
STRATEGY FOR INCREASING ORGANIZATIONAL COMMITMENT THROUGH STRENGTHENING THE EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT, ORGANIZATIONAL CULTURE, TRUST, AND PERCEIVED ORGANIZATIONAL SUPPORT

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ABSTRACT

Organizations require high commitment from employees to achieve optimal goals, which can be improved through effective human resource (HR) management, a strong organizational culture, and a high level of trust. This research aims to identify optimal strategies, methods, and solutions to increase organizational commitment by strengthening the effectiveness of human resource management, organizational culture, and trust. Using a quantitative design and path analysis approach processed using SEM PLS, data was collected through a questionnaire to 139 foundation permanent teachers from 16 private high schools in South Jakarta City. The results of the study show that there is a positive and significant direct influence of the effectiveness of human resource management and organizational culture on organizational commitment. In addition, there is a positive and significant direct influence of the effectiveness of HR management on trust, but the direct influence of organizational culture on trust, as well as the direct influence of trust on organizational commitment, is not significant. It was also found that there was a positive but not significant indirect influence of the effectiveness of human resource management and organizational culture on organizational commitment through trust. The implications of this study emphasize the need for strategies to strengthen the effectiveness of HR management by improving compensation and maintaining positive aspects such as maintenance, HR planning, training and development, HR procurement, and performance appraisal. Organizational culture must be maintained through relationships between individuals, relationships with the environment, consistency of behavior, core values, and agreed norms.

Keywords: Human Resource Management, Organizational Culture, Trust, Perceived Organizational Support.

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INTRODUCTION

Education is a means of increasing self-confidence, developing potential, and balancing character behavior and life skills. The concept of Merdeka Belajar has parallels or the same meaning as the educational philosophy of progressivism, namely emphasizing the independence and freedom of creativity that educational institutions can optimally process in terms of students' abilities, intelligence, and potential in a flexible or fun way, formed by natural processes, and providing democratic opportunities (Mustagfiroh, 2020). Learning means thinking, innovating, and learning independently and creatively (Riowati & Yoenanto, 2022); (Ainia, 2020). So, freedom to learn allows students to study as comfortably as possible in a happy atmosphere without feeling pressured.

Improving the quality of education in Indonesia can start with improving the quality of teachers (Riowati & Yoenanto, 2022). Seeing the important role of teachers in improving and increasing the quality of education, the government created a teacher mobilization program. The

Teacher Mobilization Program aims to prepare Indonesian educational leaders for the future and to encourage the overall growth and development of students, be active and proactive in inviting teachers around them to implement Student Center Learning (SCL) and become examples and agents of transformation educational ecosystem as an effort to realize Student profiles The aim of the Teacher Mobilization Program is to prepare Indonesian educational leaders in the future and be able to encourage the overall growth and development of students, be active and proactive in inviting teachers around them to implement student-centered learning or Student Center Learning (SCL) and become examples and agents of transformation educational ecosystem as an effort to realize the Pancasila Student profile. (A. Wijaya et al., 2020) stated that independent learning and teachers are the driving force for improving the quality of education in the era of the Industrial Revolution 4.0 and global competition. The efforts of mobilizing teachers are intended as a preparatory step to grow quality seeds for superior school principals in the future to lead the school transformation process toward comprehensive quality education (Riowati & Yoenanto, 2022).

Changes in education need to be carried out according to the free learning curriculum, the presence of driving teachers, and the Education 4.0 era demands the development of 21st Century Skills, which consist of 4C (Communication, Collaboration, Creative, and Critical) (Manalu, 2022). The driving teacher program develops skills for the required pedagogy; it is also directed at managerial skills to become leaders, be they principals, supervisors, or leaders in the class (Faiz & Faridah, 2022). To realize independent learning and driving teachers requires teacher commitment to the organization and teachers' professional commitment to achieve Indonesia's national education goals. Organizational Commitment has recently become a strategic issue because the world of education has been placed in a worthy and strategic position. In an era of change full of uncertainty and supported by Revolution 4.0 and Society 5.0, Commitment to organizations is needed in education.

The Teacher is the leader in learning activities, so his role determines learning effectiveness. To carry out these important functions and roles, reliable, professional teachers who meet various criteria and must master various competencies according to their profession are needed. In addition to professional requirements, teachers are required to support school programs, be enthusiastic about realizing school goals, and align the school's vision and mission with their vision and mission so that their work contribution has a real impact on school development. Teachers committed highly to the school are determined to convey the spirit of the organization's vision and mission in carrying out the duties and responsibilities entrusted to them. High Commitment to the school can produce quality student output and outcomes. Therefore, teacher commitment to the organization is a must because, with high Commitment to the organization, teachers can work wholeheartedly and with high loyalty, stay in the same places of work, and use their best abilities. A teacher's Commitment is very important because teachers with strong goals will display their best performance and be productive. To maintain and become an important member of the organization, a teacher's Commitment is demonstrated in an attitude of acceptance, a strong belief in the organization's values and goals, and strong encouragement. Teachers with a strong psychological connection with the organization are less likely to quit their jobs and be absent.

Indonesian education problems will be determined by teachers' quality and professionalism in carrying out their roles and duties. This also indicates the Teacher's Commitment to carrying out his role, so a teacher committed to teaching will try to work seriously for his organization. Teachers

who are highly committed to the organization will impact graduates' preparation and learning process, work attitudes, output, and outcomes through the school's vision, mission, and goals and Indonesia's national education goals. For institutions, Commitment is necessary to ensure the sustainability and progress of the institution. This is because Commitment to increasing an organization's competitiveness requires Commitment from its members, as well as intellectual and professional Commitment. Besides that, the Teacher with organizational Commitment will be more motivated to present in the organization and try to achieve the organization's goals. This is, of course, in line with the school's vision, mission, and goals. Teachers who are highly committed to the organization desire to remain emotionally and psychologically attached and loyal. Apart from that, teachers who have a high commitment to the organization will have high productivity and can develop creativity expressed in the development of teaching materials at school. Teachers with high Commitment usually have more discipline, a sense of belonging as part of the school, and enthusiasm for their work (Prasetyono et al., 2020). That Commitment can lead to organizational outcomes such as lower turnover rates, increased motivation, organizational citizenship behavior, and continued organizational Support. Employee commitment is an indicator of greater loyalty and increased productivity. Committed employees also work harder to achieve organizational goals and accept their values positively (Hanaysha, 2016).

