Determinants of Employee Commitment from Organizational Communication, Leadership, and Employee Training Aspects: Constellation Models

Iskhak
State University of Jakarta, East Jakarta, Indonesia

Abstract. Commitment is a temporary result of company managers and employees, which has a major and direct influence on the individual goals of each employee to help managers optimize their sense of job satisfaction. This conceptual research proposes to become a reference for academic researchers in choosing alternative measurement determinants of employee commitment within the framework that will be applied in this study involving aspects of organizational communication, leadership, and employee training. This study's essential purpose is the systematic utilization of a qualitative approach, i.e., exploratory research. Three appoint data analysis methods that are intelligent phases, design phases, and finally choice phases. The contrivances of this literature show that the determinants of employee commitment developed in the constellation model are into several sub-dimension and measurements for testing, which has up to the structural equations model in this literature. The results of the design phase for a constellation of the model for determining 'Employee Commitment' of corporate can develop utilizing other prior research, which must fulfill judging the yield of validity and reliability instrument, and then the score Goodness-of-Fit (GoF) assessment must likewise fulfill with structural equation model (SEM) criterion. These mechanisms can proceed on statistical software, in this way as IBM SPSS AMOS, PLS, or LISREL, and others, as well as determined must fulfill the criterion by the sum of ultimate samples on the voted analysis method for decided. The outcome of the goodness-of-fit, if executed with statistical programs, may be produced on some advice granted one of the cut-off worth in the valuation model for making a quick decision, for example, by looking at the output from Chi-Square ($\chi2$) and RMSEA scores, whether to re-specification test or bear meaning for the goodness-of-fit that fulfills the requirements attest to the hypothesis.

Key words: employee commitment, constellation models.

Introduction
Background

Organizations in all parts of the world certainly expect preparedness to consent to work roles and assignments from their employees, and a willingness to engage in extra-role behavior, so organizations require a commitment from their employees, such as working well, and not arriving late to the office, and so on (Schalk, 2004). Emotional attachment with the involvement of the organization. refers to the liaison among the organization and its employees in such a way that personnel want to continue to serve to help the organization and serve to achieve goals. Organizational performance supported by high organizational commitment will reduce cases of turnover, and absenteeism, and increase the ends (Sayed, 2022).

Human capital is a special form of organizational asset that represents the economic value of the skills and knowledge of individual employees. Concerning employee commitment, organizations are considered to be able to successfully engage their employees to stay in the organization and apply individual skills and knowledge when they can achieve the desired organizational goals (Misheva, 2019). Commitment is a temporary result of company managers and employees, which has a major and direct

influence on the individual goals of each employee to help managers optimize their perception of job satisfaction. To comprehend how to achieve up this, Fig. 1 below describes the conceptual liaison among individual goals and their work on three concentric circles. Each goal may be distinct, yet betwixt—big or small—come from forces beyond work, as much as some from routine work. These are respectively the outward and middle circles and have differed in the piece to one another (of in person to person). On the other hand, if other people find their work very purposeful, it will be even greater.
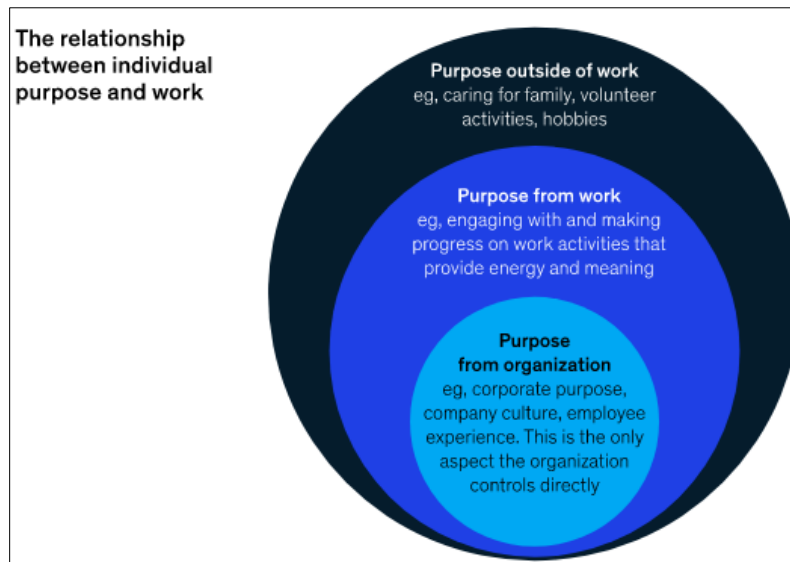

Fig. 1. Converge employees, where they are to help them attain satisfy at work.
Source: McKinsey Report (Dhingra, Samo, Schaninger, & Schrimper, 2021)

The quantity of the center circle will intuitively represent the feed of a person's goal for accessing the job—and the goal the employee is trying to achieve at which job—and it can grow or shrivel. Entrepreneurs have to see this center circle as a goal they want to comprehend and fulfill. They must affect the extension of this circle if they were capable. This explanation is vital for organizations to manage human resource management in general.

The issue of human resources is just in the spotlight and the foundation for society to hold out during the Covid-19 pandemic. Human resources have a primary duty in each organizational activity, even though espoused by infrastructures and facilities and preposterous financial resources, there-out the primary of trustworthy human resources, organizational daily will not be accomplished properly. The Covid-19 pandemic has leverage on the environmental function and causes job insecurity among employees as well as reduces employee commitment.. One of the industries predisposed by the Covid -19 pandemic is the hotel and tourism services sub-sector. The report released by the Indonesian Hotel and Restaurant Association (abbreviated in Indonesia as PHRI) noted that 1,033 hotel and restaurant business places in Indonesia are nowadays everlastingly sealed due to the Covid-19 pandemic (Ekonomi Bisnis.com, 2021). Service human resource management is needed and certainly must be prepared to face the era of change due to the Covid-19 pandemic so that it can survive and have sustainability in the next few years.

