

The Influence of Transformational Leadership Style and Organizational Culture on Employee Organizational Commitment in the Operational Field at PT BPR XYZ

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ABSTRACT

Organizational commitment plays an important role in increasing employee engagement and willingness to support the achievement of organizational goals. The phenomenon at PT BPR XYZ shows that the organizational commitment of employees in the operational field has opportunities to be improved, which is shown by the lack of optimal implementation of transformational leadership styles and organizational culture. This study aims to determine how transformational leadership style and organizational culture affect workers' organizational commitment in the operational field of PT BPR XYZ. The research method uses quantitative methods through the collection of questionnaires, interviews, and documentation. Analysis of multiple linear regression and coefficient determination using descriptive and associative analysis techniques are used in the data processing procedure. According to the results transformational leadership style and organizational culture impact an employee organizational commitment in the operational field both partially and simultaneously, which means that the better the implementation of both, the higher the employee organizational commitment.

INTRODUCTION

In the age of digital revolution and globalization, competition between companies is getting tighter so that every organization is required to possess high-quality human resources to have quality human resources and are highly committed to achieving organizational goals. The competitiveness of an organization is not only determined by the availability of financial and technological resources, but also by the caliber of human resources that are part of the organization. Organizational commitment is one of the elements that is crucial to an organization's success. As per to Tewal et al. (2017), organizational commitment is the level of employee attachment to the organization and the wish to stay part of the organization. In line with Islamuddin et al. (2024) Stating that the organization's commitment demonstrates the willingness of employees to persevere and continue to contribute to the company in the long run.

Organizational commitment is an important aspect because high-commitment employees typically exhibit a feeling of inclusion and willingness to make the organization's greatest contribution. This is in line with Febrianto & Affandi (2023) Explains that organizational commitment includes individual attitudes, feelings, and actions as part of the organization that demonstrate full involvement in the organization's activities as well as loyalty to realizing a common goal. Therefore, companies need to ensure that employees have a high level of organizational commitment. Additionally, understanding the various factors that affect an organization's commitment is an important step for companies to achieve organizational goals effectively and sustainably. Thus, the greater the organizational commitment that workers possess, the greater the motivation to support the achievement of organizational success.

However, according to the results of the researchers' preliminary observations and interviews, there are still multiple phenomena that indicate that employee organizational commitment has not been optimal. This condition can be seen from the level of employee attendance in training activities for the 2025 period which is still fluctuating, this shows that employee absenteeism in training activities carried out by the organization is a characteristic or indication of low commitment. Robbins & Judge (2017) stating that one of the consequences of low organizational commitment is increased attendance rates and decreased participation of employees in company operations. Data on the attendance of employees in the operational field in training activities is shown in the table that follows.

Table 1. Data on the Attendance of Employees in the Operational Sector in Training Activities in 2025

Training Period	Quantity	Present	Absent	Attendance Percentage
Quarter I	30	23	7	77%
Quarter II	30	21	9	70%
Quarter III	30	22	8	73%
Quarter IV	30	20	10	67%
Total		86	34	

Source: Company Internal Data in 2025

Based on Table 1. Data on the attendance of employees in the operational field in 2025 shows that the number of employees who do not participate in training activities tends to increase. The percentage of attendance in each quarter is in the range of 67% to 77%, even in the fourth quarter the number of absent employees reached 10 people out of a total of 30 employees. This condition shows that employee participation is still not optimal, the low level of attendance in training indicates that some employees don't have a strong attachment and feeling of inclusion to the organization. In fact, participation in every training activity is a form of employee organization's commitment to improve competence and support the achievement of organizational goals. Thus, the fluctuating attendance rate can be an indication that the organizational commitment of some employees needs to be increased and if this is left unchecked, it will become an obstacle in achieving organizational goals and a decrease in employee commitment and attachment to the organization.

Among the elements that allegedly has an impact on organizational commitment is the style of transformative leadership. A transformational leadership approach is one that is able to inspire and motivate subordinates to achieve organizational goals beyond personal interests. Based on observations and interviews at PT BPR XYZ, some employees consider that the leadership has provided direction and motivation in work. However, there are still employees who feel that their ideas and opinions have not been fully received attention and opportunities for self-development have not been felt equally. These conditions show that the application of transformational leadership styles still needs to be optimized, especially in the dimension of individual attention (*individualized consideration*). This dimension reflects the leader's ability to understand the needs of each employee and provide personal attention. A lack of individual attention from leaders can cause employees to feel less valued and less supported in self-development, which ultimately lowers their attachment and commitment to the organization.