(Colquitt et al., 2019; Sokal, et al. 2021; Meyer et al., 1997) Organizational Commitment is defined as an employee's desire to remain a member of the organization. Organizational Commitment influences whether an employee remains a member of the organization (retained) or leaves to pursue another job (turnover), consisting of dimensions: Affective Commitment, Continuing Commitment, and Normative Commitment. The higher the employee's Commitment, the less likely they are to withdraw. Organizational Commitment is employee loyalty, reflected in their high involvement in achieving organizational goals. Organizational Commitment has five dimensions, namely: a. justice and job satisfaction, b. job security, c. organizational understanding, d. employee involvement, and e. employee trust (Norawati et al., 2021). Organizational Commitment is the desire to maintain affiliation with the organization. It is reflected in the willingness to exert a high effort to achieve organizational goals, which consists of indicators: a. Management Effectiveness, b. Positive work environment, and c. Clear communication (Ezenwakwelu, 2018). Synthesis Organizational commitment is the employee's desire and willingness to work effectively as a form of responsibility for the organization, being proud and identifying themselves with the organization, and trying hard to survive. The dimensions of Organizational Commitment consist of: a. Affective Commitment (1. Emotional attachment, a sense of pride and identification with the school, and 2. Passion for participating in various school activities). b. Continuing Commitment (1. Losses if you leave the organization, 2. Gains if you stay in the organization, and 3. No opportunities to work outside of school). and c. Normative Commitment (1. Awareness to be loyal for moral reasons and 2. Willingness to strive to achieve organizational goals).

The level of organizational Commitment can be measured by employee turnover, employee behavior at work, and absenteeism. Suppose they see an absent teacher (absence) or Teacher skipping class teaching amount. In that case, Teachers in Indonesia Who skip classes are very worried. Results study institution study SMERU When Teachers Are Absent: Where Do They Go and What Is The Impact On Students, reports the attendance percentage of Teachers in a school in a way national; the results show that 19 percent of teachers who do not do it every day attend school. No

teacher presence in Indonesia ranks third after Uganda (27 percent) And India (25 percent). 2007 research find results: One from 5 Teachers in Indonesia every day No enter teach. Results of the study institution study SMERU in November 2010 show that the absence of Teachers is as big as 25 percent per day (Rais, 2017).

Based on interviews at 20 South Jakarta Private High Schools, data was obtained that in 2021, 6.15% of teachers resigned. In 2022, 6.92% of teachers will resign. In 2023, 7.31% of teachers will resign. Based on this data, there is an increase in teachers resigning from school every year. This shows that organizational Commitment still needs to be improved, and a solution is needed to overcome this problem.

The initial survey was conducted on 20-24 July 2022 using a Likert scale questionnaire with five highest and one lowest, with categories 5 Strongly Agree, 4 Agree, 3 Undecided, 2 Disagree, 1 Strongly Disagree to 30 teachers in 5 Private High Schools in the South Jakarta area obtained the following results:

1. Affective commitment dimensions consist of indicators: a. Emotional attachment, a sense of pride, and identification with the school. 48.33% of teachers do not feel fully emotionally attached to the school where they teach, do not consider the school part of the family, and do not enjoy every work activity. b. There is enthusiasm for participating in various school activities; 51.66% of teachers still need to be determined to participate in school activities and have the initiative to solve every school problem fully.
2. Dimensions of sustainable Commitment consist of indicators: a. The disadvantages of leaving the organization are that 48.33% of teachers feel that they do not feel fully attached to the organization because of a feeling of need (need to), which can be seen from the impact when leaving the organization regarding income and skills which are not necessarily the same as other schools. b. The benefits of staying in the organization are that 57.77% of teachers are not determined to stay at school because the salary and allowances they receive do not meet their living needs. c. There are no opportunities to work outside the school, 58.89% of teachers under contract have no opportunities to teach outside, and the requirements for teaching at other schools still need to be fulfilled.
3. Dimensions of normative Commitment consist of indicators: a. There is an awareness of loyalty for moral reasons, and 56.67% of teachers do not fully feel the need to stay at school for reasons of responsibility and giving back. b. There is still a desire to try hard to achieve organizational goals. 48.34% of teachers do not have the awareness to be loyal to the organization for moral reasons, and teachers still need to fully have the desire to try hard to achieve organizational goals.

Suppose teachers' Commitment to this organization needs to be higher. In that case, there is a risk of working as they please, tending to be lazy, late, absent, and not focused when working. This will disrupt the learning process; the atmosphere will not be conducive, making it an obstacle for students to understand the lesson. If this continues, it will impact the quality of the school's output, hampering the achievement of its mission and educational goals.

