collection* is two weeks 4) testing, anticipation is carried out by randomizing the numbers of scale items for *the pretest* and *posttest.*

The subjects of the study involved all seven managers at PT.X. The selection of subjects in this study used a *purposive* sampling method with consideration of the criteria 1) department managers and 2) having a low to moderate *pretest score for organizational affective commitment. The data*

collection instrument used an adaptation scale of organizational affective commitment developed by Suseno (2019) based on aspects of organizational affective commitment from Meyer & Allen (1997), namely 1) identification with the organization 2) involvement in the organization and 3) feeling comfortable being part of the organization. This scale contains 18 statement items with five alternative answer choices.

The content validity test is estimated by testing the feasibility or relevance of the scale content by *expert judgment* involving the supervisor directly to examine each item. After being declared to have passed the content validation, the scale consisting of 18 items was then used for a trial *(tryout)* with the help of *tools* Google Form whose access *link* is distributed through social media randomly to 60 subjects with the main criteria of department managers. The data from the tryout *were* then processed using *SPSS for Windows version 25 software.* From 60 subjects, the *r value was obtained* between 0.315-0.665 (r> 0.30), and the *Cronbach Alpha value* was 0.835 (> 0.600) indicating that all items in the scale have satisfactory item discrimination power and good reliability so that they can be used as a research scale. The data analysis technique used to test the hypothesis in this study is the parametric *paired sample t-test statistical test* to compare the results of the organizational affective commitment scale scores of PT.X managers before and after being given transformational leadership training.

3. Results

Based on the results of the research score data processing obtained from the organizational affective commitment scale for seven managers from PT.X, the average *pretest score* was 56 and *the post-test* was 75.5. Through these score data, it can be interpreted that there is a difference in organizational affective commitment in PT.X managers before and after being given transformational leadership training.

Table 1. Data Description

| Note	*Pretest* (n=7)	*Posttest* (n=7)
Min	53	71
Max	59	80
Average	56	75.5
SD	0.85	1.28

The score of the influence of organizational affective commitment before and after being given transformational leadership training for each subject is as follows:

Table 2. Subject Training Effect Data

Subjects (N=7)	*Pretest* Score	*Posttest* Score	Information
1	56	72	Increase
2	53	75	Increase
3	59	71	Increase
4	56	80	Increase
5	53	72	Increase
6	56	76	Increase
7	55	79	Increase

Based on the data above, it is known that seven managers of PT.X involved in the study experienced changes in organizational affective commitment after being given transformational leadership training. The visualization of the bar graph between before and after the training can be seen in the following figure:

https://doi.org/10.31293/mv.v8i1.8567

Figure 1. Visualization of the Effect of Training on Subjects
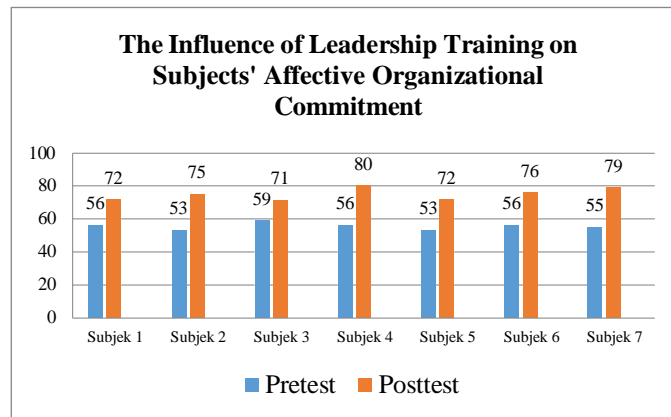
From the data visualization above, it can be seen that each subject showed a change in the increase in the organizational affective commitment score before and after being given transformational leadership training, the average change in the subject's score was 19.571. Furthermore, a hypothesis test was conducted to find out more clearly whether there was a difference in the organizational affective commitment of PT.X managers before and after the transformational leadership training. The hypothesis test was conducted using *a paired sample t-test*. The test result data can be seen in the following table:

Table 3. *Paired Sample T-Test* Results

Mean	Std Deviation	t	Sig
-19,571	4.392	-11,791	.000

The data from the table above shows that there is a significant difference between the affective commitment scores of PT.X managers' organizations before and after being given transformational leadership training. The average score after training increased by 19.571 points compared to before training, with a variation in the difference in scores between subjects of 4.392 a *t value* of -11.791, and a significance value (*p*) of 0.000 ($p \leq 0.001$). This shows that transformational leadership training has a very significant effect on increasing the affective commitment of the managers involved. A significance value of 0.000 indicates that the difference in affective commitment scores between before and after training is very unlikely to occur by chance. Thus, the hypothesis of this study, which states that there is a difference in the level of affective commitment of the organization between before and after training is accepted, and the training is proven to be effective as an intervention to strengthen the emotional attachment of managers to the organization or company at PT.X.

