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DEMOGRAPHICS, PERSONALITIES, AND QUALITY OF HUMAN RESOURCES: HOW MUCH INFLUENCE DO THEY HAVE IN RELATION TO ORGANIZATIONAL COMMITMENT?

By

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Presented to the Faculty of Business and Social Sciences

In Partial Fulfillment of the Requirements for the Degree of

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In

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STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.

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ABSTRACT

Demographics, Personalities, and Quality of Human Resources: How Much Influence Do They Have in Relation to Organization Commitment?

By

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In a globalized world, where many organizations are rapidly expanding their enterprise, it is pertinent that organizations must keep up with the rapidly ongoing technological advances, globalization of the workforce, economic changes. Human resource management (HRM) is vital towards providing an influential organizational impact for the result of organizational commitment, and because of this, it is relevant that organizations must ensure that the appropriate and needed people are committed to the organization. The purpose of this research is to study the connection between demographics, the Big Five personality theory (work personality), and quality of human resources toward organizational commitment. This discussion is based on statistical analysis of data collected from 135 Indonesian employees and results show that demographics shows a negative correlation and low positive influence towards organizational commitment, the Big Five personality theory shows a low positive correlation and a low positive influence towards organizational commitment, while quality of human resources shows an astonishing high positive correlation though a low positive influence towards organizational commitment.

Keyword(s): Personality, Quality of Human Resources, Demographics, and Organizational Commitment

DEDICATION

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CHAPTER ONE: INTRODUCTION

I.1. BACKGROUND

The topic of organizational commitment has generated a lot of interest among researchers over the last few decades. The concept has gained popularity when it was found that organizational commitment was related to other factors related to employee behavior (Tandon, Mishra, & Mehta, 2020). Various of researchers have discovered the impact of organizational commitment, which has a positive relationship with demographics (Affum-Osei, Acquaah, & Acheampong, 2015), job satisfaction (Chanana, 2021), personalities (Chandel, Sharma, & Bansal, 2011), management control system (Gualinga & Lennartsson, 2020), quality of human resources (Viranti, Utaminingtyas, & Purwohedi, 2020) and many more. Further existing research have identified many factors that contribute to employee commitment to organizations, with one of the most notable being an individual characteristic and job-related factors (Tarigan & Ariani, 2015; Hanaysha, 2016; Korankye, Ahakwa, Anaman, & Samuel, 2021). As a result, by identifying the elements that influence commitment, it will enable organizations to produce dedicated workers, create an excellent working environment, and foster collaboration (Syed, Saeed, & Farrukh, 2015).

In a globalized world, many organizations are rapidly expanding their enterprise (Darmawan, et al., 2020; Widyaningrum & Sutarso, 2021). Organizations have been fighting to keep up with the rapid ongoing changes because of technological advances, globalization of the workforce, economic changes, and automation of business processes. There have been massive changes in the labor force over the years, and they will continue to do so to meet both employer and employee needs (Zukerman, 2020). Thus, as a result, organizations are encouraged to cultivate their competitive streak and maintain their stability in a globalized market. Consequentially, the situation calls for organizations to reform and enhance the elements that incorporate the quality of their human resource management (Gunawan, Kurnia, & Ghazali, 2019; Widyaningrum &

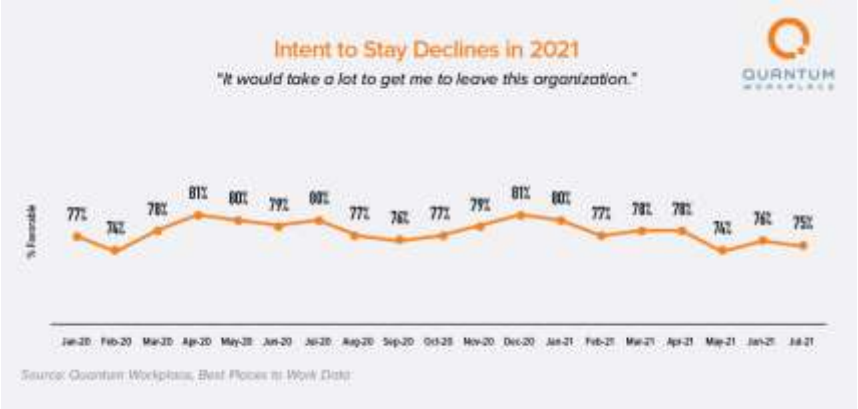
Sutarso, 2021). Human resource management (HRM) is vital towards providing an influential organizational impact for any institution, in a more specific case, for the result of organizational commitment.

In the aftermath of a major disruption, changes that occur, or challenging business environment that organizations are force to quickly adapt to stay relevant, organizations rely on their business continuity plans for response and recovery (Tonkin, 2020; Smith, 2020; Claytor, 2021). Organizations are expected to develop strategies that is best suited via creativity and have the desire to be innovative due to the nature of constant changes with needs and desires. As organizations have the ability to be innovative, it can produce a higher chance of organizational success, thus, adequately being about to survive and compete in the globalized world. In order to achieve such innovation, organizations must have the appropriate people working within the organization itself who are able to produce ideas, methods, systems and many more that will contribute to the well-being of the organization for the long run. Specifically, it is recognized that the quality of human resources is a determinant factor that devote and enrich an organization's success and augment an effective organizational implement in addition to supporting facilities and infrastructure of the organizations, which in this case means the employees themselves (Darmawan, et al., 2020).

Thus, in terms of business continuity planning, human resource management plays a crucial role (Gouthro, 2020; Smith, 2020; Claytor, 2021). Human resources are intimately familiar with the needs of the organization so they can ensure these needs are met well enough in order to react quickly and make intelligent decisions that help the organization be able to adapt to changes and ultimately enable organization to continue operating (Tonkin, 2020; Smith, 2020). Organizations would then have unique insights that can help both measure current business continuity effectiveness and plan because human resources keep track and administer information, policies, and procedures (Smith, 2020).

In April of 2020, the unemployment rate increased to almost 15 percent. Though according to the latest data, this rate is down to just 5.2 percent, which means unemployment is no longer a threat for most employees, but rather, employee retention and recruitment have become major concerns for organizations (Paulsen, 2021).

Figure 1: Employees' Intent to Stay Declining in 2021



Source: (Paulsen, 2021)

Having all available resources is critical to achieving success and market leadership in a global economy with no barriers that protect the organizations. In today's world, employees are the biggest weapons that an organization has, and as a result, organizations strive for the best employees across the globe. For any organization who wants to stand out, attracting and retaining motivated employees is essential (Dias & Silva, 2016). Thus, as one of the most "inalienable assets" there is, human capital is seen as the most important roots of productiveness in society that allows nations to flourish by enabling the individuals to contribute to society (World Bank, 2020).

This in turn placed the attention on organizational commitment of employees and recruiters are trying to do whatever they can to avoid a high turnover rate. Businesses are experiencing rapid changes not only regarding productivity gains, but also regarding maintaining and managing human resources with different dispositional characteristics in terms of recruiting, selection, training, and development as well as retaining skilled workers (Thiruvarasi & Kamaraj, 2017). Though to ensure such organizational measures are to be achieved, essentials such as having clear goals, optimal strategies, efficient organizational structures, and a proper job design are all potent for organizational objectives. As such, this requires competent and committed personnel to accomplish these objectives. Hence, it would be beneficial both for the organization and individual to improve the quality of human resources (Khiavi, Dashti, & Mokhtari, 2016).

Though research on organizational commitment continues to grow with a more focal study on the demographic aspects, empirical studies on both accounts are still lacking extensiveness (Rabindarang, Khuan, & Khoo, 2014). Organization is a composition which is shaped by people, who have dissimilar characters, feelings, and background coming together to achieve the same goals. Socio-economic factors such as age, gender, education level, occupation, and countless others can establish bonds between an organization and its employees. As a result, an employee who is demographically well satisfied and develops a high level of satisfaction is likely to be committed to their respective organization more, in contrast to those who are not (Khan, Khan, Khan, Nawaz, & Yar, 2013).

Aside from demographics, the attention paid to the individual differences and characteristics of employees is a major predictor of organizational commitment. For organizations to achieve their goals and achieve organizational efficiency, paying attention to the personality and dimension of the individuals is one of the most important things that can be used to develop creativity and/or solve many problems

(Khiavi, Dashti, & Mokhtari, 2016). As a result, specific consideration is given to the selection of the "most fitted" employees with the "right" personalities when considering or evaluating new and current employees (Chanana, 2021; Torkington, 2021).

A workplace is a place full of diverse selection of people with different personalities that varies from one to another considerably. Being able to understand the various personality types in an organization would offer many benefits for employers and can help the individual navigate their ways inside and outside the office as well as improving their relationships amongst others (Nystrom, 2018). It has become clear that work personalities play a huge role in a company's strategic planning (Thiruvarasi & Kamaraj, 2017). The Five Personality Traits model (Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness) are the useful basis for identifying different kinds of attitudes and behaviors in the workplace (Thiruvarasi & Kamaraj, 2017; Dovhanenko, 2021). There are some organizational environments whereby workers are able to demonstrate their adaptable attitude and behavior to the organization in the best way possible and may also conform to social systems of the working atmospheres and while simultaneously be satisfied with their own perceptions and feelings of goodness for reasons pertinent to their own personal characteristics (Thiruvarasi & Kamaraj, 2017).

The quality of human resources can be defined as human resources that possess competence on the physical aspect as well as the intellectual aspect (Simbolon, 2021). Potential relationships of these variables towards organizational commitment can be traced back through previous studies. In 2019, a research on nurses in the health industry in Indonesia showed that spiritual health had an effect on professional attitudes and influences organizational commitment (Rofiqi, Nuritasari, & Wiliyanarti, 2019). In Taiwan, a research on multiple SMEs showed that employees' intellectual capital has a positive significant relationship towards organizational commitment (Chen, Wang, & Sun, 2012). These studies indicate that with increasing qualities or standards in health,

intellect, and spirituality, employees are more likely to possess feelings of organizational commitment. The end goal of the research would be to find if there exists a certain pattern or correlation and its significance between the quality of human resources, using all the indicators mentioned above, and organizational commitment.

Organizational commitment in an organization can be define as the connection and the association of an employee's involvement with their respective organization and is "*a psychological state that attaches the individual to their organization*", which in other words, is the emotional aspect of the tie between their organizations and themselves (Gopinath, 2020; Chanana, 2021). An organization's commitment can be defined in terms of an employee's belief in the organization's goals and values, readiness to exert considerable effort, and aspiration to continue in the organization (Chanana, 2021).

Thus, organizational commitment can be measured with three components; 1) affective commitment, which can be define as a willingness to work hard for the organization as the vision is aligned with the organization's goals, which results in a happy working environment and a willingness to succeed at work; 2) continuance commitment, which can be define as a desire to remain with the organization, either because continuing with the organization would be beneficial to the respective employee personally, or because one does not want to lose what has been contributed over the years; and last but not least 3) normative commitment, which can be define as the desire that the individual works for the organization as long as it is appropriate to do so, or there may be a reluctance to stay due to other people's opinions or pressure on such an individual to leave the organization (Leephaijaroen, 2016).

The focus of this research is to identify whether demographic, personality, and quality of human resources factors have any impact on organizational commitment within an organization. Thus, the objective of this study is to examine the involvement

of such factors, and the significance, if any, that it may potentially have in in corresponding with employee commitment.

I.2. RESEARCH PROBLEM

There are three facets of the research problem:

1. This research attempts to study the demographics impact on organizational commitment.

2. This research attempts to study the personalities of employees that are currently in organizations and its impact on organizational commitment.