Many factors influence organizational Commitment, including HR Management, Organizational Culture, Trust, and Perception of Organizational Support. Research conducted by (Kerdipitak & Jermisittiparsert, 2020) Results study. This shows that human resources, person-organization fit, and perceived organizational Support significantly affect organizational Commitment. Commitment to the organization is influenced by organizational culture

(Rahmanendra & Suhardi, 2019); (Alvina, 2018); (Asi et al., 2021); (Marvin & Gurusinga, 2022); (Colquitt et al., 2019). Commitment to the organization is influenced by the effectiveness of human resource management (Kerdipitak & Jermisittiparsert, 2020); (Risdayanti & Budiono, 2018). POS influences Commitment to the organization (Arshadi, 2011); (Hayunintyas et al., 2018); (DK Wijaya et al., 2016); (Colquitt et al., 2019). Commitment to the organization is influenced by Trust (Martins et al., 2017); (Ependi & Sudirman, 2021); (Colquitt et al., 2019).

Human resource effectiveness is an organization's ability to utilize its human resources for the success of the goals to be achieved appropriately. Indicators consist of: a. Training, b. Development, c. Change, and d. performance management (Indarwansyah et al., 2019). Human resource management consists of activities that include planning functions, human resource recruitment, human resource analysis, equal employment opportunities, benefits and compensation, health, security, and safety, as well as labor and labor relations (Mathis & Jackson, 2019). Human resource management is the process of planning, organizing, directing, and supervising the attraction, development of human resources, compensation, integration, maintenance, and release of human resources to meet individual, social, and organizational goals (Khushk, 2019). Human resource management is acquiring, training, evaluating, and compensating personnel while considering employment relations, health and safety, and fairness (Mangani, 2020); (Muksin & Engkus, 2020). The effectiveness of HR management is thought to influence Commitment to the organization; this is based on the fact that HR management is a vital aspect driving the wheels of the organization, so management will try to manage HR professionally in order to give full attention to employees so that employees will commit to the organization which is an important part of the organization—influence on employee performance.

Organizational culture is an accumulation of learning, a pattern or system of beliefs, values, and behavioral norms that are taken for granted as basic assumptions and ultimately fall out of consciousness. The indicators: a. Artifacts (Visible and perceivable structures and processes and Observed behavior, Difficult to describe). b. Beliefs and values held (ideals, goals, values, aspirations, ideology, and rationalization. c. Basic assumptions (underlying beliefs and values that are not realized and taken for granted, determine behavior, perceptions, thoughts, and feelings) (Schein & Schein, 2017; Colquitt et al., 2019). School culture is a system of values habits in a school built from the results of a meeting between the values espoused by the principal and the values espoused by teachers and education staff in the school, consisting of indicators: a. Regulations that serve as guidelines for solving problems. b. Norms agreed by members. c. Adaptation to the school environment. d. Encouraging innovation, and e. Relationships within school organizations (Nurpuspitasari et al., 2019). According to (Marvin & Gurusinga, 2022), Organizational culture can increase organizational Commitment in the company so that employees can complete tasks according to their position and position. A conducive and comfortable organizational culture incentivizes employees to work more diligently and seriously to achieve the desired goals. Synthesis of Organizational Culture are values, norms, beliefs, and basic assumptions that are formed, developed, and mutually agreed upon to become the organization's characteristics and direct the behavior of members in achieving organizational goals. Consists of dimensions and indicators: Dimensions of work results and behavioral patterns, consisting of indicators: 1. Artifacts and 2—consistency of real behavior. The Values Dimension consists of indicators: 1. Mutually agreed upon

organizational values and 2. They agreed on norms and standards. Dimensions Basic Assumption Pattern: 1. Relationships between humans and 2. Relationships with the environment.

Trust is an extension of the relationship between partners, where both parties are aware of their credibility and virtue. Indicators consist of a. credibility, b. integrity, and c. reliability (Martins et al., 2017), the leader's feelings towards others (Islam et al., 2021). Trust is a person's confidence about delegating tasks, authority, and responsibility to other people, which is operationally in line with achieving organizational goals. With indicators: a. confidence in other people, b. positive thinking, c. have positive expectations of others, d. open distance with other people, e. provide opportunities for action, and f. improve social relationships with other people (Ependi & Sudirman, 2021). Trust is thought to influence Commitment to the Organization because Trust is a form of employee trust in the organization itself which will show loyalty to the organization, compliance with organizational regulations, and active participation. Employee trust is needed to open barriers and provide opportunities to act and improve organizational social relations. This is expected to positively contribute to increasing organizational Commitment, which is an important supporting factor for the growth and development of the organization. Trust Synthesis towards the leader is the confidence and willingness of members to carry out the tasks given by the leader, as well as the willingness to bear all risks, difficulties, and hardships based on positive expectations of the leader. Trust indicators towards leaders consist of a. Confidence in the integrity of the leadership (integrity), b. Trust in leadership competence (competence), c. Belief in constancy (reliability) d. Willingness to accept difficulties, e. Positive expectations for leaders (positive expectancy).

Perception of organizational Support is the extent to which employees believe that the organization values their contributions and cares about their well-being, with the indicators of fairness, encouragement, and Support (Robbins & Judge, 2019). Perception of organizational Support is the extent to which employees feel the organization values their contributions, and the organization cares about their welfare and provides the fair treatment. The indicators used are a. Commitment, b. They are satisfied with work and c—discipline (Hayunintyas et al., 2018). Perceived organizational Support reflects the extent to which employees believe the organization values their contributions and cares about their well-being. Indicators used: a. Providing adequate rewards, b. Protecting work security, c. Improve working conditions and d. They are minimizing political impact (Colquitt et al., 2019). POS is thought to impact Commitment to the organization because perceived Organizational Support (POS) is the extent to which employees feel the organization values their contributions, cares about their welfare, and provides fair treatment. Employees with high POS repay the organization by being more committed to the organization where they work and being more satisfied with their jobs (Hayunintyas et al., 2018). Thus, employees are less likely to be late, absent, or resign from work. (Hayunintyas et al., 2018) They suggested that POS fulfills several socio-emotional needs of employees, including approval, affiliation, and self-esteem, which can facilitate the formation of emotional ties with the organization. Therefore, POS is believed to be able to increase Commitment to the organization (Hayunintyas et al., 2018). Additionally, POS can strengthen employees' belief that the organization recognizes and appreciates performance improvements (i.e., performance-reward expectations). This process should benefit the employee (e.g., increased job satisfaction and positive mood) and the organization (e.g., increased affective Commitment and performance, reduced turnover). Synthesis Perception of organizational Support is the employee's perspective regarding the organization's level of concern, fairness, and

appreciation for employee contributions and Support for employee needs and welfare. Indicator Perceptions of Organizational Support used are a. Adequacy of awards b. Fairness of treatment c. Support for needs d. Concern for welfare, e. Support working conditions.