The Covid-19 pandemic had an implication on the corporate organizational culture that has been formed so far due to government policies issued. Companies must begin to make friends and make adjustments to current conditions, especially organizational

communication. Building corporate communications that are tough and relevant to current conditions is one of the most effective ways to adapt to developments in pandemic conditions, so companies must have sufficient leadership capabilities.

A leader from each department in a hotel such start from Front Office, Housekeeping, Marketing and Purchasing, Food and Beverage, Accounting until Engineering, Personnel / HRD, and Security must be able to create harmonious integration with his subordinates with different leadership styles than usual to increase employee commitment and set company performance targets, notably for the Covid-19 pandemic. The role of the manager's or supervisor's leadership style tends to be transformational and transactional rather than passive avoidance style, in the context of direct supervision, co-workers, and the trait of the occupation. (Alkassabi, Al-Sobayel, Al-Eisa, Buragadda, Alghadir, & Iqbal, 2018).

The independent isolation and quarantine program can be an alternative for the hospitality industry in maintaining company cash flow amid the Covid-19 pandemic and the Imposition of Emergency Community Activity Restrictions (abbreviated in Indonesia as PPKM). Senior Associate Director of Research Colliers International, i.e., Ferry Salanto, which reported on Bisnis.com, said that the independent isolation and quarantine package program can provide income for hotels, although it is not enough to make hotel performance return to normal (Petriella, 2021). Furthermore, from a tourism perspective, prior to the pandemic, we could forthrightly go to tourist destinations in Indonesia and overseas, Furthermore, from a tourism perspective, prior to the pandemic, we could forthrightly go to tourist destinations in Indonesia and overseas. Nevertheless, the pandemic has reasoned tourism tends to alter, such as spare-time there is much contact with other people to stay rescued, i.e., keep in a hotel (Kemenparekraf/Baparekraf RI, 2021). To overcome this, companies are required to manage in the context of training for their employees, which has a big role to play in creating an attitude of work competence that is by environmental conditions, which are full of uncertainties.

Business rivalry and the raising appeal for human resources inevitably become causes that make firms have to be creative in developing stride to compete for a grade workforce. One of the strategies carried out by the company to win the competition is in recruiting the best workforce and retaining potential employees owned by the organization to remain loyal to the organization. Identifying the wherefore of denunciation is not simple because there is no standard rationale that can affect an employee to leave the company. From the secondary data from the exit interview results, a small leadership factor is the reason for turnover because in general employees who resign rarely want to write down the reasons for leadership. However, from verbal interviews, according to the HR Manager, it is the reason that most often causes turnover. Therefore identifying and understanding the factors that affect employee commitment which is a strategy for organizations to retain potential employees owned by the organization to remain loyal to the organization is far more important than knowing the reasons for the turnover.

Problem Statement

Research on employee commitment has been appointed of in many organizations thereabout the world. Much has been done in Indonesia, so it is necessary to develop many conceptual approaches to measure the output produced with decision-making support stages including the appropriate analytical method to use. Therefore, this study proposes the literature by designing a model of the antecedents of employee commitment in the aspects of organizational communication, leadership, and Indonesian employee training programs and identifying different ways according to some of the previous research literature on its measurement dimensions and indicators.

Research Purposes

This conceptual research proposes to become a reference for academic researchers in choosing alternative measurement determinants of employee commitment within the framework that will be applied in this study involving aspects of organizational communication, leadership, and employee training. In addition, this study designed a determining conceptual model to derive certain specific models and parameters by adopting a constructional equation model to test the feasibility and suitability of the model whose results are ready to proceed to the experimental hypothesis research stage to be implemented in case study research.

Theoritical Review

Employee Commitment

The definition of employee commitment according to Richard T. Mowday *et al.* (1984) is an organizational commitment to determine the power of the individual from the identification and complicity of individuals in a specific organization. This shows that organizational commitment means involving the loyalty of all employees. Employee commitment i.e., organizational commitment is a work attitude that describes the feelings of one person, whether they like or aversion the organization in which their occupation (Robbins & Judge, 2014). This commitment is categorized as work behavior or effective communication, related to how much the individual feels that his values and goals match those in the organization. The greater the congruence between individual and organizational values and goals, the higher the communication between employees and the organization. The organizational commitment process is outlined in Fig. 2 below:

Fig. 2. Organization Commitment Process. Source: Adopted from (Meyer & Allen, 1991) Three Component Model of Commitment in (Bucăţa, Virca, & Popescu, 2022)

Continuance Commitment; kind of commitment arises when an employee will consider leaving the organization, where he will experience greater benefits when leaving the organization with a new role or not. This commitment will appear in employees often increases with age and experience. This type of commitment can motivate an employee to accomplish the job on time and cooperation with another while sometimes it can impede motivation development and learning furthermore. *Normative Commitment*; kind of commitment comes about when an employee perceives a feeling of necessity to the organization, despite being displeased with the current role, or even having a desire to

pursue better opportunities. This commitment is influenced by several factors. Perhaps the person has to remain loyal to the organization, the employee has invested money or time in a training activity, or may have received a gift up front, such as obtaining a scholarship to continue their studies. The role of loyalty alone is not enough to motivate employees to do a better job. The importance of special encouragement to assist the organization in achieving its long-term goals and career path in maintaining strong relationships with the employee's co-workers. *Affective Commitment*; kind of commitment comes about when a person's perceives, with a strong emotional attachment to the organization, the employee may identify with the goals and values that exist in the organization for its existence. Factors that increase job satisfaction tend to foster a feeling of affective commitment to the employee. Employees are more likely to be motivated to move forward with the organization, think creatively, and experiment with new ways of working.