3. This research attempts to study the impact of quality of human resources on employees' commitment in an organization.

I.3. RESEARCH QUESTION

With regards to the above-mentioned research problems, the followings are the respective research question that are to be analyzed further in this research study. The research questions are as followed:

1. How much influence does demographics have in relation with organizational commitment?

2. How much influence does personalities have in relation with organizational commitment?

3. How much influence does quality of human resources have in relation with organizational commitment?

I.4. RESEARCH PURPOSE

The primarily purpose of this research is to study the influence of demographics has with organizational commitment along with further examination of the degree of influence people's attributes (personalities) and quality of human resources have in contributing to commitment in organizations.

I.5. RESEARCH SIGNIFICANCE

The study is significant for the following reasons:

1. Firstly, this research may be of valuable to organizations who desire to understand the impact of employees' personalities towards their commitment to their respective organization and predict turnover rate.

2. Organizational commitment is palpable and crucial for the productivity and relevance of human capital of an organization.

3. Aims to find out the influences of the different type of personalities, demographic characteristics as well as the quality of human resource affect organizational commitment.

I.6. RESEARCH LIMITATION & SCOPE

This research focuses on Indonesian workers within the Greater Jakarta region. Therefore, research will only be carried out in the scope of those who are employed and living in the respective areas within the metropolitan of Greater Jakarta.

CHAPTER TWO: LITERATURE REVIEW

Having a good human resource management is critical to an employee-oriented, productive environment in which as a result, would ultimately produce energized and engaged employees (Heathfield, 2020). Which is why organizational commitment is deemed important to an organization. Organizational commitment in the working environment is the association of one's inclusion with their organization. Thus, it can be assumed that individuals who pertained such “organizational commitment” tend to feel some sort of association with their respective organization which as result, those same individuals have the penchant to feel as though they “fit” which ultimately led to them recognizing the organization’s main objectives. In addition, those who feel a strong sense of commitment are inclined to be more determined when getting things done at work subsequently lead to a higher efficiency and productivity rate (Chanana, 2021).

The effectiveness and efficiency of an organization largely depend on the effectiveness and efficiency of its employees, which are the key resources of any organization. Thus, retaining employees is one of the most important and challenging tasks facing an organization (Rahaman, Abdul, & Rahman, 2016). Ultimately, having an idea how what kind of employees have a high level of organizational commitment would tremendously help organizations organize and possibly reshuffle manpower in the long run.

II.1. DEMOGRAPHICS

Numerous research studies have established a link between demographic factors and organizational commitment (Affum-Osei, Acquaah, & Acheampong, 2015). The term demographics refers to describing or describing the characteristics of a particular audience or population (Hayes, 2021). A demographic is a quantitative measure of a population's statistics and refers to the study of quantifiable subsets within a population which represent a snapshot of the population over time (Amangala, 2013).

Many demographic factors play a major role in influencing organizational commitment, such as gender, age, marital status, education background, and experience (Rabindarang, Khuan, & Khoo, 2014; Tandon, Mishra, & Mehta, 2020).

There is a call for identifying the connection and significance between organization and employees in terms of conceptual framework of organizational commitment in relations with demographics. According to a study conducted by Syed (2010), which investigated the relationship between demographic characteristics, age and job tenure, and job satisfaction and organizational commitment, demographic characteristics were predictive of organizational commitment.

In relation to organizational commitment, research shows several variables that influence organizational commitment such as gender, marital status, age, qualification and many more. Thus, it can be assumed that a positively demographically satisfied employee will be more likely to be committed to the organization than an employee who is dissatisfied with their job because of the same factors (Khan, Khan, Khan, Nawaz, & Yar, 2013). This paper will utilize demographic attributes of age, gender, experience, and education to support the research study.

II.1.1. AGE

An age-related relationship has been found between organizational commitment and demographic characteristics (Affum-Osei, Acquaah, & Acheampong, 2015). Individual variations are reflected in a key paradigm created by the age of the person working in the organization (Tandon, Mishra, & Mehta, 2020). Age is the most basic variable of demographic, albeit the most important because when it comes to changes of age, preferences, personalities, and many more changes as well (Mialki, 2021). Furthermore, age is segmented into generation-based segment: Baby Boomers, Millennials, Generation X, Generation Z, and many more. Some generations within these

groups tend to grow up within similar experiences and situations, thus, they often share similar though process as well as characteristics (Mialki, 2021).

A study regarding organizational commitment in relations to university lecturers in India was conducted by Bashir and Abdul (2020) and concluded that lecturers in the age group of 21-40 years demonstrated the mean score of organizational commitment. In another study conducted in Nigeria where Amangala (2013) investigates the relationship between a specific demographic variables and organizational commitment concluded that there is a positive relationship between age and organizational commitment and argued that as employees age, commitment will also increase along with.

II.1.2. GENDER

The gender demographic factor has a high impact on organizational commitment in research, despite being a common demographic factor (Rabindarang, Khuan, & Khoo, 2014; Affum-Osei, Acquaah, & Acheampong, 2015). In addition to biological differences, there are also social and cultural differences that influence who is male or female (Khan, Khan, Khan, Nawaz, & Yar, 2013). According to gender research, masculinity (male-related characteristics) and femininity (female-related characteristics) are considered social-psychological categories (Rabindarang, Khuan, & Khoo, 2014). There have been numerous studies have examined gender's role in organizational commitment, but the results have been inconsistent. Some studies have highlighted the importance of gender while others have not (Elkhdr & Kanbur, 2018).

Research has examined the relationship between organizational commitment and individual characteristics such as gender, tenure, income, and marital status, as well as organizational culture and values. Due to the masculine nature of traditional organizations, female employees tend to be less committed. One research studying the correlations of organizational commitment and university lecturers in India conducted

by Bashir and Abdul (2020) found that female teachers are slightly more commitment than their male counterparts. Furthermore, there is evidence that women working with men in organizations results in enhanced productivity and efficiency (Khan, Khan, Khan, Nawaz, & Yar, 2013).

II.1.3. EXPERIENCE

Organizational commitment is usually stronger amongst those who have been working in the organization for a long period of time. It is also further suggested that the longer a person works in an organization, the sense of responsibility for outcomes relevant would also increase along with (Iqbal A. , 2010). It can also be argued that younger and less experienced employees tend to be less committed to their organizations than the older and more tenured ones. Furthermore, different experiences may affect the level of commitment an employee has at their various stages of career in life. In an employee's early career, supervisory factors and co-worker relationships may be most important, whereas job autonomy may be more important later in the career (Brimeyer, Perrucci, & Wadsworth, 2010).

A study conducted in India regarding the correlations between organizational commitment and university lecturers in India conducted by Bashir and Abdul (2020) revealed that lecturers who have an experience in teaching of less than 5 years have a higher mean score for organizational commitment compared to those who have more than 15 years of experience. According to Amangala (2013), who conducted a study investigating the correlations of demographic variables and organizational commitment in Nigeria's soft drink industry, argued that the tenure of an employee has an overwhelming effect on organizational commitment.

II.1.4. EDUCATION

Roland Lee Swink defined education as "*a discipline that is concerned with methods of teaching and learning in schools or school-like environments as opposed to*

various non-formal and informal means of socialization" and can be thought of "the transmission of the values and accumulated knowledge of a society" (Swink, 2021). Education level is demographic factor where previous studies relate it to organizational commitment. Previous research show that level of education is negatively related to organizational commitment though there are some that confirmed a relationship. Thus, it can also be assumed that highly educated individual has a high possibility of being less commitment due to other available opportunities of employment (Iqbal A. , 2010).

Education has been used in various research studies in its relations with organizational commitment of employees and will continue to be a topic of great interest, since distinct levels of accumulated knowledge of society and the cultures within it shapes the different behaviours of individuals. As supported by Bakan, Buyukbese and Ersahan (2011) on employees within a textile company in Malatya, it was concluded that education had a statistically significant relationship with organizational commitment. Data revealed that university graduates, vocational school graduates and secondary school graduates reported a higher level of organizational commitment than those graduating from high school and primary schools; with an increase in education levels, employee commitment becomes stronger. The paper also discussed previous studies of which showed an inverse relationship between the variables, where the higher the level of education, the higher the expectations of the employees towards the company in which the organization might not be able to satisfy, hence the lower levels of commitment and the negative relationship (Bakan, Buyukbese, & Ersahan, 2011).

This can be supported in another study by Cruz, Sanchez and Guzman (2016) on employees of the hospitality industry in Spain, where employees with a lower educational level were more affected by the lack of job opportunities, and more likely to have gratitude of the occupation they were able to secure and maintain, allowing them to feel higher levels of commitment compared to their more educated colleagues.

More knowledge of the relationship between education and organizational commitment can help develop more fortuitous human resource strategies.

II.2. PERSONALITIES

It is far from universally accepted that personality traits can influence employment outcomes. There can be no doubt that personality plays a significant role in individual behavior as well as team and organizational performance (Judge, Klinger, Simon, & Yang, 2008). Human behavior itself is considered complex and every individual is difference from one another (Gupta, 2010). Thus, it can be concluded that paying attention to the personality, characteristics, and individual differences of every employee is one of the most important predictors of organizational commitment (Khiavi, Dashti, & Mokhtari, 2016).

A workplace is encompassed by a wide variety of employees garnering from different backgrounds and personalities. Hence, being about to understand how different personalities process information and make decisions can enhance workplace harmony (Navarra, 2019). A cognitive approach to identifying and developing an individual's characteristics and personality is one of the keys to achieving organizational efficiency and success. This approach can serve as the source of many organizational problems and can influence action, behavior, and crucial decision-making matters (Khanifar, Moghimi, Jandaghi, Taheri, & Sayar, 2009; Khiavi, Dashti, & Mokhtari, 2016). An organization's first and foremost resource is its human resources. Thus, motivations, abilities, desires, ideas, and thoughts that shape individual personalities dictate the expectations people have of themselves and of the organization.

Personality traits are the backbone of the behavioral system. These traits affect how and when employees will behave in the future, including whether they will resign, delay, neglect, absenteeism, and their overall commitment to the organization. Personality traits also influence the recruitment, transfer, and appointment processes.

By identifying these features and employees' personalities, organizations can then enable the management of the system to assign qualified people in different positions, reduce job displacement, and ultimately increase the overall job satisfaction of the employees within the organization (Khiavi, Dashti, & Mokhtari, 2016).

II.2.1. WORK PERSONALITY

As a relevant topic in business psychology, commitment is now among the most widely researched topics since it affects several attitudes and behaviours, including performance, cooperation, and engagement, which lead to positive outcomes. It is therefore necessary to determine antecedents that will create and ensure commitment to an organization (Korankye, Ahakwa, Anaman, & Samuel, 2021).

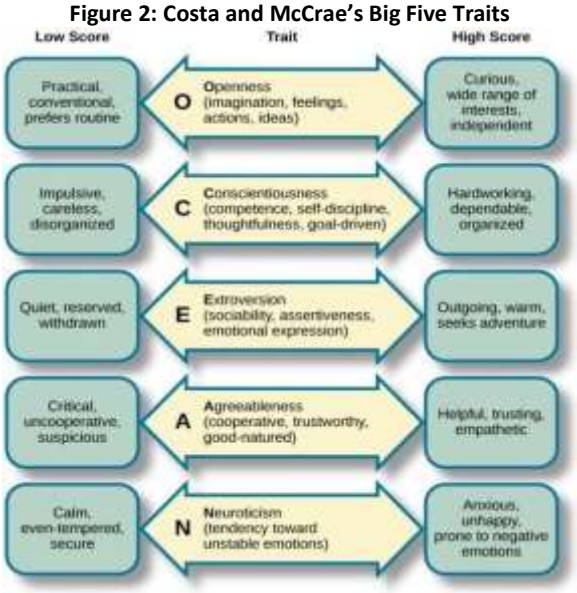
The "Big 5" personality traits are often referred to by contemporary psychologists as the five basic dimensions that make up personality (Lim, 2020). Many independent researchers contributed to the development of the Big Five model (Vinney, 2018). The Big Five model (Five Factor Model), which are extraversion, agreeableness, conscientiousness, neuroticism, and openness, allows for the construction of an exhaustive and sufficiently complete representation where each dimension encapsulates and contains characteristics (Topino, Fabio, Palazzeschi, & Gori, 2021). Unlike other trait theories that classified individuals into binary categories, the Big Five Traits model asserts each personality into a spectrum (Lim, 2020). Based on this model, personality can be characterized by five relatively independent dimensions, which are used to provide a meaningful taxonomy to reflect differences among individuals (Çelik & Oral, 2016).