Based on the background, this research aims to identify optimal strategies, methods, and solutions to increase organizational commitment by strengthening the effectiveness of human resource management, organizational culture, and trust. The objectives of this research are to identify strategies to increase organizational commitment by enhancing the effectiveness of human resource management, organizational culture, and trust; to examine the direct and indirect effects of human resource management effectiveness and organizational culture on organizational commitment; to investigate the role of trust as a mediating variable in the relationship between human resource management effectiveness, organizational culture, and organizational commitment; and to evaluate the impact of perceived organizational support on the relationship between human resource management effectiveness, organizational culture, and organizational commitment.

METHOD

This research was conducted at 16 private Senior High Schools (SMA) spread across five sub-districts of South Jakarta. The research sample was 139 Permanent Foundation Teachers. The method used in this research is a survey method with a path analysis *approach* with SEMPLS. (Setyaningsih, 2021) stated that analysis track is a technique for analyzing connection because the consequences happen on regression multiple if variable free influence variable depends. Not only in a way direct, but also in a way not direct. The data collection technique used in this research is a questionnaire. Each statement item is given five answer choices indicating the lowest to highest level according to the *Likert scale*. The lowest score was given a score of 1, and the highest was a score of 5. The instrument was tested by distributing questionnaires to 30 permanent foundation teachers outside the research sample. Valid items will then be used as research instruments. At the same time, invalid items will not be used in collecting research data (*drop*). The results of instrument testing can be seen in Table 1.

Table 1. Summary of Instrument Trial Results

No	Variable	Instrument Type	Amount Before Test	Amount After Test	Reliability	Validity
1	Organizational Commitment	Questionnaire	40	31	0.90	Average 0.460224
2	Effectiveness of HR Management	Questionnaire	47	43	0.98	Average 0.706872
3	Organizational culture	Questionnaire	40	39	0.96	Average 0.677924
4	Trust	Questionnaire	40	39	0.98	Average 0.77335
5	Perception of Organizational Support	Questionnaire	40	37	0.96	Average 0.679137

Source: Data processed by researchers (2024)

RESULTS AND DISCUSSION

Composite Reliability Test

A Composite Reliability or Internal Consistency Reliability analysis measures the consistency of the reliability of indicators in measuring the latent variables that are constructed. The assessment criteria used in PLS-SEM are a Composite Reliability (CR) score > 0.7 and an Average Variance Extracted (AVE) score > 0.5. The following summarizes all variables' output CR and AVE values.

Table 2. Recapitulation of Reliability Test Results for Exodus and Endogenous Variables

Indicator	Composite Reliability	Average Variance Extracted (AVE)
Effectiveness of HR Management		
HR Planning	0.980	0.874
HR procurement	0.976	0.873
Training and development	0.971	0.807
Performance assessment	0.960	0.755
Compensation	0.955	0.727
Maintenance	0.958	0.768
Organizational culture		
Dimensions of work results and behavior patterns		
Artifacts (language, symbols, physical structures, methods, art, technology)	0.949	0.736
Consistency of real behavior	0.960	0.800
Dimensions of Values		
The agreed core values of the organization	0.954	0.778
Agreed norms or standards	0.954	0.751
Basic Assumption Pattern Dimensions		
Human relationship	0.953	0.747
Relationship with the environment	0.959	0.800
Trust		
confidence in the integrity of the leadership (<i>integrity</i>)	0.970	0.824
confidence in the leadership's competence (<i>competence</i>)	0.963	0.771
belief in constancy (<i>reliability</i>)	0.973	0.822
willingness to accept difficulties	0.943	0.676
positive expectations of leaders (<i>positive expectancy</i>)	0.968	0.791
Perception of Organizational Support		
Adequacy of Awards	0.954	0.751
Fairness of Treatment	0.968	0.795
Support for needs	0.984	0.896
Concern for Welfare	0.949	0.702
Support working conditions	0.984	0.896
Organizational Commitment		
Dimensions of Affective Commitment		
Emotional attachment, sense of pride, and identification with school	0.975	0.888
Passionate about participating in various school activities	0.927	0.659
Dimensions of Continuous Commitment		
Losses if you leave the organization	1,000	1,000
Benefits of remaining in the organization	0.917	0.787
There are no opportunities to work outside of school	0.783	0.600
Dimensions of Normative Commitment		
Awareness of being loyal for moral reasons	0.951	0.738
The desire to strive to achieve organizational goals	0.929	0.727

Source: Data processed by researchers (2024)

Table 2 shows that The CR value for all indicators is above 0.7. The AVE value for all indicators is above 0.5, meaning that these indicators are highly consistent and reliable in measuring and building latent variables.

Discriminant Validity Test

Furthermore, the discriminant validity assessment is useful for proving that each variable or indicator differs from other variables or indicators. In this study, discriminant validity assessment was carried out using the Fornell-Lacker criteria. The following table summarizes the discriminant validity values of endogenous and exogenous variables in the organizational commitment measurement model.