Organizational culture has a critical role in determining organizational commitment in addition to transformational leadership approaches. Based on observations and interviews, although PT BPR XYZ has clear organizational cultural values and is regularly socialized to all employees, its implementation has not been fully implemented evenly. Some organizational cultural values, such as raising the standard of human resources, product innovation and providing benefits to stakeholders, have not been fully

implemented in daily work activities. In addition, the dimension of attention to detail still needs to be improved, as is evident from the fact that there are still workers who are not thorough in understanding and applying organizational values consistently.

This condition indicates that the organizational culture has not run optimally in building a feeling of inclusion and attachment of employees to the organization. Rahmawati & Abdurahman (2026) Organizational culture is one of the factors that can increase an individual's attachment to the organization. In line with Syahril & Byarwati (2022) stating that a strong organizational culture can encourage employees to have a high commitment and unify views in achieving common organizational goals.

Therefore, several previous studies have stated that organizational commitment is transformational leadership style has an impact and organizational culture. However, the results of previous research still show inconsistencies, among others, according to Husnulhotimah et al. (2024) It shows that transformational leadership style has a positive impact on organizational commitment and organizational culture has a positive impact on organizational commitment. Meanwhile, according to Ilyas & Telaumbanua (2021) states that transformational leadership has a positive impact on organizational commitment, but organizational culture has no impact on organizational commitment.

Most of the previous research was conducted on government agencies, educational institutions, and other formal companies. Meanwhile, research on transformational leadership styles and organizational culture on employee organizational commitment in the banking sector, especially PT BPR XYZ, is still relatively limited. Therefore, the objective of this study is to identify the factors of transformational leadership style, organizational culture and organizational commitment, as well as the impact of transformational leadership style and organizational culture on workers' organizational commitment. in the operational field of PT BPR XYZ either partially and simultaneously.

LITERATURE REVIEW

Transformational Leadership Style

Leadership styles include attitudes, values, and plans used to motivate members, the process of developing and giving trust to subordinates to achieve organizational goals found in transformational leadership (Handayani et al., 2023). Bass and avolio, as quoted in Raymond et al. (2024) states that transformational leadership style is formed by four main dimensions that play a role in increasing motivation and performance of subordinates, namely 1) *Idealizes Influence*, 2) *Inspirational Motivation*, 3) *Intellectual Stimulation*, 4) *Individualized Consideration*.

Ilyas & Telaumbanua (2021) stating that the better transformational leadership that is implemented, the stronger the organizational commitment of employees and leaders who improve their communication with employees will establish a harmonious relationship between superiors and employees so that it

has an impact on better organizational commitment. This means that leaders who set an example, motivate and inspire are proven to increase employee organizational commitment. Therefore, the hypothesis is formulated as follows:

H1: Transformational leadership style has a positive effect on the organizational commitment of employees in the operational field at PT BPR XYZ.

Organizational Culture

Organizational culture is a value and belief that is shared by members of the organization that serve as a guideline in behaving and achieving organizational goals (Mulyadi & Abdurahman, 2024). Culture is important to organizations and others. Giving the organization's members a sense of identity is an important function. A strong organizational culture encourages a commitment to goals greater than self or self-interest, which supports the stability of the social order. Organizations are united by their culture, which sets expectations for what employees should say and do (Robbins & Judge, 2017:359). Soelistya et al. (2022:15-17) states that organizational culture has seven main characteristics including innovation and risk-taking, attention to detail, result orientation, individual orientation, team orientation, aggressiveness and stability.

Companies with a strong organizational culture will have a common view in achieving organizational goals (Syahrial & Byarwati, 2022). This is consistent with studies. Setyowati et al. (2024) explains that employees who feel the organizational culture aligns with their personal values demonstrate a higher commitment to the organization. As a result, the following theory is put forth:

H2: Organizational culture has a positive effect on the organizational commitment of employees in the field of operations at PT BPR XYZ

Organizational Commitment

The extent to which workers are prepared to stick with a firm over the long haul is known as organizational commitment. (Angraini & Abdurahman, 2025). One way to conceptualize organizational commitment is as a psychological condition that represents an employee's attachment to the company, assistance for the objectives of the organization, and a commitment to remain part of the organization (Sanosi & Abdurahman, 2026). Robbins and Judge (2015), as mentioned in Yusuf & Syarif (2017:32) stating that three dimensions are present in organizational commitment, namely 1) affective commitment, 2) sustainable commitment, 3) normative commitment.