There is a continuum for each of the Big Five traits. For example, an individual can be extremely extraverted or extremely introverted, and most people will fall somewhere in the middle of the spectrum. The Big Five traits also represent many distinct aspects of character, as each represents a large group of personality

characteristics. In contrast to the five traits, these characteristics are more specific and granular and as result, these traits can be broken down into several facets (Vinney, 2018).

A study conducted by Syed, Saeed, and Farrukh (2015) investigating the correlations between big five personality traits and organizational commitment demonstrated that there is a significant relationship between the five-factor model and organizational commitment dimensions. Similar studies were conducted by Çelik and Oral (2016) and Chandel, Sharma and Bansal (2011) also concluded that there was a correlation between the big five personality traits and organizational commitment.

Figure 2: Costa and McCrae's Big Five Traits



Source: (Gray, 2017)

II.2.1.1. EXTRAVERSION

Extroverts embody extraversion and tend to be outgoing, highly assertive, and socially inclined. Conversely, introverts exhibit a reserve, are often reserved, and are also quiet (Pasha, 2022). Those with this type of personality are assertive, socializing, and have an easy time making friends (Leephaijaroen, 2016). Furthermore, being around people is something that individuals who are extraverts enjoy and feel both excited and energized (Cherry, 2021).

Table 1: Facets of Extraversion

High	Low
• Sociable • Energized by social interaction • Excitement-seeking • Enjoys being the center of attention • Outgoing	• Prefers solitude • Fatigued by too much social interactions • Reflective • Dislikes being the center of attention • Reserved

Source: (Lim, 2020)

II.2.1.2. AGREEABLENESS

According to Pasha (2022), an employee exhibiting the trait of agreeableness tends to be highly agreeable, cooperative, warm, and trusting. A cooperative, warm, and reliable personality is more likely to be possessed by individuals with this trait (Leephaijaroen, 2016).

Table 2: Facets of Agreeableness

High	Low
• Trust (forgiving) • Straightforwardness • Altruism (enjoys helping others) • Compliance • Modesty • Sympathetic • Empathy	• Sceptical • Demanding • Insults and belittles others • Stubborn • Show-off • Unsympathetic • Apathetic

Source: (Lim, 2020)

II.2.1.3. CONSICENTIOUSNESS

Among the five traits, conscientiousness (consisting in the dimensions of scrupulousness and perseverance) has been proven by numerous studies its relevance in the organizational context, demonstrating its associations with attitudes, job satisfaction, performance, relationships with supervisors, and how employees cope with stress (Topino, Fabio, Palazzeschi, & Gori, 2021). This is because those employees who demonstrates conscientiousness are often seen as reliable, and as a result, as a highly conscientious person, they are viewed as employees who are more responsible, dependable organized, and persistent (Pasha, 2022). A person's conscientiousness refers to the ability to control their impulses in order to accomplish a goal. This includes aspects such as control, inhibition, and persistence (Lim, 2020).

Table 3: Facets of Conscientiousness

High	Low
• Competence • Organized • Dutifulness • Achievement Striving • Self-Disciplined • Deliberation	• Incompetent • Disorganized • Careless • Procrastinates • Indiscipline • Impulsive

Source: (Lim, 2020)

II.2.1.4. NEUROTICISM

These individuals have a calm, self-confident, and emotionally stable personality, which makes them able to cope with any tension (Leephaijaroen, 2016). If an individual has a high trait of neuroticism, they tend to experience anxiety, irritability and are prone to mood swings, in contrast to those with low trait, are viewed as more stable and are emotionally resilient (Cherry, 2021).

Table 4: Facets of Neuroticism

High	Low
• Anxious • Angry hostility (irritable) • Experiences a lot of stress • Self-consciousness (shy) • Vulnerability • Experiences dramatic shifts in mood	• Does not worry much • Calm • Emotionally stable • Confident • Resilient • Rarely feels sad or depressed

Source: (Lim, 2020)

II.2.1.5. OPENNESS TO EXPERIENCE

People with this personality are creative, sensitive, and curious, with open minds and a desire to learn new things (Leephaijaroen, 2016). Individuals also tend to be more curious about the outside world and are eager to enjoy new experiences. In addition, those who are high in this trait are viewed as adventurous and are happy to think abstractly (Cherry, 2021).

Table 5: Facets of Openness to Experiences

High	Low
• Curious • Imaginative • Creative • Open to trying new things • Unconventional	• Predictable • Not very imaginative • Dislikes change • Prefer routine • Traditional

Source: (Lim, 2020)

II.3. QUALITY OF HUMAN RESOURCES

Human resource management is one of the internal factors that has a direct bearing on an organization's ability to achieve its goals. Therefore, effective, and efficient human resource management is vital to achieve the organization's goals (Sholihah, Rosidi, & Purnomosidhi, 2015; Viranti, Utaminingtyas, & Purwohedi, 2020). Employees are generally understood to be human resources (HR) since they play a key role in supporting and ensuring sustainable economic growth. This can be inferred those human resources are the backbone of an organization when it comes to economic

supporter and thus, quality of human resources is needed in order to achieve organizational efficiency. When organizations are insufficiently and inefficiently using their human resources, it can result in an increase of labor costs (Darmawan, et al., 2020). In human resources management, the importance of employees is stressed. Ultimately, the practice of human resources must be integrated with the corporate strategy of the organization so that human resource specialists can provide assistance in order to achieve both efficiency and equity objectives (Ojebiyi & Amos, 2013).

According to Viranti, Utaminingtyas and Purwohedi (2020), the quality of human resources can be defined as "*the value of a person's behavior in accounting for all his actions both in private and in the life of society and nation*." Quality of human resources can be measured by the individual's ability to think and to create; both of which need to be encouraged and developed to be used as fully as possible to fulfill that individual's life goals (Simbolon, 2021). In addition, not only does having quality of human resources means being able to complete given tasks but are also able to progress themselves and foster their co-workers' advancement for the betterment of the organization as whole (Viranti, Utaminingtyas, & Purwohedi, 2020). Saragih, Mingkid and Rumawas (2016) state that there are three indicators of quality of human resources: physical and health quality, intellectual quality, and spiritual quality. Thus, a company's quality of human resources is crucial to its success, since having employees who are qualified, intellectual, and possessed of skills, as well as being physically fit, is critical to the success of an organization.

II.3.1. PHSYCIAL & HEALTH QUALITY

An employee's wellness is very much an organization's business (Purcell, 2016). Physical and health quality includes having good health and physical fitness, having high regards for good nutrition, and having a decent standard of living are (Viranti, Utaminingtyas, & Purwohedi, 2020). The MD Anderson Cancer Center in Houston, Texas, US created an employee health and well-being department and within six years after its

establishment, it was reported that the loss of workdays has drastically declined by 80% (Drevits, 2022). In addition to creating thriving, engaged, and productive workplaces, workplace wellness creates quantifiable benefits (so-called returns on investment) (Purcell, 2016). Employees who are emotionally connected to their work are more likely to report healthy lifestyles and exercising and eating healthy are considered as priorities (Diaz, 2016). Ultimately with a more engaged employee, it will increase the likeliness of organizational commitment that that employee has for the organization.

II.3.2. INTELLECTUAL QUALITY (KNOWLEDGE AND SKILLS)

An organization's intellectual capital is an intangible value driver that contributes to its future success. In a sense, human capital is considered as an intellectual capital for an organization, this is because human capital itself includes the skills and creativity of the employees, which can be further enhanced through investments in training programs. Thus, it can be assumed that the more efficient the employees are in an organization, the better the overall business will perform (Abdulaali, 2018).

Intellectual quality of employees includes having educational abilities at a higher level (having the level of variety and quality of education as well as relevant skills by considering the dynamics of employment both at the local, national, and international levels), having mastery of languages (includes the national language or mother tongue and at least one foreign language), and has knowledge and skills in the field of science and technology in accordance with the demands of industrialization (Viranti, Utaminingtyas, & Purwohedi, 2020). Furthermore, several factors contribute to professional competence of employees, including training, higher education opportunities, practical work experience, courses, and many more (Abdulaali, 2018). A research on multiple SMEs (Small Medium Enterprise) in Taiwan demonstrated and concluded that employees' intellectual capital has a positive significant relationship towards organizational commitment (Chen, Wang, & Sun, 2012).

II.3.3. SPIRITUAL QUALITY

Spirituality is the knowledge of oneself as spirit/soul, and an awareness of your highest spiritual qualities and attributes. An individual's innate spiritual qualities are expressed through their thoughts, attitudes, and behaviors; thus, it can be inferred that when an individual dissolved their ego, it restores virtue to their character and they are able to "*transcend the all the false identities of race, color, gender, nationality, profession and religion*" (Thangaraj & Dhamodharan, 2014). Spiritual quality of employees includes obedience to religion and beliefs (as well as high tolerance in religious life or towards others of different faith), possess a high spirit and a positive outlook on the struggle of life both as an individual and as a community, appreciates honesty, as well as having integrity or the capability to bear responsibility for one's own words and actions (Viranti, Utaminingtyas, & Purwohedi, 2020).

A research on nurses in the health industry in Indonesia back in 2019 concluded that spiritual health had an effect on professional attitudes and influences organizational commitment (Rofiqi, Nuritasari, & Wiliyanarti, 2019). Another research conducted in India by Thangaraj and Dhamondharan (2014) examine the relationship among spiritual intelligence, organizational commitment, and job satisfaction of employees in banking sector and found that spiritual intelligence has a significant impact on the two latter variables.

II.4. ORGANIZATIONAL COMMITMENT

Organizational commitment can be defined as "*the individual's psychological attachment to an organization*" (Yousef, 2017). Commitment can be defined as the business's continuing desire to maintain valued relationships with their clients (both external and internal) (Tabrani, Amin, & Nizam, 2018). Commitment ultimately yearns to undergo continuous quality relationship between two or more parties in the long term (Nora, Salim, Rofiati, & Rofiq, 2016). Thus, commitment in an organizational

setting, is probably the one factor which ensures that employees adhere to organizational setups with integrity and vigor (Pasha, 2022).

As described by the Meyer and Allen's three-component model of organizational commitment (affective, continuing, and normative), affective, continuance and normative commitments all represent psychological states that characterize employees' relationships with the organization and influence their decision to work for that said organization (Li, Tong, & Wong, 2014). Essentially, employers and employees both share a common goal. Employees would perceive the rewards that they are receiving to be sufficient for staying with the organization. Furthermore, employees would also take into consider the costs of leaving the organization to be prohibitive, which thus, reduces turnover and therefore binds the employee to the organization, ultimately ensuring employers of a committed employee (Li, Tong, & Wong, 2014; Nora, Salim, Rofiati, & Rofiq, 2016).

Figure 3: Meyer and Allen's Three-Component Model of Organizational Commitment

Source: (Li, Tong, & Wong, 2014)

According to Pasha (2022), organizational commitment can be elucidated in three-dimensional ways: one, a strong desire to remain affiliated with the organization; two, involvement in exerting enormous efforts to support the organizational structure; and three, an intense belief in the values that the organization implements and upholds. Furthermore, organizational commitment is not only influenced by personal determinants, such as age, education, and gender, it is also inveigled by other contributing factors such as internal or external control, discretion, as well as both organizational and non-organizational characteristics (Cheong, Yammarino, Dionne, Spain, & Tsai, 2019; Pasha, 2022).