Table 3. Recapitulation of the Discriminant Validity Assessment of the Fornell-Larker Criteria

Variable	Organization al Culture (X ₂)	Effectiveness of HR Management (X ₁)	Organizational Commitment (Y)	Perception of Organizational Support (X ₄)	Trust (X ₃)
Organizational Culture (X ₂)	0.687				
Effectiveness of HR Management (X ₁)	0.534	0.595			
Organizational Commitment (Y)	0.675	0.533	0.577		
Perception of Organizational Support (X ₄)	0.380	0.546	0.506	0.605	
Trust (X ₃)	0.305	0.443	0.323	0.293	0.546

Source: Data processed by researchers (2024)

Table 3 shows that each variable correlates more with its indicators and dimensions, so the discriminant validity criteria are met in the organizational commitment measurement model. This means that the variables used in the study have fulfilled discriminant validity, which is a good one in preparation for every variable.

Structural Model Assessment

Inner Mode Evaluation

The structural or inner model is evaluated to measure the magnitude of the relationship between the exogenous variables and the built endogenous variables. The following are the results of the PLS algorithm iteration of the structural model of Organizational Commitment.

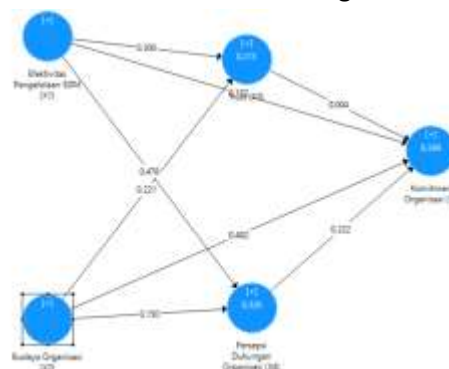


Figure 1. Chart of Test Results for the Structural Model of Organizational Commitment

The initial stage of testing the structural model is to check multicollinearity by assessing the inner VIF of the inner model as follows.

Table 4. Inner VIF value output in the Structural Model of Organizational Commitment

Inner Model Endogenous Variables	Organizational Commitment (Y)	Perception of Organizational Support (X ₄)	Trust (X ₃)
Organizational Culture (X ₂)	1,530	1,440	1,440
Effectiveness of HR Management (X ₁)	1,868	1,440	1,440
Perception of Organizational Support (X ₄)	1,495		
Trust (X ₃)	1,275		

Source: Data processed by researchers (2024)

Based on Table 4, all inner VIF values are below 5, so it can be concluded that this organizational commitment model does not have multicollinearity problems. Next, analyze the coefficient of determination or R-square. Based on the figure above, the R-square value for the endogenous variable Organizational Commitment is 0.549. According to the criteria of the Rules of Thumb for Structural Model Evaluation (Hair et al., 2017), the classification category R^2 : $0.25 < 0.50 < 0.75$ is weak, moderate, and strong. So, the R-square value above 0.549 is included in the moderate category. This means that this model can analyze and explain changes in organizational commitment variables, which are influenced by the independent variables of HR management effectiveness, organizational culture, Trust, and perceptions of organizational Support simultaneously at 54.9% percent, and other variables outside this model influence the remainder. The magnitude of the influence of other variables is calculated using the formula $1 - R^2 = 1 - 0.549 = 0.451$ or 45.1% with an error coefficient of $e = \sqrt{1 - R^2} = \sqrt{1 - 0.549} = \sqrt{0.451} = 0.672$. The following is a recapitulation of the path coefficient values.

Table 6. Output Direct and Indirect Path Coefficient Values

Correlation Path	Direct	Influence Indirect	Total	Category
(X ₁) -> (Y)	0,182	0,107	0.289	Weak
(X ₂) -> (Y)	0,482	0.034	0.516	Fair/moderate
(X ₃) -> (Y)	0.004	0.000	0.004	Very weak
(X ₄) -> (Y)	0,222	0,000	0,222	Weak

Classification path coefficient: $0.2 < 0.4 < 0.6 < 0.7 < 0.8$: very weak; weak; fair/moderate; strong; very strong. Direct effect score, the largest contribution to changes in organizational Commitment, is the Organizational Culture variable (0.482), followed by the perception of organizational support variable (0.222), the HR management effectiveness variable (0.182), and the trust variable (0.004). Based on the magnitude of the indirect effect, the HR management effectiveness variable (0.107) has a greater influence on organizational Commitment than the organizational culture variable (0.034). So the largest total influence on organizational Commitment is the organizational culture variable (0.516), followed by the HR management effectiveness variable (0.289), perceived organizational Support (0.222), and Trust (0.004).

Evaluation of Goodness of Fit

The goodness of Fit or Model Fit analysis shows the suitability or suitability of the model built with the construct variables that support it. This stage evaluates the Normed Fit Index (NFI) and Standardized Root Mean Square Residual (SRMR) values.

Table 7. SRMR and NFI Values for Organizational Commitment

Organizational Commitment	FIT Model Criteria	
	SUMMER	NFI
Saturated	0.065	0.646
Estimated	0.065	0.645

Source: Data processed by researchers (2024)

The SRMR value is used to predict the difference between the observed correlation and the correlation matrix displayed by the model. At the same time, the NFI represents an additional measure of goodness-of-fit for the model under test. Thus, assessing the average magnitude of the difference between the observed and expected correlations is possible as an absolute measure of the fit criterion (model). The SRMR and NFI values meet the fit of model criteria. Where the SRMR value is below 0.08, and NFI is below 1.0. Thus, this organizational commitment model is considered fit. The parameters indicated by Smart PLS fit model information are generally sufficient and can be accepted as a prerequisite model.

Evaluation of Model Strength

Evaluation of the strength of the model (Power Model) was carried out by examining predictive relevance (Q²), effect size (f²), and PLS-predict. The following is a recapitulation of the assessment of the strength of the Organizational Commitment model.