Organizational Communication

Organizational communication refers to social collectives where interaction patterns are developed by a person to coordinate activities to achieve goals both individually and in groups. The external environment covers customers, vendors, competitors, and other stakeholders, who can have an effect on the organization but are forth the organization. The internal environment covers departments and human resources which are an intact part of the organization (Wrench, Punyanunt-Carter, & Ward Sr., 2015). Organizational communication ethics involve knowledge, sharing information, and opinions when carrying out the necessary preference. Employees are also asked to consider the properties of privacy and secrets.

The flow of communication within the organization can develop in various directions, i.e.,: (1) Upward communication, where communication rises to the top level, from a first-line to an official's level. (2) Downward communication, where on the contrary this information flows from a top level to a first-line level in the organizational hierarchy. It is a differing characteristic for delivering ideas, recommendations, and orders, idea adjunct, and communication knowledge. (3) Sideward communication, this communication refers to communication that occurs between individuals of the same position and level. (4) Oral communication, which involves formal discussions and informal conversations some kinds of oral communication. (5) Written communication, communication that occurs in written form, such part of letters, notifications, emails, documents, articles, pamphlets, and reports. (6) Non-verbal communication, such as facial idioms, gestures, tone of voice, and appearance that make provisions for meaning that cannot be expressed either in spoken or written form (Turkalj & Fosiæ, 2009).

Leadership

Leadership is a definition in steps a leader encourages, directs, and manages all ingredients in a cohort or organization to reach an organizational aim that is wished to output enforces in actualizing organizational object's. Problems with employees are caused by the delivery of tasks by leaders whose acceptance is not appropriate by employees, and the shortfall of leadership's role in creating integrated communication and serving employee development. In addition, the lack of positive examples from leaders will lead to low levels of employee performance (Kotter, 2012: 2).

Leadership style is a criterion of behavior applied by a certain person when that attempts to affect the behavior of another. The leadership style is appropriate when the business aims have been admitting and communicated. A leader must take manage a style of leadership to his subordinate because a leader will exceptionally affect the success gaining his organization's purposes. Firms employ awards or gifts and sent them

out as a tool to encourage employees (Asrar-ul-Haq & Kuchinke, 2016; Al Khajeh, 2018). Leadership style differs from one individual to another. Even though it differs between countries and cultures, whatever the leadership style, the key to the effectiveness of a leadership style lies in the power of a leader to influence the behavior of the people he leads and can make them act in a certain way.

There are several kinds of power, including legitimate power, reward, coercion, expert, and referral power. An effective leader takes steps to use his control profitably. Meanwhile, there are six qualities of a leader, i.e.:

(1) enthusiasm;

(2) integrity;

(3) hard-to-demand;

(4) warmth;

(5) humility;

(6) confidence.

The transformational leadership style is seen as a modern leadership style, namely a leadership style by making the people they lead aware of the importance of their work roles and performance in the organization and realizing the importance of their personal development to motivate the people they lead. For the good of the organization, transformational leadership will occur when a leader changes his followers in three important ways, namely:

(1) transformational leaders build their servients how to comprehend their work is for the organization and realize how important it is to do their best. To achieve company goals;

(2) transformational leaders build their followers conscious of their behalf to growth, development, and accession;

(3) transformational leaders promote their members to work for the organization's overall, not just for their interests and benefits (Jones & George, 2020).

Employee Training

The definition of employee training according to Widowo (2015: 82), training is a concatenation of personal activities in systematically raising prowess and knowledge so that they can have professional accomplishment within their scope. Training is a process acquired that allows employees to do nowadays work based on standards. Rivai (2016: 212) adds that training is a tricky process of changing employee behavior to reach organizational aims. Training links to the powers and skills of employees to do them nowadays.

The purpose of the training conducted by the business is to escalate productivity, remedy quality, assist HR planning, intensify member morale, serve circumstantial compensation, raise job safety and safety side, avert expiration of employee's knowledge and skills, escalate the growth of personnel abilities and proficiency (Widodo, 2015: 84). Training Targets according to Sutrisno (2019: 68) put forward six training objectives adhere:

(1) increase work productivity;

(2) improve work quality;

(3) escalate exactitude in human resource planning;

(4) increase work morale;

(5) preserve safety and health;

(6) support personal growth.

Prior Study

To provide a more detailed description of the theoretical conceptions related to the object under study and to design a constellation model, the researcher reviews several previous studies as shown in Table 1-3 below:

Table 1. Prior Research List: The influence of Organizational Communication determinants on Employee Commitment

Journal Name, "Article", (Research Years)	Author's Name	Data Analysis	Findings
International Journal of Business and Management Invention, "Job & Career Influences on Career Commitment Among Employees Of Banking Sector: The Mediating Effect Of Job Satisfaction & Organizational Commitment", (2013)	A. Nazish, R. Amjad, Syed A.A. Mehboob, Mirza Rizwan, Sajid	Regression and correlation analysis	One of these studies concludes that job satisfaction and organizational commitment are intercede by the influence of the work situation nowadays and career experience on employee career commitment
Kampala International University Repository, "Communication and employee commitment in Kampala International University, Uganda", (2019)	D. Parfait-Nino	Regression analysis and correlation analysis	This study inferred that social-emotional-oriented communication and work-oriented communication have a positive and significant affect towards commitment of Kampala International University employees
International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH), "Effects of Employee Communication Dimension on Organizational Commitment at Kenya Libary Services", (2020)	A. L. Miheso, Dr. C. Mukanzi	Regression and correlation analysis	The results of the study explain that the dimensions of employee communication content have a significant positive correlation with employee commitment, employee communication channels have a positive correlation with commitment, communication methods have a high and positive correlation with employee commitment and the minimum frequency of communication has a positive relationship with employee commitment

The findings of the prior study above concluded that organizational communication is important to be tested directly on employee commitment, where the work situation in research (Nazish, Amjad, Abdullah Mehboob, Rizwan, & Sajid, 2013), social-emotional and work-oriented communication on research (Parfait-Nino, 2019) and the dimensions of employee communication in research (Miheso & Mukanzi, 2020).