II.4.1. AFFECTIVE COMMITMENT

Affective commitment is examined as the employee's emotional attachment towards their respective organization. In other words, employees that strongly identifies with the objectives and goals of that said organization and wish to remain and continue to be part of it (Khan, Khan, Khan, Nawaz, & Yar, 2013).

Committed employees will aspire to remain as a member of their organization. It can be explained that employees who have a strong emotional commitment are more likely to stay in the company due to their desire to continue working for the organization that enables the sense of commitment. As a result, if the respective employees share the same opinions about the organization's goals, there will be a higher probability of the employees enjoying carrying on the efforts for the organization. Thus, organizations should empower their employees to decide how to accomplish their work-related tasks (Choong, Wong, & Lau, Organizational Commitment: An Empirical Investigation on the Academician of Malaysian Private Universities, 2012; Khan, Khan, Khan, Nawaz, & Yar, 2013).

In terms of emotional commitment, work force members refer to their bond with and recognition of the organization. Furthermore, it has been found that emotional

commitment may be a significant predictor of faculties in people who intend to leave. In terms of their likelihood of continuing to work for their respective organizations, employees who appear to have higher affective commitment will have a higher likelihood of staying with their organization. In contrast, the tendency of an employee to feel emotionally attached to an organization is reduced if that said employee does not feel a sense of belongingness (Marmaya, Zawawi, Hitam, & Jody, 2011; Khan, Khan, Khan, Nawaz, & Yar, 2013).

II.4.2. CONTINUANCE COMMITMENT

Continuance commitment develops out of the cognizant of cost (gain against loss), hence, employees must remain vigilant and be conscious of these gains and losses. Continuance commitment relates to employees' willingness to continue working and be part of an organization as a result of their investment in forms of transferable and non-transferable investments, including secure operational relationships with co-workers, career savings, retirement benefits, and specialized skills that are unique to their respective organization (Khan, Khan, Khan, Nawaz, & Yar, 2013).

In addition, employees' relationship with the organization depends on the rewards they receive (e.g., benefits, salary, etc.) because of their work, and the possibility of risk that an organization may encounter if the respective employee resign. Hence, it is safe to assume that when employees are compensated according to their expectations, they are willing to put forth their best effort (Hadi & Tentama, 2020).

II.4.3. NORMATIVE COMMITMENT

Normative commitment arises from internal pressures that are a consequence of norms that encourage extended loyalty to an organization. These norms are formulated because of socialization processes in the family and surrounding culture, including experiences that emphasize loyalty (Khan, Khan, Khan, Nawaz, & Yar, 2013).

Norms and expectations are internalized by an individual when the respective employee learns and becomes aware of what is expected by the family, culture, and organization, thus, provoking to a realization that leads to loyalty to the organization and a commitment to act in a manner that is aligned with the organization's best interests. Normative commitment is indicated by indicators that are in the form of employee compliance within the organization due to the set of rules and standards that enable the employee to feel a sense a oblige as an individual that is part of the organization (Marmaya, Zawawi, Hitam, & Jody, 2011; Hadi & Tentama, 2020).

II.5. PREVIOUS STUDIES

The table below contains several studies that have been previously done to support the study. Many relevant theories derived from the previous studies will be used as variables and sub-variables for this research.

Table 6: Previous Studies for Research

No.	Title of Research and/or Articles	Variables and Sub-Variables	Findings
1.	*Employee Loyalty and Personality Traits – A Conceptual Study* (Jha & Mishra, 2019)	**Employee Loyalty** -Effective Forces -Alternative Forces -Behavior Forces -Calculative Forces -Normative Forces -Moral Forces -Contracted Forces -Constituent Forces **Personality Traits** -Extraversion -Agreeableness -Conscientiousness -Neuroticism -Openness to Experience	-The measures of the Big Five traits were more strongly related to career success. -Resurgent interest in trait theories of personality and the conceptualization of the idea between personality and employee loyalty, research in the area has flourished. -Organization can identify the employees based on personality

No.	Title of Research and/or Articles	Variables and Sub-Variables	Findings
			trait for suitability of long-term employment.
2.	*Effects of the Big-Five Personality Traits and Organizational Commitments on Organizational Citizenship Behavior of Support Staff at Ubon Ratchathani Rajabhat University, Thailand* (Leephaijaroen, 2016)	**Big-Five Personality Traits** -Extraverted Personality -Agreeable Personality -Conscientious Personality -Emotionally-Stable Personality -Open to Experience Personality **Organizational Commitment** -Affective Commitment -Continuance Commitment -Normative Commitment **Organizational Citizenship Behavior** - Altruistic Behavior - Conscientious Behavior - Sportsmanship Behavior - Courteous Behavior - Civic Virtue Behavior	-Big-five personality traits have significant effect on Organizational Citizenship Behavior. -Organizational commitment have positive effects on Organizational Citizenship Behavior. -The highest effects of variables were agreeable personality, continuance commitment, conscientious personality, affective commitment, and emotionally-stable personality.
3.	*Employee Loyalty and Organizational Commitment in Pakistani Organizations* (Iqbal, Tufail, & Lodhi, 2015)	**Independent variables:** -Organization Commitment -Financial Benefit -Owner Attitude **Dependent variable:** -Employee Loyalty	-Organization commitment plays an important role in the employee loyalty. -Employee loyalty and financial benefit leader shows a negative and significant relationship. -Organization commitment has a positive and significant relationship with employee loyalty.

No.	Title of Research and/or Articles	Variables and Sub-Variables	Findings
			-Owner attitude has a positive and significant relationship.
4.	*The Relationship between Work Value and Organizational Commitment on Student of Sekolah Negara Mojokerto* (Ingarianti, 2018)	**Independent Variable:** -Work Value **Dependent Variable:** -Organizational Commitment	-There is a positive correlation between work value and organizational commitment of students (positive and significant). -The higher work value of students of SPN Mojokerto, the higher their organizational commitment was. -The lower work values are, the lower the students' organizational commitment would be.
5.	*How RIASEC Personality Traits Crystallizes Occupational Preferences among Adolescents: Match or Mismatch* (Ahmed, Ahmed, & Salahuddin, 2019)	**Demographics** -Gender -Age -Current Academic Institution -Current Program **RIASEC Scale** -Realistic (R) -Investigative (I) -Artistic (A) -Social (S) -Enterprising (E) -Conventional (C)	-Results depicted a significant impact of RIASEC personality traits in occupational preferences. -Gender is a strong determinant in variation pattern of vocational choice. -Understanding results patterns can help surrounding parties in helping young adolescents in making career choices and as a result will inadvertently direct human resource

No.	Title of Research and/or Articles	Variables and Sub-Variables	Findings
			to optimize economic productivity.
6.	*The Influence of Organizational Commitment, Leadership Style, and Quality of Human Resources to Performance-Based Budgeting in Ministry of Transportation Republic of Indonesia* (Viranti, Utaminingtyas, & Purwohedi, 2020)	**Organizational Commitment** -Normative -Affective -Continuance **Leadership Style** -Initiating Structure -Consideration **Quality of Human Resource** -Physical and Health Quality -Intellectual Quality -Spiritual Quality	-The higher organizational commitment is, the higher the performance-based budgeting will be. -The higher the style of leadership, the lower the performance-based budgeting would be. -The higher the quality of human resources are, the higher the performance-based budgeting would be.
7.	*Linking the Big Five Personality Constructs to Organizational Commitment* (Erdheim, Wang, & Zickar, 2006)	**Demographic** -Age -Gender -Job Tenure **Personalities** -Extraversion -Neuroticism -Agreeableness -Openness to Experiences **Organizational Commitment** -Affective Commitment -Continuance Commitment -Normative Commitment	- An examination of the dispositional sources of organizational commitment can be facilitated by the five-factor model personality. -Organizational commitment is significantly influenced by personality, extending the validity of the link between personality and job attitudes.
8.	*The Quality of Human Resources, Job Performance and Employee Loyalty* (Darmawan, et al., 2020)	**Quality of Human Resources** -General Skills -Knowledge of Work -Learning Process -Effortlessness -Employee Appearance	-Quality of Human Resources has a real influence on job performance -Quality of Human Resources has a real

No.	Title of Research and/or Articles	Variables and Sub-Variables	Findings
		-Enthusiasm -Perseverance -Obedience -Feelings of Working Conditions **Job Performance** -Quality of Work -Work Quantity -Promptness -Effectiveness -Independence -General Work Behavior **Employee Loyalty** -The Desire to Survive -Don't want to Switch Job -Willing to Work Hard -Showing Morale -Sense of Belonging -Preserve Reputation of Corporation -Willing to Work More -More Responsible	influence on employee loyalty -Job Performance has a real influence on employee loyalty.

II.6. DIFFERENCE IN RESEARCH

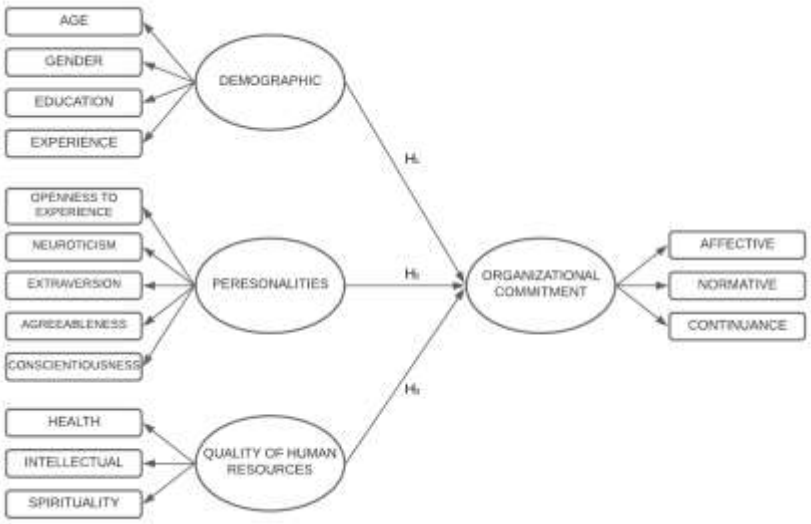
The difference of this study with the previous studies mentioned above are focuses solely on organizational commitment with three variables hypothesizing their significance on organizational commitment. Those variables are Demographics, Personalities, and Quality of Human Resources. This research will also be conducted during the COVID-19 crisis in Indonesia, further gaining insights on the level of commitment employees have during the pandemic.

Furthermore, this research would identify which of the three variables have the most significant impact towards organizational commitment. This study then can be

used for organizations to strategically adapt and create appropriate approaches when dealing with human capital and to predict employees' retentions.

II.7. RESEARCH MODEL AND HYPOTHESIS

Figure 4: Research Model



Source: Lucid Chart

The research model on Figure 4 above shows that there are four variables that are being observed in this research. The four dependent variables are Demographics, Personalities, Quality of Human Resources, and Organizational Commitment. Each dependent variables consisted of independent variables that act as their sub-variables. The sub-variables per variables are as follow:

1. Demographics: Age, Gender, Education, and Experience
2. Personalities: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience

3. Quality of Human Resources: Physical and Health, Intellectual, and Spirituality; and
4. Organizational Commitment: Affective, Normative, and Continuance.

The hypotheses, in accordance with the above research model, are described as below:

H_1 : Demographics has a high significant impact towards Organizational Commitment.