Table 8. F-square and Q-square values for the Organizational Commitment Model

Variable	f-square	Category1)	Q-square	Category2)
Y	-	-	0.387	Moderate
X ₁	0.040	Small	-	-
X ₂	0.338	Big	-	-
X ₃	0,000	Small	0.101	Weak
X ₄	0.0 73	Small	0, 217	Weak

1) Classification Category f²: 0.02<0.15<0.35 (small, medium, large)

2) Classification Category Q²: 0<0.25<0.50 (weak, moderate, strong)

Based on Table 8, the exogenous variable in the small category gives the f² value or the largest effect size on the organizational commitment variable. Meanwhile, the Q² are all greater than 0, indicating that the model built has a predictive relevance capability of 38.7 % for the organizational commitment variable, 10.1 % for the Trust pathway, and 21.7 % for the perceived organizational support pathway. In other words, a Q² value > 0 indicates that the model has predictive relevance for the endogenous constructs of organizational Commitment, effectiveness of HR management, and perceived organizational Support. These results indicate that the model is organizational Commitment, the effectiveness of HR management, and perceptions of organizational Support, which have good observation values produced by the model and the estimated parameters.

Substructural Model-1: Organizational Commitment Path Relationship

The model of influence between variables in substructural-1 consists of one endogenous variable, Organizational Commitment (Y), and four exogenous variables, namely the effectiveness of HR management (X₁), Organizational Culture (X₂), Trust (X₃), and perceived organizational Support (

X_4) plus one residual variable, namely ϵ_y , the path model in substructural - 1 is obtained as follows:
 $\hat{Y} = \beta y_1 X_1 + \beta y_2 X_2 + \beta y_3 X_3 + \beta y_4 X_4 + \epsilon_y$.

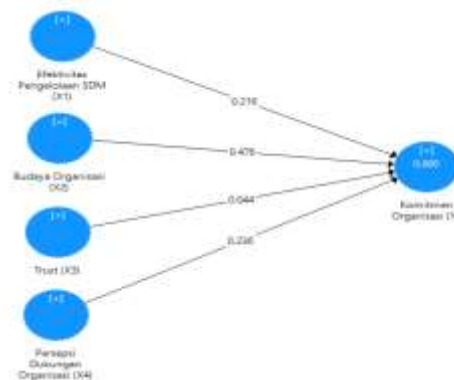


Figure 2. Substructural Model Chart-1 Organizational Commitment

Based on Figure 2, the determinant coefficient or R-square value is 0.600. This means that the four independent variable constructs can explain 60 % of the changes or variances in the organizational Commitment variable construct. Based on the large R^2 value, it shows that the influence of the four independent variables on organizational commitment performance is quite strong. Thus, there is a fairly strong direct influence from the independent variables of HR management effectiveness, organizational culture, Trust, and perceived organizational Support simultaneously on organizational Commitment by 60 percent, and other variables outside this model influence the remainder. The magnitude of the influence of other variables is $100 - R^2 = 40$ percent with an error coefficient of $e = \sqrt{1 - R^2} = \sqrt{0,40} = 0,632$. Then, the mathematical equation of substructural model 1 is $\hat{Y} = 0,216X_1 + 0,476X_2 + 0,044X_3 + 0,236X_4 + \epsilon_{0,632}$.

Based on the magnitude of the path coefficient value of each independent variable on the organizational commitment variable, it shows that the influence of the organizational culture variable has the strongest effect of 0.476 on organizational Commitment compared to other independent variables. Furthermore, the largest effect was followed by variables followed by perceptions of organizational support (0.236), HR management effectiveness variables (0.216), and Trust (0.044).

Substructural Model-2: Trust Path Relationships

The model of influence between variables in substructural-2 consists of one endogenous variable, Trust (X_3), and two exogenous variables, namely the effectiveness of HR management (X_1), Organizational Culture (X_2), plus one residual variable, namely ϵ_y , to obtain a path model in substructural - 1 is as follows: $X_3 = \beta_{31}X_1 + \beta_{32}X_2 + \epsilon_2$.

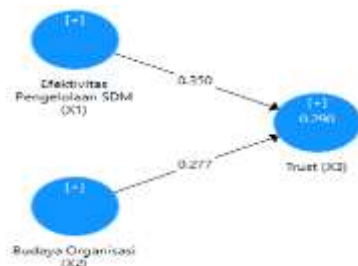


Figure 3. Trust Substructural Model-2 Chart
Trust

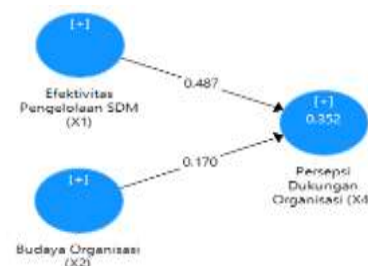


Figure 4. Substructural Model Chart-3
Perception of Organizational Support

Based on the Figure, the determinant coefficient or R-square value is 0.290. This means that the two independent variable constructs can explain 29 % of the change or variance in the Trust variable construct. Based on the large R^2 value, it shows that the influence of the two independent variables on trust performance is weak. Thus, there is a weak direct influence from the independent variables of HR management effectiveness organizational culture simultaneously on Trust by 29 percent, and other variables outside this model influence the rest. The magnitude of the influence of other variables is $1-R^2 = 0.71$ or 71 percent with an error coefficient of $e=\sqrt{(1-R^2)}=\sqrt{(0,71)}=0,843$. Then, the mathematical equation of substructural model-2 is $X_3 = 0,350X_1 + 0,277X_2 + \epsilon 0,843$.

Based on the magnitude of the path coefficient value of each independent variable on the trust variable, the influence of the HR management effectiveness variable has the strongest effect of 0.350 on Trust, followed by the organizational culture variable of 0.277.