4. Discussion

Based on the results of data analysis that has been done using *paired sample t-test,* it is known that there is a significant change in the level of organizational affective commitment in PT.X managers after participating in transformational leadership training (*t* = -11.791 and significance value or *p* = 0.000). This finding strengthens the hypothesis that interventions based on providing transformational leadership training can strengthen the emotional ties of managers to the company.

This finding is in line with previous research conducted by Salim et al., (2018) and confirms that transformational leadership training has a significant influence on organizational affective commitment. Another previous study by Dewi & Astuti (2016) also showed that transformational

leadership training has a more dominant influence on organizational affective commitment than the other two components of organizational commitment. Previous research in a similar sector conducted by Kumar & Jauhari (2016) in the *hospitality industry* also revealed that transformational leadership has an important role in building workers' emotional attachment to the company, through increasing perceptions of psychological empowerment. This is in line with the findings of Avolio et al., (2004) which showed that transformational-based training is effective in increasing organizational affective commitment in various service sectors.

The observed changes in managers' affective organizational commitment reflect a shift in managers' attitudes toward corporate values. Before the intervention in the form of transformational leadership training was given, managers showed value separation and low emotional involvement. After the training, there was an increase in the sense of belonging, collaboration, and work motivation, as also found by previous research conducted by Kundu & Gahlawat (2016) in the hospitality sector.

Changes in the level of affective organizational commitment owned by the subject who is a manager of PT.X are directly related to changes in perception and attitude due to increased knowledge and managerial skills, as a result or impact of the transformational leadership training provided. This means that the training provided to the subject also influences the subject's preferences, especially in personality, values *adopted*, interests in work, and other parts related to the subject's personality as a whole. This can mean that the subject's characteristics that change after being given training have an important role in influencing the affective organizational commitment owned.

Thus, this study not only confirms previous findings in the general domain but also confirms the relevance of transformational leadership training to enhance affective commitment in service sectors such as hospitality, where employee emotional loyalty plays an important role in supporting the growth and development of the company's success.

5. Conclusions

Based on the results of the research that has been conducted, it is concluded that the provision of transformational leadership training to managers at PT.X has proven to have an effect on the affective commitment of the organization of managers involved between before and after the training is given. This is in line with the acceptance of the hypothesis in this study, namely that there is a difference in the affective commitment of the organization in managers at PT.X between before and after being given transformational leadership training.

There are also suggestions for further researchers, it is hoped that they can conduct research by paying attention to and overcoming the weaknesses or limitations in this study, especially in the *One Group Pretest-Posttest Design research design* which does not have a control group as a comparison. So that this research design is susceptible to the influence of external variables that can affect the measurement results in the study and limit the generalization of the findings. Therefore, future research if possible is suggested to involve more subjects from various organizations or companies, so that it is possible to form a comparison group and increase the generalization of the results. However, if you find conditions similar to this study, the next researcher can use a *time series design*. Repeated measurements before and after the intervention are given to find out the natural changes in the subjects involved over a longer period.

In addition, the transformational leadership training module used in this study can be a valuable reference for the *Human Resource division* in similar companies to be applied systematically in managerial development programs. To ensure the long-term effectiveness of this training, it is recommended to conduct a replication of the study using a *mixed method approach*, so that it can explore both quantitative data and subjective experiences of training participants. It is also recommended to conduct a *longitudinal study* so that organizations can monitor the impact of training on affective commitment and manager performance over a longer period.

6. CRediT Authorship Contribution Statement

Muh Trisna Ami Jaya: Conceptualization, Data acquisition, Data curation, Formal analysis, Funding acquisition, Project administration, Resources, Software, Validation, Visualization, Writing the original draft, and Writing review & editing. **Nina Fitriana:** Conceptualization, Supervision, Validation, and Writing review & editing.

7. Declaration of Competing Interest

The author declares that there is no conflict of interest, either financially or in the form of personal relationships, that could influence the process, preparation, or final results of this research. All stages of this research were carried out independently by upholding the principles of objectivity and scientific integrity to ensure the validity and validity of the findings produced.

8. Declaration of Generative AI and Assistive Technologies in the Writing Process

The author in this study tries to adapt to existing technological advances to maintain distance and avoid technological stuttering. The technology in question is artificial intelligence (AI). In the process of compiling and editing research manuscripts, the author utilizes artificial intelligence (AI) technology as an aid. ChatGPT is used to help formulate sentence structures, suggest more effective wording, and verify the consistency of writing logic. In addition, Grammarly is used to detect grammatical, spelling, and stylistic errors to improve the technical quality of writing. However, all final decisions regarding content, data interpretation, and presentation of results remain under the full control of the author critically and responsibly.