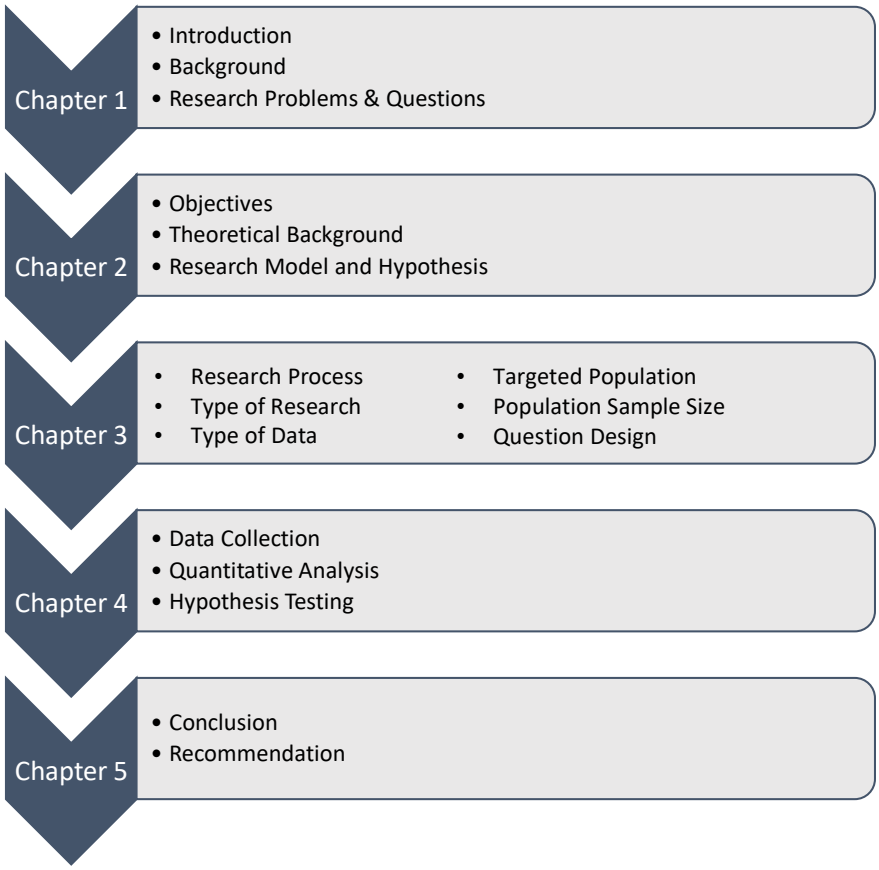
H_2 : Personalities has a high significant impact towards Organizational Commitment.

H_3 : Quality of Human Resources have a high significant impact towards Organizational Commitment.

CHAPTER THREE: RESEARCH METHODOLOGY

III.1. RESEARCH PROCESS

To get a scope of understanding of demographic, personalities, human resource qualities, and organizational commitment have with one another, questionnaires were distributed. This chapter gives an outline of research methodology that is to be used. Below are steps of the research methodology for this research paper:



III.2. VARIABLES

To support the research, variables and sub-variables were selected to test the hypotheses. These variables and sub-variables were selected based on previous research as well as additional changes were made to adjust to the difference in research problem. In addition, the sub-variables have statements that will represent them in the distributed questionnaire along with their respective scales to measure the variables.

Table 7: Variables and Sub-Variables of Research Study

Variable	Sub-variable (indicator)	Statement	Scale/Choices	Type of Scale
General Information	Occupation	What industrial sector do you work in?	a) Food and Beverage b) Banking and Finance c) E-commerce d) Health Service e) Others	Nominal
	Marital Status (Li, Tong, & Wong, 2014)	What is your marital status?	a) Single b) Married c) Divorce d) Widowed	Nominal
Demographic	Age (Li, Tong, & Wong, 2014)	How old are you?	a) Below 18 b) 18-25 c)26-35 d) 36-45 e)46-55 f) 56 and above	Nominal
	Gender (Khiavi, Dashti, & Mokhtari, 2016)	What is your gender?	a.) Female b.) Male	Nominal

Variable	Sub-variable (indicator)	Statement	Scale/Choices	Type of Scale
	Education (Li, Tong, & Wong, 2014)	What is your latest education level?	a) High School Diploma b) Associate c)Undergraduate d) Graduate e) Doctorate f) others	Nominal
	Experience (Li, Tong, & Wong, 2014)	How long have you been working for your organization/company?	a) Less than a year b) 1-2 years c) 3-4 years d) 5 years and above	Nominal
Personalities	Work Personality (Big Five Personality Factor) (Rammstedt & John, 2007)	I see myself as someone who is reserved.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I see myself as someone who is generally trusting.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I see myself as someone who tends to be lazy.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I see myself as someone who is relaxed, handles stress very well.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I see myself as someone who has few artistic interests.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert

Variable	Sub-variable (indicator)	Statement	Scale/Choices	Type of Scale
		I see myself as someone who is outgoing and sociable.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I see myself as someone who tends to find fault with others.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I see myself as someone who does a thorough job at getting things done.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I see myself as someone who gets nervous easily.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I see myself as someone who has an active imagination.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
Quality of Human Resources	Physical and Health Quality (Viranti, Utaminingtyas, & Purwohedi, 2020)	I keep track of what I eat in order stay healthy.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I do mild exercise such as talking a walk or running to keep myself physically fit.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
	Intellectual Quality (Viranti, Utaminingtyas, &	I am able to speak a language other than my native language.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert

Variable	Sub-variable (indicator)	Statement	Scale/Choices	Type of Scale
	Purwohedi, 2020)	I have the training and the skills to do my job correctly and efficiently.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
	Spiritual Quality (Viranti, Utaminingtyas, & Purwohedi, 2020)	I always hold myself responsible for my own actions and words.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I am tolerant of other's religion and faith at work.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
Organizational Commitment	Affective Commitment (Li, Tong, & Wong, 2014)	I am extremely glad that I chose the current organization I'm in to work for over others.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I talk of the organization I work for to my friends and family as a great place to work for.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I am proud to tell others that I am part of the organization I'm currently in.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
	Continuance Commitment (Li, Tong, & Wong, 2014)	I work for my organization because it provides me with many on-the-job training/opportunities/exposures.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I work for my organization because I can make full use of what I have learned here.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert

Variable	Sub-variable (indicator)	Statement	Scale/Choices	Type of Scale
		I work for my organization because there are many opportunities for promotions.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
	Normative Commitment (Li, Tong, & Wong, 2014)	I consider it my obligation to work for the same organization all the while.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I would like to work for my organization for a lifetime employment, if possible.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert
		I would be willing to do any job if I get to work for my organization.	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Likert

III.3. TYPE OF RESEARCH

The type of research of this thesis is descriptive research. Descriptive research is one that is conducted to provide information regarding characteristics of variables on conditions (Anantadjaya & Nawangwulan, 2018). In addition, descriptive research also analyzed quantitatively by utilizing frequencies, averages, trends, and correlations (Nassaji, 2015). The research is expected to provide a visualization of the influences of demographics, personalities, and quality of human resources towards organizational commitment. Quantitative research was used to gather information and data for this research study.

III.4. TYPE OF DATA

Data collection is an essential component of statistical analysis. Thus, the data in this research will used both primary and secondary data. Primary data are data that has been generated for the first time by the researcher, specifically to address a research problem, as a result of direct effort and experience which can also be referred to raw or first-hand data (Surbhi, 2020). Primary data will be collected through use of questionnaires.

Secondary data are data that implies second-hand information. Any person other than the researcher may have already collected and recorded these data for a purpose not related to the current research question (Surbhi, 2020). Secondary data will be used from sources such as annual reports, books, journals, and other articles of previous studies to support the research.

III.5. DATA GATHERING

The data in this research will used both primary and secondary data. Primary data will be collected through use of questionnaires while secondary data will be used from sources such as annual reports, books, journals, and other articles of previous studies.

III.5.1. PRIMARY DATA COLLECTION

Primary data will be gathered by the distribution of questionnaires via *Google Forms* and will be distributed to the Indonesian residents of Jakarta metropolitan area. Distribution of questionnaires are handled through the usage of emails and social media platforms.

III.5.2. SECONDARY DATA COLLECTION

The data will be collected from published journal articles, books, textbooks, and research papers from their respective websites to support this research.

III.5.3. POPULATION AND SAMPLING

This research is based on probability cluster sampling method. This method enables researchers to segregate their targeted population into groups (Anantadjaya & Nawangwulan, 2018). Clustering sampling is best used when the targeted population is too large and thus, researching each subject would be rather time consuming and improbable. Subsequently, cluster sampling enables researchers to deduce a much more manageable subsections of the targeted population that has similar characteristics, hence, this sampling method is rather useful in a specific area or geographical sampling by grouping focal individuals within a local area into a single cluster (Simkus, 2022).

The population is targeted to those who are working between the ages of 18 to 54. The target population for this study includes people who are currently employed that are dwelling in the Jakarta region or also known as DKI Jakarta and Greater Jakarta metropolitan area.

Table 8: Sampling Process Limitation

No	Filters
1.	Those who are above 18 years of age
2.	Those who are living in the Jakarta area.
3.	Those who are employed in an organization/company.

III.5.4. SAMPLING SIZE

Studies are usually conducted on samples since the entire population cannot usually be studied. The primary outcome of a study can only be powered for a single

sample size because only one outcome can be analyzed (Andrade, 2020). A margin of error refers to the degree of error the research can tolerate (Raosoft, 2022). The margin of error of this research is 10% while the level of confidence is 95%, given that the population size is huge due to the targeted respondents are those dwelling within the Greater Jakarta region. As a result, the recommended minimum sampling size for this research is a total of 96 people in order to get the maximum result with the margin of error and confidence level stated.

Figure 5: Recommended Sampling Size

Source: (Raosoft, 2022)

III.6. DATA ANALYSIS

The data will be received from both primary and secondary data. For the primary data, it will be investigated and received via questionnaire form that will be analyzed by utilizing both nominal and Likert 5-scale. Nominal scale is a unit of measurement that

classifies events and/or objects according to the discrete categories. As an alternative to the use of numeric values or categories ranked by class, nominal scale uses simply unique identifiers to indicate which categories are distinct from one another (Ndukwu, 2020). On the other hand, Likert scales are graphical rating scales that are usually 5-7 points long by measuring the degree of agreement. The scales are often used in questionnaires or in surveys to determine how much sentiment or feeling something evokes (Ndukwu, 2019).

Primary data will be processed using SPSS (Statistical Package for the Social Sciences), which is an application that is designed to analyze scientific data related with the social science. Upon transforming, analyzing, and creating a characteristic pattern between different inputted data variables, the software application would then produce a graphical representation of the data that the user can easily understand (Noels, 2018). Should the result of validity and reliability of the research's pre-test be accepted, the questionnaire will continue to the post-test in order to get the final result for primary data.

III.6.1. VALIDITY

Validity test is a tool used to measure whether the data collected can be used in the research. It determines if the relationship that the research aims to present can be depicted by the data collected with regards to the questionnaire that are given (Anantadjaya & Nawangwulan, 2018). The validity statistic number also varies from 0 to 1 which in which the closer the number is to the number 1, the higher the validity it is.

Table 9: Validity of Kaiser-Meyer-Olkin Value Scale

Kaiser-Meyer-Olkin (KMO) Value Scale	
Scale	**Statement**
0.90 – 1.00	Marvelous
0.80 – 0.89	Meritorious
0.70 – 0.79	Middling
0.60 – 0.69	Mediocre

Kaiser-Meyer-Olkin (KMO) Value Scale	
0.50 – 0.59	Miserable
< 0.49	Unacceptable

Source: (Hair, Black, & Babin, 2010; Chan & Noraini, 2017)

III.6.2. RELIABILITY

Reliability is the tool to measure the results to see if the research tools are consistent and produce a low level of errors (Anantadjaya & Nawangwulan, 2018). The statistic number varied from 0 to 1, in which the closer it is to 0, the lower the reliability level is and on the contrary, if the number is closer to 1, it indicates that the data is reliable and have internal consistency. The degree of internal consistency in a test measures the amount of the same concept or construct in all the items in the data and is therefore related to their interconnection (Tavakol & Dennick, 2011). Hence, in order to ensure validity, a test should be assessed for internal consistency prior to being used in a research study or examination.