Substructural Model-3: Path Relationships to Perceived Organizational Support

The model of influence between variables in substructural-3 consists of one endogenous variable, perception of organizational Support (X_4), and two exogenous variables, namely the effectiveness of HR management (X_1) and organizational Culture (X_2), plus one residual variable, namely ϵy . To obtain the path model in substructural-3, $X_4 = \beta_{41}X_1 + \beta_{42}X_2 + \epsilon_2$.

Based on Figure 4, the obtained determinant coefficient or R-square value was 0.352. This means that the two independent variable constructs can explain 35.2% of the change or variance in the perceived organizational Support variable construct. Based on the large R^2 value, it shows that the influence of the two independent variables on performance is perceived as weak organizational Support. Thus, there is a weak direct influence from the independent variables of HR management effectiveness and organizational culture simultaneously on perceptions of organizational Support of 35.2 percent, and other variables outside this model influence the remainder. The magnitude of the influence of other variables is $1-R^2 = 0.648$ or 64.8 percent with an error coefficient of $e=\sqrt{(1-R^2)}=\sqrt{(0,648)}=0,805$. Then the mathematical equation of substructural model - 3 is $X_4 = 0,487X_1 + 0,170X_2 + \epsilon 0,648$.

The magnitude of the path coefficient value of each independent variable on the perception of organizational support variable shows that the influence of the HR management effectiveness variable has the strongest effect of 0.487 on the perception of organizational Support, next organizational culture variable (0.170).

Research Hypothesis Testing

Hypothesis testing is the final stage of testing a constellation of models that have been built. Test the research hypothesis using the bootstrapping method. The t-statistical results chart of the organizational commitment model significance test is presented in Figure 5, Figure 6, and Table 9.

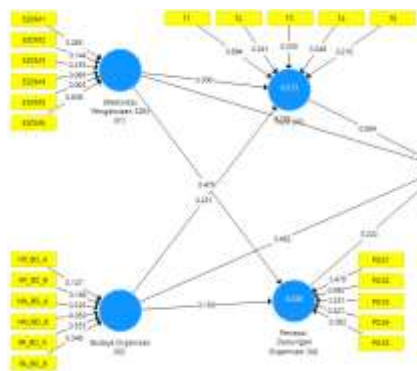


Figure 5. Path Analysis of Organizational Commitment Model

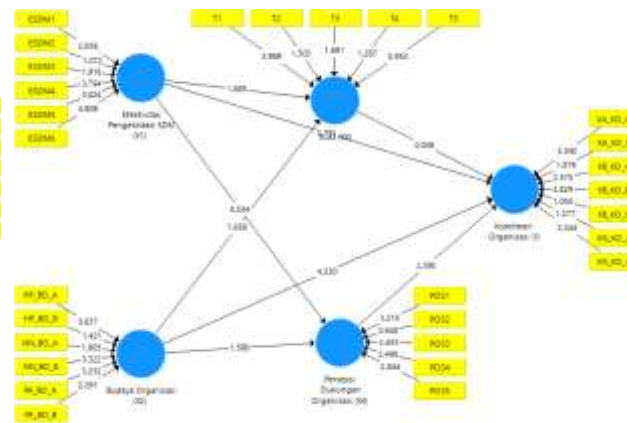


Figure 6. T-Statistic Results of Significance Test of the Organizational Commitment Model

Table 9. Recapitulation of T-statistical values, p-Value Organizational commitment

No	Correlation Path	Path Coefficient	T statistics	P-Values	Conclusion
Direct Influence					
1.	Effectiveness of HR Management (X ₁) -> Organizational Commitment (Y)	0.182	1,791	0.074	There is a positive and insignificant direct effect
2.	Organizational Culture (X ₂) -> Organizational Commitment (Y)	0.482	4,230	0,000	There is a positive and significant direct effect
3.	Trust (X ₃) -> Organizational Commitment (Y)	0.004	0.048	0.962	There is a positive and insignificant direct effect.
4.	Perception of Organizational Support (X ₄) -> Organizational Commitment (Y)	0.222	2,590	0.010	There is a positive and significant direct effect
5.	Effectiveness of HR Management (X ₁) -> Trust (X ₃)	0.300	1,885	0.060	There are direct positive and negative influences significant
6.	Organizational Culture (X ₂) -> Trust (X ₃)	0.221	1,658	0.098	There is a positive and insignificant direct effect
7.	Effectiveness of HR Management (X ₁) -> Perception of Organizational Support (X ₄)	0.476	4,534	0,000	There is a positive and significant direct effect
8.	Organizational Culture (X ₂) -> Perceived Organizational Support (X ₄)	0.150	1,580	0.115	There is a positive and insignificant direct effect
Indirect Influence					
9.	Effectiveness of HR Management (X ₁) -> Trust (X ₃) -> Organizational Commitment (Y)	0.001	0.042	0.966	There is a positive and insignificant indirect effect.

No	Correlation Path	Path Coefficient	T statistics	P-Values	Conclusion
10.	Organizational Culture (X ₂) -> Trust (X ₃) -> Organizational Commitment (Y)	0.001	0.034	0.973	There is a positive and insignificant indirect effect.
11.	Effectiveness of HR Management (X ₁) -> Perception of Organizational Support (X ₄) -> Organizational Commitment (Y)	0.106	2,138	0.033	There is a positive and significant indirect effect
12.	Organizational Culture (X ₂) -> Perceived Organizational Support (X ₄) -> Organizational Commitment (Y)	0.033	1,193	0.233	There is a positive and insignificant indirect effect

The direct effect significance test in Table 9 shows that all direct paths positively influence the performance of the organizational commitment variable. Furthermore, in the specific indirect effect test, all paths could provide a real and positive role as mediators of the effectiveness of HR management and organizational culture variables because they could change the significance value of the path of effectiveness of HR management and organizational culture to organizational Commitment.