9. Funding

10. Ethical Approval

This study involved seven department managers at PT.X as the main participants. Before the study was conducted, all participants were given written and oral explanations regarding the purpose, procedures, potential risks, and benefits of the study. The researcher ensured that participants fully understood that their involvement was voluntary and that they had the right to withdraw at any time without any consequences. The consent process was carried out by the principles of *informed consent* stated in the Indonesian Psychology Code of Ethics (HIMPSI), which emphasizes the importance of respecting the dignity, autonomy, and confidentiality of research subjects.

In addition, the implementation of this research also refers to Law Number 23 of 2022 concerning Psychology Education and Services, which stipulates that in psychological activities including research, it is mandatory to uphold ethical principles, including obtaining informed consent and free from pressure. Researchers ensure that participants receive sufficient information, there is no element of coercion, and the participant's decision to participate is made consciously and based on a complete understanding of the contents of the research. All data obtained from participants will be kept confidential and used only for academic purposes, by the provisions of the law and professional ethics in force in Indonesia.

11. Acknowledgments

guidance and direction from the lecturers, family, and colleagues who have provided valuable input in the preparation, compilation, and final stages of this research.

12. References

Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior, 25* (8), 951–968. https://doi.org/10.1002/job.283

Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. *Public Administration Quarterly, 17* (1), 112–121. https://www.jstor.org/stable/40862298

Dewi, RP, & Astuti, K. (2016). Transformational leadership training for superiors to increase employee organizational commitment at the "X" hotel in Yogyakarta. *Insight: Scientific Journal of Psychology, 18* (1), 1–18. https://doi.org/10.26486/psikologi.v18i1.345

Foanto, EF, Tunarso, EB, & Kartika, EW (2020). The role of work-life balance on employee performance through affective commitment as a mediating variable in three-star hotel employees in Makassar. *Journal of Hospitality Management, 6* (1), 37–45. https://doi.org/10.9744/jmp.6.1.37-45

Fulmore, J. A., Nimon, K., & Reio, T. (2024). The role of organizational culture in the relationship between affective organizational commitment and unethical pro-organizational behavior. *Journal of Managerial Psychology*, 39(1), 1–17. https://doi.org/10.1108/JMP-11-2022-0581

Hamdi, R. (2020). *Transformational leadership training to improve employee work engagement at CV. BM Sentolo Yogyakarta* (Unpublished thesis). Mercu Buana University Yogyakarta.

Humala, R. (2014). Transformational leadership with employee organizational commitment. *Journal of Applied Psychology, 2* (2), 228–240. https://doi.org/10.22219/jipt.v2i2.1999

Kumar, M., &jauhari, H. (2016). How does transformational leadership influence the proactive customer service behavior of frontline service employees? Examining the mediating roles of psychological empowerment and affective commitment. *Journal of Enterprise Information Management*, *30* (1), 30–48. https://doi.org/10.1108/JEIM-01-2016-0003

Kundu, S. K., & Gahlawat, N. (2016). Effects of supportive work environment on employee retention: Mediating role of organizational engagement. *International Journal of Organizational Analysis, 24* (5), 933–955. https://doi.org/10.1108/IJOA-12-2013-0742

Mahriani, E., et al. (2020). *Tourism Management: A Theoretical and Practical Review*. Widina Bhakti Persada.

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

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. SAGE Publications. https://doi.org/10.4135/9781452231556

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review, 11* (3), 299–326. https://doi.org/10.1016/S1053-4822(00)00053-X

Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of Applied Psychology, 89* (6), 991–1007. https://doi.org/10.1037/0021-9010.89.6.991

Ramdani, N.A., Winerungan, R.R., & Pandowo, A. (2022). The influence of perceived organizational support and affective commitment on intention to leave. *Management and Entrepreneurship, 2* (2), 124–135. https://doi.org/10.53682/mk.v2i2.2032

Salim, FF, Himam, F., & Fahmie, A. (2018). Transformational leadership training to enhance affective commitment. *Journal of Psychological Science and Profession, 2* (1), 93–105. https://doi.org/10.24198/jpsp.v2i1.16578

Suseno, M. (2019). Psychometric testing of psychological scales: Organizational commitment and affective commitment. *[Psychometric Testing of Organizational Commitment Scale]*. Patent 000151226. https://digilib.uin-suka.ac.id/id/eprint/36582

Wang, J., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The impact of transformational leadership on affective organizational commitment and job performance: The mediating role of employee engagement. *Frontiers in Psychology, 13*, 831060. https://doi.org/10.3389/fpsyg.2022.831060