Table 10: Reliability Cronbach's Alpha Value Scale

Cronbach's Alpha Value Scale	
0.93 – 0.94	Excellent
0.84 – 0.93	Reliable
0.64 – 0.84	Adequate
0.45 – 0.64	Acceptable
< 0.45	Not Satisfactory

Source: (Taber, 2018)

III.6.3. GOODNESS OF FIT

The model Goodness-of-Fit is a criterion which is used to evaluate whether sample data fits a normal distribution from a population. Simpler put, it is a way of testing whether a sample is skewed or represents the actual population (Kenton, 2021).

Table 11: Goodness of Fit Measurement/Criteria

Measurement/ Criteria	**According to Santoso** (2018)	**According to Schumacker & Lomax** (2010; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Wijaya** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Ghozali** (2004; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Santoso** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Cucos** (2022)
CMIN/df (Normed Chi-Square)	CMIN/df < 5 = better	CMIN/df ≤ 2 = better	CMIN/df ≤ 5 = better	≤ 3 = acceptable fit ≤ 5 = reasonable fit
RMSEA (Root Mean Square Error of Approximation)	RMSEA < 0.05 = better	RMSEA ≤ 0.08 = better	RMSEA ≤ 5 = better	≤ 0.05 = reasonable fit
GFI (Goodness of Fit Index)	GFI value closer to 1 = better	GFI value closer to 1 = better	GFI value closer to 1 = better	1 = perfect fit ≥ 0.95 = excellent fit ≥ 0.9 = acceptable fit
AGFI (Adjusted Goodness of Fit Index)	AGFI value closer to 1 = better	AGFI value closer to 1 = better	AGFI ≥ 0.09 = better	≥ 0.90 = acceptable fit
TLI (Tucker-Lewis's Index)	TLI value closer to 1 = better	TLI value closer to 1 = better	TLI ≥ 0.09 is better	TLI value closer to 1 = perfect fit TLI value closer to 1 = very good fit
NFI (Normed Fit Index)	NFI > 0.9 = better	-	NFI ≥ 0.09 is better	1 = perfect fit
CFI (Comparative Fit Index)	CFI closer to 1 = better	CFI closer to 1 = better	CFI closer to 1 = better	1 = perfect fit ≥ 0.95 = excellent fit ≥ 0.90 = acceptable fit

Measurement/ Criteria	**According to Santoso** (2018)	**According to Schumacker & Lomax** (2010; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Wijaya** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Ghozali** (2004; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Santoso** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Cucos** (2022)
PNFI (Parsimonious Goodness of Fit Index)	Higher PNFI value = better	-	Higher PNFI value = better	-
PGFI (Parsimonious Goodness of Fit Index)	Higher PGFI value = better	-	-	-
RMR (Root Mean Residual)	RMR < 0.05 = better	RMR ≤ 0.05 = better	RMR ≤ 0.05 = better	≤ 0.05 = acceptable fit ≤ 0.07 = acceptable fit

CHAPTER FOUR: DATA ANALYSIS

This research's main purpose is to study and analyze the effect of demographics, personalities, and quality of human resources have toward organizational commitment. Thus, to analyze the study, questionnaires were distributed, and this research has gathered and obtained 135 respondents.

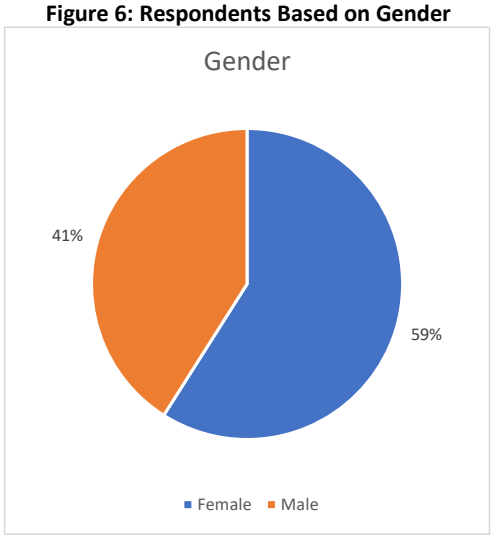
IV.1. CHARACTERISTICS OF RESPONDENTS

The research includes the capturing of respondents' profile, including the demographics and other general information regarding the respondents.

IV.1.1. GENDER

The characteristics of respondents based on gender can be shown in the figure below:

Figure 6: Respondents Based on Gender



Source: Questionnaire

Table 12: Count of Respondents Based on Gender

Gender	Count	Percentage
Female	80	59%
Male	55	41%
Total	**135**	**100%**

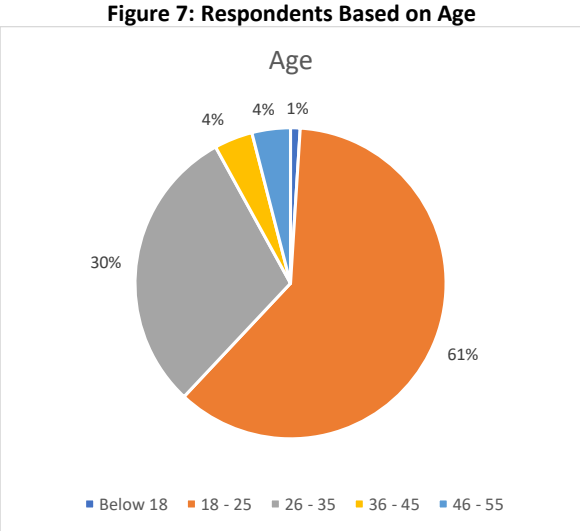
Source: Questionnaire

It can be inferred that majority of the respondents are females, with 80 (59%) respondents compared to their male counterpart of only 55 (41%) respondents.

IV.1.2. AGE

The characteristics of respondents based on age can be shown in the figure below:

Figure 7: Respondents Based on Age



Source: Questionnaire

Table 13: Count of Respondents Based on Age

Age	Count	Percentage
Below 18	1	1%

Age	Count	Percentage
18 - 25	83	61%
26-35	40	30%
36-45	6	4%
46-55	5	4%
Total	**135**	**100%**

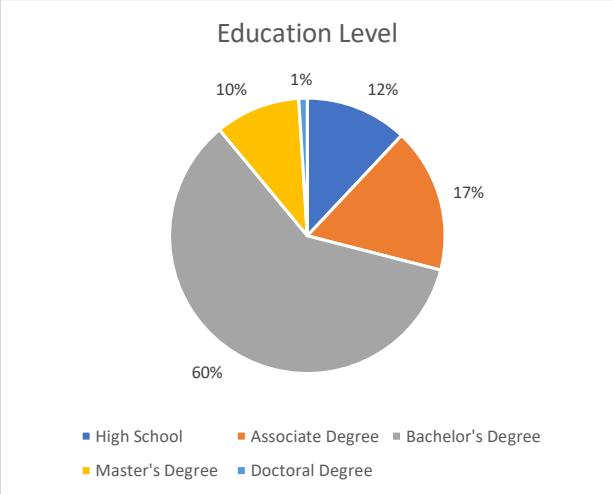
Source: Questionnaire

It can be inferred that majority of the respondents are at the age group of 18 – 25 years of age, with over 80 (61%) of the respondents belonging in that age bracket. The next largest group of respondents are those between the ages of 26 and 35, with 40 (30%) respondents.

IV.1.3. EDUCATION

The characteristics of respondents based on education level can be shown in the figure below:

Figure 8: Respondents Based on Education Level



Source: Questionnaire

Table 14: Count of Respondents Based on Education Level

Education Level	Count	Percentage
High School Graduate (Diploma)	16	12%
Associate Degree (D3)	23	17%
Undergraduate/Bachelor's Degree (S1)	81	60%
Graduate/Master's Degree (S2)	14	10%
Doctoral Degree (S3)	1	1%
Total	**135**	**100%**

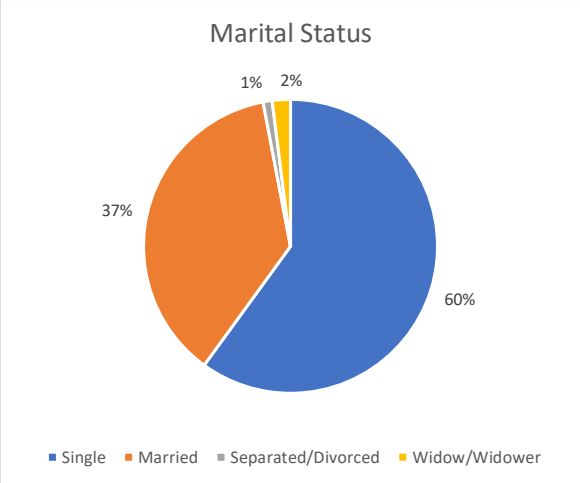
Source: Questionnaire

It can be inferred that majority of the survey respondents, over 70%, have at least an undergraduate degree. The remaining 29% have either achieved an Associate Degree or at least a high school diploma.

I.1.4. MARITAL STATUS

The characteristics of respondents based on marital status can be shown in the figure below:

Figure 9: Respondents Based on Marital Status



Source: Questionnaire

Table 15: Count of Respondents Based on Marital Status

Marital Status	Count	Percentage
Single	81	60%
Married	50	37%
Separated/Divorced	1	1%
Widow/Widower	3	2%
Total	**135**	**100%**

Source: Questionnaire

Most of the respondents participating in the survey are single, with over 80 (60%) respondents. Over 35% of the respondents are married and less than 5% of the respondents are either separated/divorced or classified as widows/widowers.

IV.2. STATISTICAL ANALYSIS

The table below is the provided list of abbreviations in the descriptive statistics.

Table 16: List of Abbreviations

No.	Abbreviation	Full Description	No.	Abbreviation	Full Description
1.	GEN	Gender	9.	OTE	Openness to Experience
2.	AGE	Age	10.	HEALTH	Physical & Health Quality
3.	EDU	Education	11.	INTEL	Intellectual Quality
4.	WEXP	Work Experience	12.	SPIRIT	Spiritual Quality
5.	EXTRA	Extraversion	13.	AFFECT	Affective Commitment
6.	AGREE	Agreeableness	14.	NORM	Normative Commitment
7.	CONS	Conscientiousness	15.	CONTS	Continuous Commitment
8.	NEURO	Neuroticism			

The table below demonstrates the descriptive statistics results of the given data.