The degree of both high and low organizational commitment is impacted by a number of variables, such as transformational leadership style and organizational culture. This is consistent with research Husnulhotimah et al. (2024) this demonstrates that transformational leadership style and organizational culture simultaneously affect organizational commitment. Therefore, the following hypothesis is formulated:

H3: Transformational leadership style and organizational culture affect the commitment of employee organization in the operational field at PT BPR XYZ.

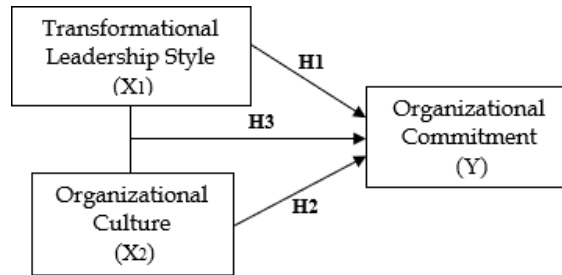


Figure 1. Conceptual Framework

METHODOLOGY

This research uses a quantitative methodology to examine how transformational leadership style and organizational culture affect workers' organizational commitment in the operational field at PT BPR XYZ. The population in this study is all employees in the operational field of PT BPR XYZ who have a minimum working period of two years as many as 30 people. Because the population is relatively small, the method of sampling that is employed is census, so that the whole population used as research respondents is 30 people. Furthermore, research data was obtained through literature studies, interviews, documentation and the distribution of questionnaires to respondents. The research instrument uses a scale *semantic Differential* with a vulnerable score of 1 to 5. Data analysis methods The research used in this study includes quantitative descriptive analysis and quantitative associative analysis. Data processing is carried out through validity tests, reliability tests, classical assumption tests, descriptive statistical analysis, multiple linear regression analysis, and hypothesis testing using the aid of *software IBM SPSS versi 27*.

RESEARCH RESULT AND DISCUSSION

Validity and Reliability Tests

To obtain the data, the researcher distributed a questionnaire to 30 operational respondents to find out their responses to the transformational leadership style, organizational culture, and overall organizational commitment in the company. The IBM SPSS version 27 software is then used to evaluate the acquired data in order to evaluate the reliability and validity of the study tools.

Table 2. Validity Test

Variable	rcount	rtable	Description
Transformational Leadership Style			
X1.1	0,627	0,361	Valid
X1.2	0,702		Valid
X1.3	0,514		Valid
X1.4	0,715		Valid
X1.5	0,645		Valid
X1.6	0,616		Valid
X1.7	0,482		Valid
X1.8	0,402		Valid
X1.9	0,370		Valid
X1.10	0,525		Valid
X1.11	0,552		Valid
Organizational Culture			
X2.1	0,638	0,361	Valid
X2.2	0,701		Valid
X2.3	0,608		Valid
X2.4	0,527		Valid
X2.5	0,416		Valid
X2.6	0,635		Valid
X2.7	0,453		Valid
X2.8	0,622		Valid
X2.9	0,586		Valid
X2.10	0,398		Valid
X2.11	0,643		Valid
Organizational Commitment			
Y1.1	0,601	0,361	Valid
Y1.2	0,617		Valid
Y1.3	0,701		Valid
Y1.4	0,775		Valid
Y1.5	0,813		Valid
Y1.6	0,513		Valid

Based on the results of the validity test Table 2. Since the rtable value is more than the rtable value of 0.361, every statement in the questionnaire questions is deemed legitimate. These findings demonstrate that the variables can be measured using the research tool that are properly examined and suited for use in the study.

Table 3. Reliability Test

Variable	Cronhbach's Alpha	N Of Items	Description
Transformational Leadership Style (X1)	0,780	11	Reliable
Organizational Culture (X2)	0,788	11	Reliable
Organizational Commitment (Y)	0,757	6	Reliable

Table 3. Also displays the outcomes of reliability tests using *cronhbach's alpha* > 0.60. These results indicate that the survey instrument has a high degree of consistency so that it can be declared reliable and feasible for research data collection.

Respondents' Responses to Transformational Leadership Style in the Operational Field at PT BPR XYZ

The following are the questionnaire's results processing on transformational leadership styles.