Table 2. Prior Research List: The influence of Leadership determinants on Employee Commitment

Journal Name, "Article", (Research Years)	Author's Name	Data Analysis	Findings
Doctoral Dissertation, "Effects of Leadership Styles on Employee Commitment in Non-Governmental Organizations: A Case Study of Christian Aid", (2017)	L.Githuka	Correlation analysis	One of the results of this study is that managers at 'Christian Aid' expect staff to report back after finishing ever step of work and they explain performance levels as a form of employee commitment
Cross Cultural & Strategic Management, "The Role of Yin-Yang Leadership and Cosmopolitan Followership in Fostering Employee Commitment in China: A Paradox Perspective", (2018)	H-J Lee, Carol Reade	Regression and correlation analysis	'Yin-Yang' leadership and cosmopolitan followers have a positive impact towards employee commitment. Further, follower cosmopolitanism compensates for lower Yin-Yang levels of leadership, specifically the relative shortcoming of Yin leadership behavior
International Journal for Quality Research, "Leadership Styles in Mediating the Relationship between Quality of Work Life and Employee Commitment", (2019)	T S Nanjundeswara, D R Swamy, P Nagesh	Mediation analysis method and Sobel test's	The study yields show that leadership style is a significant one-sided mediator in the linkage among work quality life (WQL) and employee commitment. To strengthen these results, a mediation study was also arranged for the four selected dimensions, i.e, WQL, employee commitment, and leadership style
Proceedings of the First Nommensen International Conference on	Qamaruddin, Adam Mukti, Margaretha	*Path analysis*	The study yields explain the direction of influence on leadership, adversity quotient (AQ) which has a positive and significant effect

Creativity & Technology, NICCT, "Effects of Leadership and Adversity Quotient on the Employee Commitment, Uganda", (2020)			towards employee commitment; and leadership has a positive and significant effect on to the AQ

The findings of the prior study above concluded that leadership is important to be tested directly on employee commitment, where the step of work and they explain performance levels as a form of employee commitment (Githuka, 2017), 'Yin-Yang' leadership and cosmopolitan followers and also QWL and leadership style have a positive impact on employee commitment (Lee & Reade, 2018; Nanjundeswaraswamy, Swamy, & Nagesh, 2019), leadership, adversity quotient (AQ) which has a positive and significant effect on employee commitment (Qamaruddin & Adam, 2020).

Table 3 Prior Research List: The influence of Employee Training determinants on Employee Commitment

Journal Name, "Article", (Research Years)	Author's Name	Data Analysis	Findings
International Journal of Human Resource Studies, "The Impact of Perceptions of Training on Employee Commitment and Turnover Intention: Evidence from Pakistan", (2013)	M. Ashar, M. Mudasar Ghafoor, E. Munir, and S. Hafeez	Linear regression and pearson moment quotient	The results showed a significant positive relationship between the two training perceptions and affective commitment, but a significant negative relationship among affective commitment and turnover intention
Human Resource Development International, "The Relationship between Training Outsourcing and Employee Commitment to Organization", (2014)	S. Chaudhuri, Kenneth R. Bartlett	Exploratory international studies	The results showed a positive intercourse among particular measures of employees' perceptions of quality, usefulness and supervisory support for outsourced training and organizational commitment
European Journal of Human Resource Management Studies, "Examination on of the Relationships among Organizational Training and	S. Mafika Nkosi	*Kaiser-Meyer-Olkin* analysis	Training had a significant impact to the employee commitment, performance, and retention improvement in the local examined

Organizational Commitment", (2015)			
Journal of Management Sciences, "Training and Employee Commitment: The Social Exchange Perspective", (2020)	Ali J. Khan dan J. Iqbal	*Path analysis*	The findings suggest that the positive intercourse among training and development and both normative and affective commitment dimensions is mediated by perceived organizational support. This research proves that even a single HR practice i.e., a training and development organization, can obtain both forms of commitment

The findings of the prior study above concluded that employee training is important to be tested directly on employee commitment, where the two training perceptions explain affective commitment (Ashar, Ghafoor, Munir, & Hafeez, 2013), supervisory espouse for outsourced training and organizational commitment (Chaudhuri & Bartlett, 2014), significant effect on employee commitment, in the local examined (Nkosi, 2015), and a training and development organization, can obtain both forms of commitment (Khan & Iqbal, 2020).

Research Methods

This study utilizes kind of primary purpose systematic and organized effort to identify a definite issue to serve a solution (Mohajan, 2020). This type approach takes a qualitative, i.e., exploratory research, to relate constellation model for Employee Commitment. Hereinafter, this modeling process will build shape to a phase of decision-making summarized in Table 4 below:

Table 4. Modeling Process / The Decision Making

Phase of Type	Framework	Pointer
Intelligence	Simplification or assumptions	Organizational objectives
		Find and observing procedures
		Data take out
		Isse; ever of identification, classification, ownership, and statement
Design	Validation of the model	Organize a model
		Judgment gauge for pick
		Find the options
		Prediction and quantify outcomes
Implementation of Solution	Verification, test of put forward solution	Solution to the model
		Sensitivity analysis
		Choise of best (good) alternative
		Plan for implementation
Source: Refer to Sharda et al. (2015) in Husain (2019)		

Intelligence Phases

According to R. Sharda, D. Delen, and Efraim Turban (2015: 51; 54-55), this phase commenced with recognizing the goals and objectives of the organization for the research problem. The emphasis on the existence of this complex problem should be narrowed down to the basic points (sub-problems) which are formulated to be reviewed and observed based on existing procedures. The problem classification that has been described should be based on the collection of existing data and documents from many resources. Solving sub-problems that are identified, classified, or existing statement forms will be easier in being able to help solve these complex problems.