Table 17: Descriptive Statistics

	N	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
GEN	135	1.41	0.042	0.493	0.243	0.381	0.209	-1.883	0.414
AGE	135	2.49	0.066	0.762	0.580	1.581	0.209	2.555	0.414
EDU	135	2.71	0.072	0.836	0.700	-0.576	0.209	0.276	0.414
WEXP	135	2.23	0.078	0.906	0.820	0.568	0.209	-0.344	0.414
EXTRA	135	3.930	0.0424	0.4931	0.243	0.051	0.209	-0.188	0.414
AGREE	135	4.207	0.0432	0.5014	0.251	-1.001	0.209	2.827	0.414
CONS	135	4.215	0.0478	0.5550	0.308	-0.917	0.209	1.493	0.414
NEURO	135	3.878	0.0542	0.6303	0.397	-1.750	0.209	5.251	0.414
OTE	135	3.948	0.0456	0.5300	0.281	-0.515	0.209	0.646	0.414
HEALTH	135	4.107	0.0589	0.6840	0.468	-2.243	0.209	6.502	0.414
INTEL	135	4.019	0.0468	0.5443	0.296	-1.730	0.209	6.785	0.414
SPIRIT	135	4.011	0.0422	0.4905	0.241	-0.334	0.209	1.689	0.414
AFFECT	135	4.169	0.0548	0.6370	0.406	-2.046	0.209	5.512	0.414
NORM	135	3.801	0.0425	0.4937	0.244	-1.970	0.209	7.396	0.414
CONTS	135	3.856	0.0590	0.6850	0.469	-1.569	0.209	2.458	0.414
Valid N (listwise)	135								

Source: SPSS

Table 17 above is a summary of the number of respondents and the data collection that has been analyzed and ran by utilizing SPSS. As shown above, the total number of respondents are 135. Standard deviation measures the dispersion of data compared to its mean, which is computed by taking the square root of its variance (Hargrave, 2021). Consequently, the more spread out the data is, the higher the standard deviation within the data set. Small standard deviations usually indicate that statistical data is close to the average, while large standard deviations indicate that the values are far from the average (Rumsey D. J., 2021). Based on the above table, all the variables have standard deviation of less than 1, which can be interpreted that the given data is close to the mean.

One could refer to a data set that is positively skewed as being skewed to the right. When this occurs, the mean and median are both higher than the mode. Inversely, one could also refer to a data set that is negatively skewed as being skewed to the left, this occurs when the mean and median are less than the mode (Taylor, 2019). Thus, it can be inferred that the closer the value is to 0, the more symmetrical the curve of the graph would be (Dugar, 2018). From the descriptive statistic in the above table, it shows that variables Age (AGE), Agreeableness (AGREE), Neuroticism (NEURO), Physical & Health Quality (HEALTH), Intellectual Quality (INTEL), Affective Commitment (AFFECT), Normative Commitment (NORM), and Continuous Commitment (CONT) are highly skewed due to their respective number having an absolute value higher than 1 while the others are skewed very moderately.

Table 18: The Rule of Thumb of Skewness

Skewness	Explanation
Between -0.5 and 0.5	Fairly Symmetrical
-1 and -0.5 (negatively skewed) or between 0.5 and 1 (positively skewed)	Moderately Skewed
Less than -1 (negatively skewed) or greater than 1 (positively skewed)	Highly Skewed

Source: (Dugar, 2018)

Kurtosis is a way of describing extreme value comparisons between one tail and the other. It measures the extent to which outliers occur in the distribution. If the kurtosis is greater than 3, the distribution of the data is longer, the peak of the graph is higher, and the tails are fatter. The bulk of the data will appear in a narrow and rather skinny vertical range. This can be interpreted that the data has a profusion of outliers. Inversely, if the kurtosis is less than 3, the distribution of the data is shorter, the peak of the graph is lower and broader, and the tails are thinner. This can be interpreted that the data has a lack of outliers (Dugar, 2018). From the provided descriptive statistic, it shows that Physical & Health Quality (HEALTH), Intellectual Quality (INTEL), Affective

Commitment (AFFECT), and Normative Commitment (NORM) all have a kurtosis greater than 3, which indicates that the data has more outliers than the others, giving the appearance of their respective graphs' curves appear narrower, while the rest of the data have more or less of a normal distribution curve.

IV.3. VALIDITY TEST AND RESULTS

The Kaiser-Meyer-Olkin (KMO) and Bartlett's value scale that can be referred on Table 9 states that value scale of 0.60 – 0.69 can be considered valid and accepted (Hair, Black, & Babin, 2010; Chan & Noraini, 2017). Thus, the result of the data states that the KMO measure of sampling adequacy is measured at 0.691, therefore the data can be considered valid and accepted for the research.

Table 19: KMO and Bartlett's Validity Tests

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.691
Bartlett's Test of Sphericity	Approx. Chi-Square	603.148
	df	105
	Sig.	0.000

Source: SPSS

IV.4. RELIABILITY TEST AND RESULTS

The Cronbach's Alpha Value Scale that can be referred to on previous table states that value of at least 0.45 – 0.64 is considered acceptable (Taber, 2018). As a result, the coefficient of the Cronbach's Alpha reliability test of the data is 0.595 and can be interpreted that the sub-variables of the given data are approximately 60% reliable to indicate and represent the variables, thereby can be considered acceptable for the research.

Table 20: Reliability Test

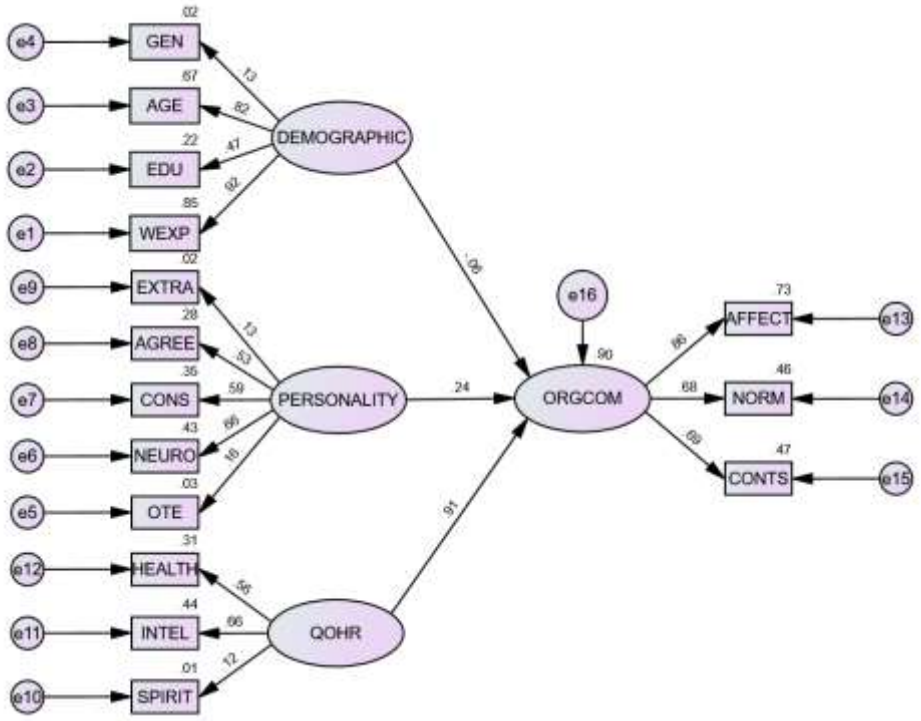
Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.585	0.595	15

Source: SPSS

IV.5. AMOS PATH ANALYSIS RESULTS

Figure 10 below depicts the result of AMOS's (Analysis Moment of the Structure) path diagram analysis of the research model.

Figure 10: Path Diagram Result



Source: AMOS

Table 21: List of Abbreviations from AMOS Path Diagram

No.	Abbreviation	Full Description	No.	Abbreviation	Full Description
1.	GEN	Gender	10.	HEALTH	Physical & Health Quality
2.	AGE	Age	11.	INTEL	Intellectual Quality
3.	EDU	Education	12.	SPIRIT	Spiritual Quality
4.	WEXP	Work Experience	13.	AFFECT	Affective Commitment
5.	EXTRA	Extraversion	14.	NORM	Normative Commitment
6.	AGREE	Agreeableness	15.	CONTS	Continuous Commitment
7.	CONS	Conscientiousness	16.	QOHR	Quality of Human Resources
8.	NEURO	Neuroticism	17.	ORGCOM	Organizational Commitment
9.	OTE	Openness to Experience			

The structure model shown on Figure 10 depicts the correlation of demographics, personality, and quality of human resources toward organizational commitment. Demographic is measured and influenced by gender, age, education level, and work experience. Personality is measured and influenced by extraversion, agreeableness, conscientiousness, neuroticism, and openness of experience. Quality of Human Resources is measured and influenced by physical and health quality, intellectual quality, and spiritual quality. Organizational commitment is influenced and measured by affective, normative, and continuous commitment.

Table 22: Coefficient Range and Strength of Association/Interpretation

Correlation Coefficient (Hinkle, Wiersma, & Jurs, 2003; Athuman, 2018)	**Interpretation** (Hinkle, Wiersma, & Jurs, 2003; Athuman, 2018)	**Correlation Coefficient** (Santoso, 2018)	**Interpretation** (Santoso, 2018)
0.90 to 1.00 (-0.90 to 1.00)	Very high positive (negative) correlation	± 0.81 to ± 1.00	Strong

Correlation Coefficient (Hinkle, Wiersma, & Jurs, 2003; Athuman, 2018)	**Interpretation** (Hinkle, Wiersma, & Jurs, 2003; Athuman, 2018)	**Correlation Coefficient** (Santoso, 2018)	**Interpretation** (Santoso, 2018)
0.70 to 0.90 (−0.70 to −0.90)	High positive (negative) correlation	± 0.61 to ± 0.80	Moderate
0.50 to 0.70 (−0.50 to −0.70)	Moderate positive (negative) correlation	± 0.41 to ± 0.60	Weak
0.30 to 0.50 (−0.30 to −0.50)	Low positive (negative) correlation	± 0.21 to ± 0.40	Very weak
0.00 to 0.30 (0.00 to −0.30)	Negligible correlation	± 0.00 to ± 0.20	None

Source: (Hinkle, Wiersma, & Jurs, 2003; Athuman, 2018; Santoso, 2018)

The table above shows the rule of thumb when interpreting the size of correlation coefficient and its strength of association. The table below shows the detailed results of the coefficient amongst the variables and indicators that were utilized in the research.

Table 23: Standard Regression Weight

			Estimate
Organizational Commitment	<---	Demographic	-0.065
Organizational Commitment	<---	Personality	0.243
Organizational Commitment	<---	Quality of Human Resources	0.914
Work Experience	<---	Demographic	0.924
Education	<---	Demographic	0.472
Age	<---	Demographic	0.817
Gender	<---	Demographic	0.131
Openness to Experience	<---	Personality	0.162
Neuroticism	<---	Personality	0.656
Conscientiousness	<---	Personality	0.588
Agreeableness	<---	Personality	0.53
Extraversion	<---	Personality	0.128
Spiritual	<---	Quality of Human Resources	0.115
Intellectual	<---	Quality of Human Resources	0.66
Physical & Health	<---	Quality of Human Resources	0.56
Affective	<---	Organizational Commitment	0.857
Normative	<---	Organizational Commitment	0.677
Continuous	<---	Organizational Commitment	0.689

Source: AMOS

Demographic results in a negative correlation towards organizational commitment, with a -6.5% of explanatory power towards organizational commitment. There is a lack of study that supports the negative correlations findings of Demographics and Organizational Commitment. Though this may be true, there are previous studies that support the possible interpretation of the negative correlation findings. Majority of the respondents identified as female, accounting for 59% of the survey respondents. This result can be supported by a study conducted by Aydin, Sarier, and Uysal (2011) in Turkey, of which the research aims to determine the effect of gender on the organizational commitment of teachers. The research found that the meant effect size was -0.07, which can be concluded that male teachers were in favor of the effect of gender on organizational commitment. It was particularly found in favor of males at the levels of identifying and internalizing with organizational commitment, by being able to adopt the norms and values of the organization much easier than their female counterparts. As opposed to this, female teachers are more likely to be committed to organizations to continue acquiring knowledge or further their careers.

Furthermore, this result can also be supported by a study conducted by Chanana (2021) which examined how employees in private schools responding to the COVID-19 pandemic feel about their jobs and their commitment to their organizations, and concluded that organizational commitment is in the favor of males, with females having the tendency to showcase a lower level of organizational commitment than their male counterparts, due to the male being able to adhere to the established norms and values of the organization easier than females (Aydin, Sarier, & Uysal, 2011; Chanana, 2021). Hence, with an overwhelming number of respondents identifying as female, it can be inferred that due to this, it has a significant effect on the result of the correlation between Demographics and Organizational Commitment being negative.