Table 4. Responses of respondents on average to claims about transformational leadership style

Sub Variable	Average Total	Criteria
<i>Idealized Influence</i>	4,21	Very Powerful
<i>Inspirational Motivation</i>	4,18	Strong
<i>Intellectual Stimulation</i>	4,2	Strong
<i>Individualized Consideration</i>	4,13	Strong
Total	16,72	
Average	4,18	
Criteria	Strong	

According to Table 4. As is well known, the total average response of respondents to the transformational leadership style variable obtained a score of 4.18 and was in the strong category. These findings demonstrate that the transformational leadership style in the operational field of PT BPR XYZ in general has been able to provide a positive influence on subordinates through motivation, innovation encouragement, and the ability of leaders to influence their subordinates. The application of a strong transformational leadership style can foster positive working connections, boost morale, and motivate staff to perform at their best in achieving company targets.

Ideal influence sub-variable (*Idealized Influence*) obtained the greatest mean score of 4.21 which shows that leaders have been able to be role models for employees through their attitudes, behaviors, integrity, and commitment. This condition indicates that the leader gains the trust and respect of his subordinates so that he is able to influence employees to carry out their duties with full responsibility and oriented towards achieving organizational goals. Conversely, the sub-variable of individual attention (*Individualized Consideration*) obtained the lowest average score of 4,13 compared to other dimensions, even though it is still in the category Strong. This shows that leaders have paid attention to the needs

and development of each employee, so that they are able to build good working relationships, employees feel valued, and strengthen employee attachment.

Overall, the better the application of a transformational leadership style, the more able it will be capable of to build trust, increase motivation at work, develop creativity, and strengthen the relationship between leaders and employees. This condition will encourage employee performance improvement and encourage the achievement of organizational goals.

Respondents' Responses to the Organizational Culture in the Operational Field at PT BPR XYZ

The following are presented the results of the questionnaire processing regarding organizational culture variables.

Table 5. Responses of respondents on average to claims about organizational culture

Sub Variable	Average Total	Criteria
Innovation And The Courage To Take Risks	3,96	Height
Attention To Detail	3,86	Research
Focus On Results	3,9	Height
Individual Orientation	4,03	Open
Team Orientation	3,89	Good
Aggressiveness	3,89	Precise
Stability	4	Conform
Total	27,53	
Average	3,93	
Criteria	Strong	

According to Table 5. As is well known the total average response of respondents to organizational culture variables obtained a score of 3.93 and was in the strong category. These findings demonstrate that the organizational culture applied to the Operational Field of PT BPR XYZ in general has run well and is able to become a guideline for workers to do their jobs and achieving organizational goals. A strong organizational culture can shape positive work behavior, increase cooperation between employees, and encourage the development of a productive and conducive workplace.

Sub variabel Individual Orientation obtained the greatest mean score of 4,03 which shows that the company has paid good attention to the needs, welfare, and contribution of each employee in carrying out their work. This condition indicates that the organization values the role of each individual and provides opportunities for employees to participate in assisting the achievement of the company's objectives. Attention to the individual can increase the employee's feeling of inclusion and commitment to the organization. Meanwhile, the sub-variable attention to detail obtained the lowest average score of 3.86 even though it was still in the category Strong. These results show that employees have had thoroughness, meticulousness,

and attention to good job details. This condition supports the implementation of work in accordance with operational standards, minimizes the occurrence of errors, and contributes to improving the quality of work results and achieving organizational goals.

Overall, a stronger organizational culture will create positive work values, increase cooperation between employees, and build employee commitment in achieving organizational goals. This condition is capable of raising the effectiveness of work implementation and assist in achieving the objectives of the company.

Respondents' Responses to the Organization's Commitment to Operations at PT BPR XYZ

The following are the results of the questionnaire processing regarding organizational commitment variables.

Table 6. Responses of respondents on average to claims about organizational commitment

Sub Variable	Average Total	Criteria
Affective Commitment	4,01	Height
Ongoing Commitment	4	Height
Normative Commitment	4,06	Good
Total	12,07	
Average	4,02	
Criteria	Strong	

According to Table 6. It is known that the total average response of respondents to the organizational commitment variable obtained a score of 4.02 and was in the strong category. These results show that the organization's commitment to the Operational Field of PT BPR XYZ in general has been in good condition. Employees possess a deep bond with the organization, are willing to make the best contribution in performing their responsibilities, and have a desire to remain part of the company. Strong organizational commitment can increase responsibility and encourage the achievement of organizational goals more effectively.