Design Phases

According to R. Sharda, D. Delen, and Efraim Turban (2015: 56), this phase implicates locating, expanding, and analyzing potential proceed. The decision-making model for surmounting problems must be composed, tested, and assessed. This study utilizes representative modeling that reflects things as mathematically based, which aids recognize the aftermath of diverse alternative courses of action under disparate input processes and configurations. The selection of the constellation model can be given rise to automatically by that model. However, choosing requires to be established manually in decision-control systems. This study implicates search analysis and creativity to yield the prime option model with limited time so that too much information tends to disturb the decision-making process. Quantification of the proceeds of an option existing constellation model will be judged and stated directly in the specific measurement to achieve the goal.

Choise Phases

This phase is a crucial selection and proceeding in proper decision-making and obeying the particular stage. Furthermore, the find for a settlement step anticipated as a suggestion for its feasibility is probable to attend as an instance analysis of the proceeding output. Finally, this decision is executed more efficiently and lineal to quantify a specific goal. This study enacts a validation to gauge this foregoing based on standardized loading factors (SLF) score and construct reliability technique as data and model specification in the initial stage with installation model framework was built foremost. Several program outputs with estimation methods based on structural equation analysis can design the proposed constellation model into a path diagram designed in programs (Hair, Babin, Anderson, & Black, 2019), such as IBM SPSS, AMOS, PLS, or LISREL. Sensitivity analysis uses validity and reliability calculations obtained from the output of the program. If the results meet the requirements, then it can be continued in the suitability or feasibility test stage of the constellation model based on measurement.

This implementation is prospective to try whether the suggested constellation model fits the data or not with the quantified criterion accorded several alternatives. The criterion provided in this literature are (i) absolute fit indices, consisting of index Chi-Square (χ^2), GFI, RMSEA, and RMR and also Standardized RMR index; (ii) incremental fit indices, i.e. index of AGFI, NFI, TLI, CFI CFI, and RFI; and (iii) parsimonious fit indices, i.e., index of PGFI, PNFI, Normed of Chi-Square (CMIN/df) was utilized to select to espouse the data and proposed 'acceptable/fit' decision (Hair et al., 2019: 666-669).

Results

Intelligence Phases

This phase commences by resuming:

Organizational objectives; to measure determining employee commitment from specific aspects.

Find and scan procedures; utilize subject studies in one of the medium-scale corporates of the Indonesia region.

Data gathering plan is taken from an employee assumption based on the dimension or indicator prescription and explains source data (primary data).

Preferences solving; utilize a model proposed with several any constellation modeling.

Design Phases

This phase initiates a decision-making model with outcome models from prior research in this research. Employee Commitment, for case, utilizes the Behavior Theory, Goal-Setting Theory, etc., which is acquired into dimensions and sub-dimensions i.e., indicators, and statement particles using a 'Linkert' based quantification. Afterward, elucidate and use each descendant of sub-indicators based on criterion or option research aims. Last, forecasting and quantifying yields can be designed to become the path diagram as a constellation model with some alternatives viz
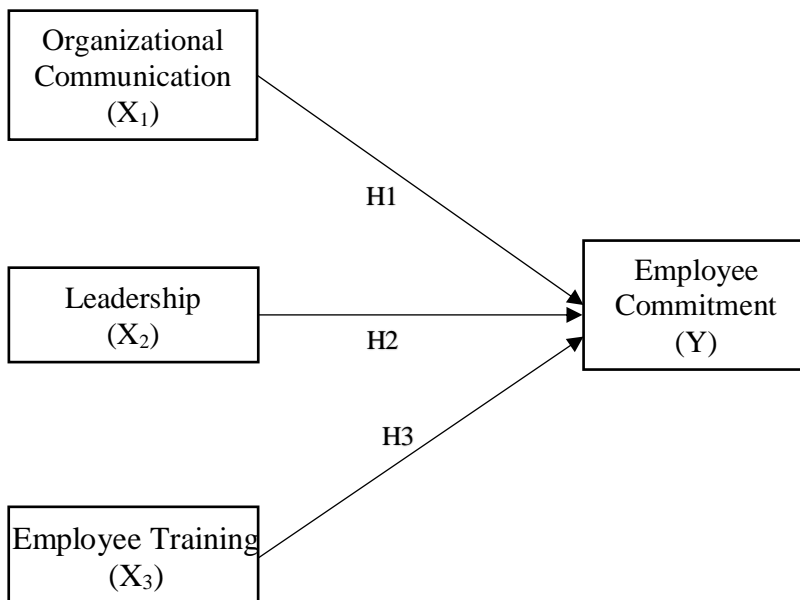

Fig. 3. Model Constellation Proposed. *Source:* Author's Elaborate (2022)

The alternative revenged to the study propose needs a hypothesis statement from model submitted as the below:

H_1: Organizational Communication affects Employee Commitment
H_2: Leadership affects employee commitment
H_3: Employee Training affects employee commitment

The study variables in its operationalization, i.e., determinants of Employee Commitment (Y) each constructed using several factors i.e, Organizational Communication (X_1) Leadership (X_2), and Employee Training (X_3) with sub-dimension and indicators below:

Table 5. Construction of Variables, Research Dimension and Indicators

VARIABLE	SUB-DIMENSIONS	INDICATORS
Organizational Communication (X_1)	Communication cont ent (Miheso & Mukanzi, 2020)	Receive information about changes in the organization $(X_1.1)$
	Effective communication	Kept informed on how organizational goals and objectives are being met $(X_1.2)$ Pleased with management's efforts to keep $(X_1.5)$ Notified in advance of changes $(X_1.10)$
	Open communication in organization	Top management say what they mean and mean what they say $(X_1.3)$ Management provides the kinds of information you want/need $(X_1.4)$ Satisfied with explanations on why things are done $(X_1.7)$
	Opportunities for upward communication	Believe your views have real influence $(X_1.6)$ Recommendations you make will be heard $(X_1.8)$
	Information receive at your organization (Hayase, 2009)	Information received from management is reliable $(X_1.9)$
Leadership (X_2)	Ethical leadership (Qing et al., 2019)	Describe the leadership about: Defines success $(X_2.1)$ Listens from employees expression $(X_2.8)$ Disciplines employees who violate ethical standards $(X_2.6)$ Makes fair and balanced decisions $(X_2.9)$ Can be trusted $(X_2.4)$ Set an example on how to do things right way $(X_2.5)$ Best interests of employees in mind $(X_2.2)$
	Leadership effectiveness (Clay-Williams et al., 2020)	Proposes new and creative ideas for improving services or processes $(X_2.7)$ Effectively leading needs and care for patient safety $(X_2.10)$ Builds strong and positive relationships with the community $(X_2.3)$
Employee Training (X_2)	Access to training	Stated policies on the amount and type of training the employees can expect to receive $(X_3.1)$ Provides access to training $(X_3.2)$