Hypothesis testing criteria: If the T-Statistics value is > 1.96 or the P-value < 0.05, it is declared significant. On the other hand, if the T statistic value is <1.96 or the P-values are >0.05, it is declared insignificant.

Based on this research's hypothesis test results, 4 H₀ hypothesis paths were rejected, and 8 H₀ hypothesis paths were accepted.

Based on table 9 states that there is a positive and significant direct influence of organizational culture on organizational Commitment. This research is in line with research conducted by (Rahmanendra Suhardi, 2019). There is a positive and significant relationship between organizational culture and the organizational Commitment of Widyaishwara KLHK. In line with (Isni et al., 2018), organizational culture has been proven to positively and significantly affect organizational Commitment. The better the perception of the organizational culture in the company, the greater the organizational Commitment of employees, such as a supportive and innovative culture when employees can demonstrate their abilities, talents, and rights to take a role in decision-making, which will give rise to their satisfaction and increase their Commitment. Towards the organization. The existence of a team-oriented culture can also increase organizational Commitment among employees. In line with (Gunawan & Ardana, 2020), the results of the analysis show that organizational culture has a positive and significant effect on organizational Commitment, which means that the better the implementation of organizational culture at Artha Agung Resort and Restaurant, the greater the organizational Commitment of employees will be. Vice versa, the worse an employee implements organizational culture, the lower the level of organizational Commitment that will be formed. In line with (Asi et al., 2021), (Marvin & Gurusinga, 2022), (Sibuea et al., 2022), (Sulamiah., & Abidin, 2022), (NA et al., 2017), (Ependi & Sudirman, 2021), (Khoirun Nisa et al., 2024) This shows that the higher the organizational culture, the stronger the organizational Commitment. The sequence of indicators maintained by artifacts, human relationships, agreed norms and standards, consistency of real behavior, relationships with the environment, and mutually agreed

organizational values. These findings imply that if organizational Commitment is to be increased, it is necessary to strengthen organizational culture.

Based on table 9 states that there is a positive and significant direct influence of the Perception of Organizational Support on Organizational Commitment. This research is in line with research conducted (Purnama, 2020) that the form of appreciation given by organizations to individuals or members within the organization can increase all aspects of organizational Commitment, which creates emotional feelings, a sense of loyalty, and a sense of making the best contribution to the organization. I agree with (Darmawan Mardikaningsih, 2021) that perceptions of organizational Support significantly partially, and simultaneously influence organizational Commitment. (Prananda & Riana, 2020) Organizational support support can increase employee commitment. (Metria & Riana, 2018) (NA et al., 2017) The stronger the organizational Support, the higher the employees' organizational Commitment. (Pratami & Muryatini, 2022) Having organizational Support influences the sense of Commitment shown by the employee's lack of desire to resign and a sense of responsibility toward the organization's goals and progress. (Darupaksi, 2021) The attention given by the organization will create employee engagement with the organization, which will form organizational Commitment to employees. The indicators maintained are Support for needs, Support for working conditions, Adequacy of Rewards, Fairness of Treatment, and Concern for welfare. These findings imply that if organizational Commitment is to be increased, it is necessary to strengthen perceptions of organizational Support.

Based on table 9 states that there is a positive and significant direct influence of HR Management Effectiveness on Perceptions of Organizational Support. Human resources are important in achieving prosperity (Salahuddin et al., 2018). Human resources need to be optimized to support organizations with various works, talents, creativity, and drive to achieve the goals of educational institutions. The existence of human resources in organizations becomes increasingly critical because humans are the ones who create the organization itself, and these resources can make the organization survive and succeed. Through the efforts and creativity of human resources, organizations can produce quality products and services (Pusvitasari, 2021). Human Resources Management has six main functions: planning, recruitment, selection, job assessment, training and development, and compensation. The main objective of the human resource management function is to ensure the availability of a competent, capable, committed, sincere, and ethical workforce within the organization who will strive to optimize the interests of internal and external stakeholders (Wildan, 2022). In line with research (Avianto et al., 2019), Human Resource Management Practices influence Perceptions of Organizational Support. If the maintenance indicator is the effectiveness of HR management (planning, implementation, and evaluation of activities to maintain and improve the welfare of teachers and employees), then support for needs, working conditions, rewards adequacy, fairness of treatment, and concern for welfare will be met. These findings imply that if the perception of organizational Support is to be improved, it is necessary to strengthen the effectiveness of HR management.

Based on table 9 states that there is a positive and significant indirect effect of HR Management Effectiveness on Commitment to the Organization through Perceptions of Organizational Support. These findings imply that if the effectiveness of HR management is improved and strengthened through the mediation of perceptions of organizational Support, it will affect organizational Commitment.

CONCLUSION

Based on the analysis, several key conclusions can be drawn about the impact of various factors on organizational commitment. The PLS-SEM results indicate that while HR management effectiveness has a positive impact on commitment, it is not significant enough to rely on alone. In contrast, organizational culture significantly boosts commitment, making it a critical area for enhancement. Trust, though positive, does not significantly influence commitment on its own. Perceptions of organizational support are significantly impactful, suggesting that strengthening these perceptions can effectively enhance commitment. Indirect effects show that neither HR management effectiveness nor organizational culture significantly influence commitment through trust. However, HR management effectiveness significantly impacts commitment through perceptions of organizational support, whereas organizational culture does not.

To enhance organizational commitment, it is essential to improve HR management effectiveness, organizational culture, trust, and perceptions of organizational support. This includes addressing weak indicators like compensation and leadership competence while maintaining strong indicators such as HR planning, training and development, integrity, and perceived support. The optimal strategy involves both maintaining strong areas and prioritizing improvements in weaker ones to foster a more committed organizational environment..

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