Sub variabel Normative Commitment obtained the greatest mean score of 4,06 which shows that employees possess an intense feeling of accountability and moral obligation to remain part of the organization. This condition indicates that employees feel a moral bond to the company so that they are encouraged to carry out their work with full responsibility and strive to make an optimal contribution to the progress of the organization. In contrast, the sub-variable of sustainable commitment obtained the lowest average value of 4.00, although it was still in the strong category. These results show that employees have had strong enough consideration to maintain their membership in the organization long-term. This condition supports the creation of workforce stability, as well as helps the company to maintain operational continuity and effectiveness in achieving organizational goals.

Overall, a stronger organizational commitment will encourage employees to possess a greater feeling of accountability and attachment to the organization. This condition will increase work morale, reduce employees' desire to leave the company, and assist in achieving the objectives of the company.

The Influence of Transformational Leadership Style and Organizational Culture on Organizational Commitment

To find out the influence of Transformational Leadership Style and Organizational Culture on Employee Organizational Commitment in the Operational Field of PT BPR XYZ can use multiple regression analysis which aims to be able to show valid relationship similarities or *Best Linear Unbiased Estimator* (BLUE) and must have classical assumptions *Ordinary Least Square* (OLS). In multiple regression analysis, there are several assumptions that must be met in order to show the similarity of relationships in the multiple regression model, namely meeting the nature of the *Best Linear Unbiased Estimator* (BLUE) in order to the data obtained can be declared valid. In fulfilling the classical assumptions consisting of normality tests, multicollinearity tests and heteroscedasticity tests.

Considering the outcomes of the Kolmogorov-Smirnov normalcy test revealed a significant value (Sig.) of $0.108 > 0.05$. These results show that the research data is normally distributed so that it is feasible to continue at the stage of multiple linear regression analysis.

Additionally, the multicollinearity test results on the variables of transformational leadership style and organizational culture on organizational commitment showed a Tolerance value of $0.623 > 0.10$ or a VIF value of $1.606 < 10$. These results show that The data is free from multicollinearity or there is no correlation between independent variables in the regression model.

The results of the heteroscedasticity test showed a significance value of $0.990 > 0.05$ for the transformational leadership style variable and $0.421 > 0.05$ for the organizational culture variable. Thus, it can be concluded that the residual variance is constant since the regression model shows no signs of heteroscedasticity.

Table 7. Multiple Linear Regression Test

Variable	<i>Unstandardized Coefficients</i>
	B
Constant	0,399
Transformational Leadership Style	0,309
Organizational Culture	0,219
<i>Dependent variables of organizational commitment</i>	

Considering the findings of the multiple linear regression analysis, the subsequent formulas were obtained:

$$Y = 0.399 + 0.309X_1 + 0.219X_2$$

The following is an interpretation of the equation for regression:

- a) The constant value of 0.399 shows that if the independent variables, namely transformational leadership style and organizational culture, are considered constant or have a zero value, the organizational commitment value is 0.399.
- b) The regression coefficient for the transformational leadership style variable is partially positive with a value of 0.309, which means that if there is a rise of one unit, the transformational leadership style will strengthen organizational commitment by 0.309 units.
- c) The coefficient of regression for the organizational culture variable is partially positive with a value of 0.219, this implies that if there is a one-unit rise of organizational culture, then organizational commitment will rise by 0.219 units.

Table 8. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733a	.538	.504	2.74436

a. Predictors: (Constant), Total_X2, Total_X1

b. Dependent Variable: Total_Y

The worth of the determination coefficient (R Square) of 0.538 shows that the factors of transformational leadership style and organizational culture may account for the variance in the organizational commitment variable of 53.8%. This shows that the two independent variables possess a strong relationship with organizational commitment. Meanwhile, the remaining 46.2% was influenced by other factors outside the variables studied in this study.