	Personal-related benefits of training	Participating in training programmes will help my personal development ($X_3.3$)
	Career-related benefits of training	Participating in training programmes will help me reach my career objectives ($X_3.7$)
	Support for training (Bulut & Culha, 2010)	Enthusiastically supports my participation in training programmes ($X_3.8$)
	Perception of availability of career development opportunities (Li, Tong, & Wong, 2014)	Trains employees on skills that prepare them for future jobs and career development ($X_3.10$) Provides career counseling and planning assistance to employees ($X_3.4$) Receptive to employees' requests for lateral transfers ($X_3.5$) Provides employees with information on the availability of job openings inside the organization ($X_3.9$) Provides a systematic program that regularly assesses employees' skills and interests ($X_3.6$)
Employee Commitment (Y)	Organizational commitment (Miheso & Mukanzi, 2020)	Employee perception about spending the rest career (Y.1) Really feel as if this organization's problems (Y.2) This organization has a great deal of personal meaning (Y.9) Right now, staying with the organization is a matter of necessity as much as desire (Y.4) Believe that a person must always be loyal to the organization (Y.5) Continue to work in this organization and believe loyalty is important (Y.10) Sense of moral obligation to remain in this organization (Y.3)
	(Qing et al., 2019)	Like "part of the family" at this organization (Y.7) Strong sense of belonging to organization (Y.8) Feel "emotionally attached" to organization (Y.6)

Source: Author's Proposed (2022)

This study utilizes the 'Likert' Scale sort, any of which is set to getting a '1-5 value' of the preference scale; every statement is granted a score, i.e., the aggregate scores from 1 to 5. The population in the study can be taken as part of the respondents, namely

the perceptions of organizational employees. In concern about the account, the difference in function and attributes among one division and another, the sampling technique was selected utilizing stratified random sampling, which is done by dividing the population into sub-populations / strata at random (Sugiyono, 2018: 81). The divisions within the company taken for example include Front Office, Housekeeping, Marketing and Purchasing, Food and Beverage, Accounting until Engineering, Personnel / HRD, and Security. The data analysis method utilizes multivariate by regression analysis. The offered structural equation model is:

$$Y = \alpha + \beta X1 + \beta X2 + \beta X3 + e$$

Choise Phases

This phase initiates by inputting data to the decision-making constellation model for quantifying organizational communication, leadership, and employee training aspects, and implications to the employee commitment (Fig. 3). This literature encourages utilizing the CFA technique (confirmatory factor analysis). This literature processing phase encourages for implementation of statistical software, i.n., IBM SPSS, AMOS, PLS, LISREL, and others for structural equation modeling (SEM tools) multi-level based. The metering of employee commitment embarked on the processing step appraising the data validity and reliability instrument ere toward to evaluate goodness-of-fit (GoF) criterion. The model feasibility estimation can be processed and go over until the best model is obtained. Goodness-of-Fit (GoF) value by absolute fit indices criterion type, which must fulfill:

Chi-Square (X^2) scoring must have a probability score (p-value) more than 0.05; it reflects presumptive of normality is fulfilled, then the model evaluation is stated 'fit'

GFI criterion must have a score of more than 0.90; it reflects that the model feasibility is asserted a 'better fit.'

The RMSEA criterion must have a score of less equal than 0.08; it reflects that the model evaluation is asserted 'acceptable fit'. Hereinafter, if the RMSEA criterion has a score of less equal than 0.05; it reflects that the model evaluation is stated as a 'close-fit' accorded degree of freedom.

The RMR criterion must have a score of less equal than 0.05; it reflects that the model evaluation is asserted 'good-of fit'. Hereinafter, the standardized RMR score of less equal than 0.08.

Goodness-of-Fit (GoF) value by incremental fit indices criterion type must fulfill, which the AGFI criterion must have a score of more equal than 0.90; it reflects that the model evaluation is asserted 'good-of fit'. Hereinafter, the NFI, TLI/NNFI, and CFI must have a score of more equal to 0.95, it reflects that the model evaluation is asserted 'good-of fit'. While if a score of 0.80 up to 0.90 asserted that the model evaluation is 'marginal-fit'.

Goodness-of-Fit (GoF) value by parsimonious fit indices criterion type, which must fulfill the PGFI criterion must have a score of more than 0.50, it reflects that the model evaluation is asserted 'prudence'. Hereinafter, the PNFI must have a score of from 0.60 to 0.90, it reflects that the model evaluation is asserted 'good-of-fit model'. Finally, the CMIN - dF with an alpha of 5% is just less than 2.00; it reflects that the proposed model and available data show asserted 'acceptable-of fit.'

After model evaluation the Goodness-of-Fit (GoF) criterion has been fulfilled, it can interpret the proceeds of the output by the program i.e., path diagram full-model to attest

alternative hypothesis testing appropriate to the research purposes, and then discuss the research with opposing proceeds from prior research.

Conclusion

Upon the proceeds of the decision-making phase, the illations in this study are:

1. The design phase for a constellation of the model for determining 'Employee Commitment' of corporate can develop utilizing other prior research, which must fulfill judging the yield of validity and reliability instrument, and then the score Goodness-of-Fit (GoF) assessment must likewise fulfill with structural equation model (SEM) criterion.

2. These mechanisms can proceed on statistical software, i.e., IBM SPSS AMOS, PLS, or LISREL, and otherly, as well as determined must fulfill the criterion by the amount of final samples on the indicated analysis for decision.

3. The yields of the goodness-of-fit if run with statistical programs may be established on some suggestions approved either cut-off value primary in the model evaluation in inventing a quickly decision excuse, for example, by noticing the output by Chi-Square (χ^2) probability and RMSEA scores, whether to re-specification test or construe the 'goodness-of-fit' criterion that converges the necessity to answer the alternative hypothesis.

As for suggestions hoped to conduct researchers who wish to extend models of determinants of 'Employee Commitment' based on this literature by designing the constellation modeling in recognizing prominent factors, for example, with path diagram with approaches, structural equation models, discriminant analysis, and others. Further study for applied research must be implemented to prove the alternative hypothesis proposed, help complete research more quickly and easily, and also enrich the systematic literature study.

References

Al Khajeh, E. H. (2018). Impact of Leadership Styles on Organizational Performance. Journal of Human Resources Management Research, 2018, 1-10. https://doi.org/10.5171/2018.687849

Alkassabi, O. Y., Al-Sobayel, H., Al-Eisa, E. S., Buragadda, S., Alghadir, A. H., & Iqbal, A. (2018). Job Satisfaction among Physiotherapists in Saudi Arabia: Does the Leadership Style Matter? BMC Health Services Research, 18(422), 1-9. https://doi.org/10.1186/s12913-018-3184-9

Ashar, M., Ghafoor, M. M., Munir, E., & Hafeez, S. (2013). The Impact of Perceptions of Training on Employee Commitment and Turnover Intention: Evidence from Pakistan. International Journal of Human Resource Studies, 3(1), 74-88. https://doi.org/10.5296/ijhrs.v3i1.2924

Asrar-ul-Haq, M., & Kuchinke, K. P. (2016). Impact of Leadership Styles on Employees' Attitude towards Their Leader and Performance: Empirical Evidence from Pakistani Banks. Future Business Journal, 2(1), 54-64. https://doi.org/10.1016/j.fbj.2016.05.002

Bucăţa, G., Virca, I., & Popescu, F. (2022). Organisational Commitment, Motivation and Job Satisfaction. Land Forces Academy Review, 27(2), 124-133. https://doi.org/10.2478/raft-2022-0017

Bulut, C., & Culha, O. (2010). The Effects of Organizational Training on Organizational Commitment. International Journal of Training and Development, 14(4), 309-322. https://doi.org/10.1111/j.1468-2419.2010.00360.x

Chaudhuri, S., & Bartlett, K. R. (2014). The Relationship between Training Outsourcing and Employee Commitment to Organization. Human Resource Development International, 17(4), 145-163. https://doi.org/10.1080/13678868.2014.886444

Clay-Williams, R., Taylor, N., Ting, H. P., Winata, T., Arnolda, G., & Braithwaite, J. (2020). The Clinician Safety Culture and Leadership Questionnaire: Refinement and Validation in Australian Public Hospitals. International Journal for Quality in Health Care, 32(Supplement_1), 52-59. https://doi.org/10.1093/intqhc/mzz106

Dhingra, N., Samo, A., Schaninger, B., & Schrimper, M. (2021). Help Your Employees Find Purpose—or Watch Them Leave. McKinsey & Company. Available at: https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/help-your-employees-find-purpose-or-watch-them-leave

Ekonomi Bisnis.com. (2021). Ribuan Hotel dan Restoran Tutup Permanen Akibat Pandemi Covid-19. Available at: https://ekonomi.bisnis.com/read/20210205/12/1352941/ribuan-hotel-dan-restoran-tutup-permanen-akibat-pandemi-covid-19

Githuka, L. (2017). Effects of Leadership Styles on Employee Commitment in Non-Governmental Organizations: A Case Study of Christian Aid. Kenya: United States International University-Africa. Available at: http://erepo.usiu.ac.ke/11732/3267

Hair, J. F., Babin, B., Anderson, R., & Black, W. (2018). Multivariate Data Analysis (8, Ilustra Ed.). London: Cengage Learning EMEA. Available at: https://books.google.co.id/books/about/Multivariate_Data_Analysis.html?id=0R9ZswEACAAJ&redir_esc=y

Hayase, L. T. (2009). Internal Communication in Organizations and Employee Engagement. Doctoral Dissertation. Las Vegas: University of Nevada. https://doi.org/10.34917/2583306

Husain, T. (2019). An Analysis of Modeling Audit Quality Measurement Based on Decision Support Systems (DSS). European Journal of Scientific Exploration, 2(6), 1-9. Available at: https://syniutajournals.com/index.php/EJSE/article/view/128

Jones, G. R., & George, J. M. (2020). ISE Essentials of Contemporary Management (ISE HED IRWIN MANAGEMENT) (9th Ed.). New York: McGraw-Hill Education.

Kemenparekraf/Baparekraf RI. (2021). Tren Pariwisata Indonesia di Tengah Pandemi. Available at: https://kemenparekraf.go.id/ragam-pariwisata/Tren-Pariwisata-Indonesia-di-Tengah-Pandemi

Khan, A. J., & Iqbal, J. (2020). Training and Employee Commitment: The Social Exchange Perspective. Journal of Management Sciences, 7(1), 88-100. https://doi.org/10.20547/jms.2014.2007106

Kotter, J. P. (2012). Chapter 1 Leadership: What Is It? In V. Taylor, & B. Taylor (Ed.), Leading for Health and Wellbeing (pp. 1-42). London: SAGE Publications, Inc. https://doi.org/10.4135/9781526435842

Lee, H.-J., & Reade, C. (2018). The Role of Yin-Yang Leadership and Cosmopolitan Followership in Fostering Employee Commitment in China: A Paradox Perspective. Cross Cultural & Strategic Management, 25(2), 276-298. https://doi.org/10.1108/CCSM-12-2016-0216