Partial Test (t-test)

Hypothesis testing was partially carried out using a t-test using the assistance of the IBM SPSS program version 27 to ascertain each independent variable's impact, namely transformational leadership style (X1) and organizational culture (X2) on the dependent variable, namely organizational commitment (Y). Decision making is carried out by comparing calculations and tables, so that it can be determined if the theory is approved or rejected. Before determining the ttable value, the *degree of freedom* (df) was first calculated by subtracting the number of respondents (N) by the number of research variables (k), then used to obtain the ttable value. Based on the quantity of respondents as many as 30 people and the number of research variables of 3 variables, the value $df = 27$ and the value of ttable were obtained of 2.052

Table 9. Partial Test Results

Variable	tvalue	Ttable	Sig.	Prob.	Description
Transformational Leadership Style	2,852	2,052	0,008	0,05	Significant
Organizational Culture	2,057	2,052	0,049	0,05	Significant

- a) As is well known, the t-value of $2.852 > t\text{-table } 2.052$ explains that H_a is accepted and H_0 is rejected, thus it may be said that transformational leadership style has a positive impact on organizational commitment. The results of this study show that the better the application of transformational leadership styles, such as the ability of leaders to provide inspiration, motivation, individual attention and encouragement to employees, the higher the organizational commitment of PT BPR XYZ employees.
- b) As is well known, the t-value of $2.057 > t\text{-table of } 2.052$ explains that H_a is accepted and H_0 is rejected, thus it may be said that organizational culture has a positive impact on organizational commitment. This shows so the more powerful the organizational cultural values that are applied, such as cooperation, results orientation, and openness in the organization, the greater the organization's commitment.

The results of this study are in line with the research Husnulhotimah et al. (2024) it declares that transformational leadership style has a positive effect on organizational commitment, organizational culture has a positive effect on organizational commitment. These findings suggest that implementing effective leadership as well as a strong organizational culture can boost employee commitment, attachment, and wish to stay a part of the organization.

Simultaneous Test (F Test)

This research attempts to find out and examine the impact of transformational leadership style and organizational culture on the organizational commitment of employees in the operational field at PT BPR XYZ simultaneously.

Table 10. Simultaneous Test Results

Variable	fvalue	f _{table}	Sig.	Prob.	Description
Transformational Leadership Style and Organizational Culture on Organizational Commitment	15,722	3,354	0,001	0,05	Significant

The importance of $0,001 < 0.05$ is recognized according to the F test findings. This means that H_0 is rejected and H_a accepted, supported by the outcomes of computations using IBM SPSS, which showed that the F_{cal} value was $15.722 > (F_{table}) 3.35$. Therefore, thus it may be said that the transformational leadership style and organizational culture simultaneously affect the organizational commitment of employees in the operational field of PT BPR XYZ.

CONCLUSION

Considering the results of the study and conversation of the impact of transformational leadership style and organizational culture on the

organizational commitment of employees in the operational field of PT BPR XYZ, thus, it may be said that transformational leadership style is in the strong category with the highest sub-variable, namely *idealized influence* and the lowest sub-variable, namely *individualized consideration*. Meanwhile, organizational culture is also in a strong category with the aspect of individual orientation as the highest sub-variable and the attention to detail aspect as the lowest sub-variable. Organizational commitment is in the strong category with the highest sub-variable, namely normative commitment, while the lowest sub-variable is sustainable commitment.

The study's findings demonstrate that transformational leadership style and organizational culture have a favorable impact on employees organizational commitment partially. Simultaneously, leadership style and organizational culture also affect organizational commitment with a level of influence on strong criteria. These findings show that the organizational commitment of employees in the operational field of PT BPR XYZ will increase if the company implements an effective leadership style and has a strong organizational culture. Transformational leadership styles and organizational culture have been proven to boost employee commitment, attachment, and wish to stay a member of the organization.

RECOMMENDATIONS

In light of the outcomes of data processing and analysis, discussions, and conclusions that have been presented, the researcher conveyed suggestions for PT BPR XYZ to improve the application of transformational leadership styles through providing motivation, attention to employee development, and openness in receiving ideas and inputs, in addition, the company needs to strengthen the organizational culture by improving communication, coordination, and internalization of organizational values to all employees. Companies are also advised to provide equitable development opportunities to increase employee organizational commitment and support the achievement of company goals in a sustainable manner

ADVANCED RESEARCH

This study was limited to workers in the operational field in one company so the results of the research could not be generalized widely. The next research is suggested to expand the research object and add other variables such as job satisfaction, work motivation, workload, work environment, compensation, work-life balance, and organizational citizenship behavior for a better comprehension of the elements that influence organizational commitment. In addition, researchers can then expand the research objects on different sectors or types of companies so as to get a more complete view.

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