Li, K., Tong, C., & Wong, A. (2014). The Impact of Career Development on Employee Commitment of Part-Time Faculty (PTF) in Hong Kong's Continuing Professional Development (CPD) Sector. British Journal of Education, Society & Behavioural Science, 4(1), 52-73. https://doi.org/10.9734/BJESBS/2014/4810

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

Miheso, A. L., & Mukanzi, C. (2020). Effects of Employee Communication Dimension on Organizational Commitment at Kenya Libary Services. International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH), 7(2), 114-149. Available at: https://www.paperpublications.org/upload/book/paperpdf-1592995986.pdf

Misheva, J. (2019). Employee Commitment As A Contributing Factor To The Organizational Human Capital Development. International Scientific and Practical Conference "Human Resource Management" (pp. 120-130). Varna, Bulgaria: University of Economics.

Mohajan, H. K. (2020). Quantitative Research: A Successful Investigation in Natural and Social Sciences. Journal of Economic Development, Environment and People, 9(4), 50-79. Available at: https://ideas.repec.org/p/pra/mprapa/105149.html

Mowday, R. T., Koberg, C. S., & McArthur, A. W. (1984). The Psychology of the Withdrawal Process: A Cross-Validation Test of Mobley's Intermediate Linkages Model of Turnover in Two Samples. Academy of Management Journal, 27(1), 79-94. https://doi.org/10.5465/255958

Nanjundeswaraswamy, T., Swamy, D., & Nagesh, P. (2019). Leadership Styles in Mediating the Relationship between Quality of Work Life and Employee Commitment. International Journal for Quality Research, 14(2), 387-412. https://doi.org/10.24874/IJQR14.02-04

Nazish, A., Amjad, R., Abdullah Mehboob, S. A., Rizwan, M., & Sajid. (2013). Job & Career Influences on Career Commitment Among Employees Of Banking Sector: The Mediating Effect Of Job Satisfaction & Organizational Commitment. International Journal of Business and Management Invention, 2(11), 47-54. Available at: https://www.ijbmi.org/papers/Vol(2)11/Version-1/G021101047054.pdf

Nkosi, S. M. (2015). Effects of Training on Employee Commitment, Retention and Performance: A Case Study of a Local Municipality in South Africa. European Journal of Business and Management, 7(15), 104-108. Available at: https://www.iiste.org/Journals/index.php/EJBM/article/view/22503/23132

Parfait-Nino, D. (2019). Communication and employee commitment in Kampala International University, Uganda. Dar es Salaam, Tanzania: Kampala International University. Available at: https://ir.kiu.ac.ug/bitstream/20.500.12306/1998/1/Dushime%20Parfait.pdf

Petriella, Y. (2021). Paket Isoman Bisa Bantu Cash Flow Hotel. Available at: https://ekonomi.bisnis.com/read/20210707/47/1414880/paket-isoman-bisa-bantu-cash-flow-hotel

Qamaruddin, & Adam, M. M. (2020). Effects of Leadership and Adversity Quotient on the Employee Commitment. Proceedings of the First Nommensen International Conference on Creativity & Technology, NICCT. Medan, Indonesia: EAI. https://doi.org/10.4108/eai.20-9-2019.2296610

Qing, M., Asif, M., Hussain, A., & Jameel, A. (2019). Exploring the Impact of Ethical Leadership on Job Satisfaction and Organizational Commitment in Public Sector Organizations: The Mediating Role of Psychological Empowerment. Review of Managerial Science, 14, 1405-1432. https://doi.org/10.1007/s11846-019-00340-9

Rivai, V. (2016). Manajemen Sumber Daya Manusia Untuk Perusahaan (7th Ed.). Depok: Rajawali Pers.

Robbins, S. P., & Judge, T. A. (2014). Perilaku Organisasi – Organizational Behavior (12th Ed.). (D. Angelica, R. Cahyani, & A. Rosyid, Trans.) Jakarta: Erlangga.

Sayed, Z. (2022). The Role of Employee Commitment and Why You should Invest in it. Available at: https://hrforecast.com/the-role-of-employee-commitment-why-it-matters-and-how-to-boost-it/#title-1

Schalk, R. (2004). Encyclopedia of Applied Psychology. In C. D. Spielberger (Ed.). Academic Press. https://doi.org/10.1016/B0-12-657410-3/00752-2

Sharda, R., Delen, D., Turban, E., Aronson, J., Liang, T.-P., & King, D. (2015). Business Intelligence and Analytics: Systems for Decision Support (10th Ed.). (B. Horan, Ed.) New Jersey: Pearson Education, Inc. Available at: https://services.just.edu.jo/CourseQA/Uploads/Syllabus/1744310.pdf

Sugiyono. (2018). Metode Penelitian Evaluasi: Pendekatan Kuantitatif, Kualitatif, dan Kombinasi. Bandung: CV. Alfabeta.

Sutrisno, E. (2019). Manajemen Sumber Daya Manusia (Vol. 11). Jakarta: Penerbit Kencana Prenada Media Group.

Turkalj, Ž., & Fosiæ, I. (2009). Organizational Communication as an Important Factor of Organizational Behaviour. Interdisciplinary Management Research, 5(2), 33-42. Available at: https://farapaper.com/wp-content/uploads/2018/09/organizational-communication-as-an-important-factor-of-organizational-behaviour.pdf

Widodo. (2015). Manajemen Pengembangan Sumber Daya Manusia. Yogyakarta: Pustaka Pelajar.

Wrench, J. S., Punyanunt-Carter, N., & Ward Sr., M. (2015). Organizational Communication: Theory, Research, and Practice (v1.0 ed.). New York: Flat World Knowledge, Incorporated. Available at: https://scholar.flatworldknowledge.com/books/7635/wrenchorgcomm_1.0-chab