The research also concluded that although Age is a significant factor in determining Demographic with 82%, though Demographic as a whole correlates negatively with Organizational Commitment. A contributing factor to the negative significance can be in line with how majority of the corresponding respondents identify in the age group of between 18 and 25, making up approximately 61%. Thus, with the large percentage of people belonging in Generation Z and Millennial age group, it can be explained and supported by a study conducted by Al-Kahtani (2012) which studied an analysis of the impact of demographic variables as well as job and work related variables in Saudi Arabian public sector organizations and found that age has a positive relationship with organizational commitment, older employees are more committed compared to younger ones. As a result, it can be inferred that due to the large population of young adults who are the respondents of the survey, it negatively affects the correlation between Demographics and Organizational Commitment.

Furthermore, Education plays a significant role in measuring Demographic, with 47%. Although education of an employee significantly influences the Demographic variables, the correlation between Demographic and Organizational Commitment is -6.5%. This can be interpreted with a study that was conducted by Bakotić (2021), which concluded that employees with higher level of education reported the lowest level of organizational commitment. Thus, it can be interpreted the higher the level of education an employee has, the more likely that the employee will have less commitment with their respective organizations. This finding is also in line with Al-Kahtani (2012), which found that education negatively correlates with organizational commitment, and suggest that as more educated individuals might have high expectations that organizations would not be able to meet.

In addition, work experience has a significant correlation with as high as 92%. A study conducted by Brimeyer, Perrucci and Wadsworth (2010) concluded that organizational commitment for older and more experienced workers increases with high

levels of autonomy, while the opposite is true for younger and less experienced workers. Thus, with majority of the survey respondents having less than 5 years of work experience, it can be inferred that this can be the contributing factor of why Demographic has negative correlation with Organizational Commitment.

On the other hand, Personality results in a positive correlation, though a mere 24% of explanatory power towards organizational commitment. The low correlation between Big-five personality and organization is supported by a study conducted by Gualinga and Lennartsson (2020), which the purpose of the research was to address the research gap regarding how the interaction between the Big-five personality traits and management control system may affect organizational commitment. The findings indicate that personality has only 12% of variance in organizational commitment, thus, concluding a rather weak correlation between the two variables. Furthermore, this result can also be supported by a study that was conducted in Turkey by Çelik and Oral (2016) of which it observed the relationship between personality traits, demographic characteristics, and organizational commitment of construction professionals which resulted in many of the Big-five personality having little to no relationships with affective, normative, and continuous commitments.

Contrast to the first two variables, Quality of Human Resources has a very significant percentage, with a 91% of explanatory power towards organizational commitment, making it the highest positive correlations amongst the three observed variables. A study conducted by El Hosni and Hachana (2018) in Tunisia examines the influence of spiritual and emotional intelligences with organizational commitment amongst staff members at a Tunisian university. The research's results revealed that there is a positive impact of spiritual and emotional intelligence in relations to organizational commitment. In addition, a study conducted by Heidari, HoseinPour, Ardebili and Yoosefee (2022) researched the relationship between spiritual health, psychological well-being, and organizational commitment of high school teachers in

Tehran, Iran. The research concluded that psychological well-being and spiritual health both have positive and significant relationship with organizational commitment amongst the high school staff members. This result also is supported by a study that was conducted in Taiwan on multiple SMEs (small medium enterprise), which demonstrated and concluded that employees' intellectual capital has a positive significant relationship towards organizational commitment (Chen, Wang, & Sun, 2012).

Table 24: Demographic Indicator Correlation Values

			Estimate
Work Experience	<---	Demographic	0.924
Education	<---	Demographic	0.472
Age	<---	Demographic	0.817
Gender	<---	Demographic	0.131

Source: AMOS

Work Experience and Age has the highest significant explanatory power as demographic indicators, with 92% and 82% respectively. The result of Work Experience can be supported by Kaur and Sandhu (2010) whose research demonstrates that employees who are in their early stage of their career have the lowest mean score in relations to organizational commitment and concluded that the level of organizational commitment of an employee increases as employees shift from early to mid-career and then to late stage of their careers.

The result of Age finding can be supported by Rabindarang, Khuan, and Khoo (2014), Choong, Tan, Keh, Lim and Tan (2012), Choong, Keh, Tan and Tan (2013), and Salami (2008) where the mean is significant between age and organizational commitment. Thus, it can be inferred that age is a positive predictor of organizational commitment since there is a difference among age groups towards organizational commitment.

Education has an explanatory power of 47%, indicating that it is a moderate correlation. Salami (2008) argued that employees with high level of education and are occupying high level positions in an organization tend to have more responsibilities towards their respective organization, thus, can inferred that those with higher educations have higher chances of being committed to their organizations. Furthermore, a study was conducted by Kassaw and Golga (2019) in an Ethiopian university regarding the university's academic staffs' level of organizational commitment. Results of the research indicates that there was statistically significant difference among the difference in level of education of the academic staffs' overall organizational commitment scores. Although the results reached statistical significance, the difference in mean scores between the groups was quite small, thus, indicating a rather moderate correlation between the two variables (Kassaw & Golga, 2019).

Gender on the other hand, has a weak link with Demographics with only 13% of explanatory power. As supported by Rabindarang, Khuan, and Khoo (2014), the output of their research (demographics in relations with organizational commitment in vocational education) indicates that there is no significant difference in the level of organizational commitment between men and women. It is further supported by Shabahang and Amani (2016), of which they conducted a study with the aim of identifying the relationship between personality factors and organizational commitment among a group of Iranian primary school principals and concluded that there was no significant difference found between male and female principals in regards to organizational commitment.

Table 25: Personality Indicator Correlation Values

			Estimate
Openness to Experience	<---	Personality	0.162
Neuroticism	<---	Personality	0.656
Conscientiousness	<---	Personality	0.588
Agreeableness	<---	Personality	0.53
Extraversion	<---	Personality	0.128

Source: AMOS

Neuroticism, Conscientiousness, and Agreeableness has the highest explanatory power with 66%, 59%, and 53% respectively. Inversely, Openness to Experience and Extraversion have the least explanatory power with 16% and 13% respectively. The overall data demonstrates that Personality has a significant impact on organizational commitment, and it is supported by the findings from Thiruvarasi and Kamaraj (2017), of which the big-five personality shows a positive impact towards organizational commitment amongst employees in a public sector power generating organization located in Tamil Nadu, India. A study conducted by Khiavi, Dashti, and Mokhtari (2016) also demonstrates low coefficient value for both indicators of Extraversion and Openness to Experience.

Table 26: Quality of Human Resources Indicator Correlation Values

			Estimate
Spiritual	<---	Quality of Human Resources	0.115
Intellectual	<---	Quality of Human Resources	0.66
Physical & Health	<---	Quality of Human Resources	0.56

Source: AMOS

Intellectual Quality and Physical & Health Quality have the highest explanatory power amongst the three indicators, with 66% and 56% respectively. Intellectual quality result can be supported by Mousavi, Najad, Jafari, and Moghaddam (2014), whose research found that intellectual capital has a positive and significant impact on organization commitment. Physical and health quality can be supported by Xiu, Dauner, and Mcintosh (2019), whose finding demonstrates that organizations that has organizational support for employee health (OSEH) positively influence employees' intent to remain committed with their respective organization.

Spiritual Quality has a mere 15% explanatory power towards Quality of Human Resources. The finding is supported by a study conducted in Malaysia with regards to

government workers, of which the research concludes that there was a positive though moderate link between the employees' spiritual intelligence and their organizational commitment towards the government organization (Kamaruddin, 2019).

Table 27: Organizational Commitment Indicator Correlation Values

			Estimate
Affective	<---	Organizational Commitment	0.857
Normative	<---	Organizational Commitment	0.677
Continuous	<---	Organizational Commitment	0.689

Source: AMOS

All indicators, Affective, Normative, and Continuous Commitment have explanatory power of over 50% with Affective Commitment being the highest at 86%. Affective Commitment can be supported by findings from Chanana (2021), whose research reported that there are high levels of affective commitment among employees. A study's purpose conducted by Hadi and Tentama (2020) attempts to investigate the valid and reliable organizational commitment scales and metrics are analyzed as well as aspects and indicators that can form organizational commitment variables. The findings of the study correlate with this research findings, how all three variables, affective, continuous, and normative, all valid and reliable indicators for the variable.

IV.5.1. GOODNESS OF FIT MODEL RESULTS

The model fit is measured by calculating correlations and covariance matrices between observed data and model-implied data (Cucos, 2022). The table below depicts the results of data analysis that was run by AMOS which provide a list of results of the different criteria available to measure the goodness of fit of the data. The results show that CMIN/df value and all other measurements are considered a good fit.

Table 28: Goodness of Fit Model Results

Measurement or Criteria	**According to Santoso** (2018)	**According to Schumacker & Lomax** (2010; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Wijaya** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Ghozali** (2004; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Santoso** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Cucos** (2022)	**Result**	**Fit**
CMIN/df (Normed Chi-Square)	CMIN/df < 5 = better	CMIN/df ≤ 2 = better	CMIN/df ≤ 5 = better	≤ 3 = acceptable fit ≤ 5 = reasonable fit	2.473	Good
RMSEA (Root Mean Square Error of Approximation)	RMSEA < 0.05 = better	RMSEA ≤ 0.08 = better	RMSEA ≤ 5 = better	≤ 0.05 = reasonable fit	0.105	Good
GFI (Goodness of Fit Index)	GFI value closer to 1 = better	GFI value closer to 1 = better	GFI value closer to 1 = better	1 = perfect fit ≥ 0.95 = excellent fit ≥ 0.9 = acceptable fit	0.827	Good
AGFI (Adjusted Goodness of Fit Index)	AGFI value closer to 1 = better	AGFI value closer to 1 = better	AGFI ≥ 0.09 = better	≥ 0.90 = acceptable fit	0.762	Good
TLI (Tucker-Lewis's Index)	TLI value closer to 1 = better	TLI value closer to 1 = better	TLI ≥ 0.09 is better	TLI value closer to 1 = perfect fit TLI value closer to 1 = very good fit	0.706	Good
NFI (Normed Fit Index)	NFI > 0.9 = better	-	NFI ≥ 0.09 is better	1 = perfect fit	0.659	Good
CFI (Comparative Fit Index)	CFI closer to 1 = better	CFI closer to 1 = better	CFI closer to 1 = better	1 = perfect fit ≥ 0.95 = excellent fit	0.756	Good

Measurement or Criteria	**According to Santoso** (2018)	**According to Schumacker & Lomax** (2010; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Wijaya** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Ghozali** (2004; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Santoso** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Cucos** (2022)	**Result**	**Fit**
				≥ 0.90 = acceptable fit		
PNFI (Parsimonious Goodness of Fit Index)	Higher PNFI value = better	-	Higher PNFI value = better	-	0.546	Good
PGFI (Parsimonious Goodness of Fit Index)	Higher PGFI value = better	-	-	-	0.60	Good
RMR (Root Mean Residual)	RMR < 0.05 = better	RMR ≤ 0.05 = better	RMR ≤ 0.05 = better	≤ 0.05 = acceptable fit ≤ 0.07 = acceptable fit	0.045	Good

IV.5.2. AMOS PATH ANALYSIS RESULTS (MODIFICATION INDICES)

Path modification indices should be considered in order to improve the model fit of the research. A good fit indicates that the model can capture the characteristics of real data and that similar iterations of the model can be used elsewhere in research (Sharif, 2021). Suggestions for modifying the research model, output in the modification indices section is provided in the table below.

Table 29: Suggested Modification Indices Table

			M.I.	Par Change
e15	<-->	Personality	18.16	0.021
e13	<-->	Personality	5.132	-0.009
e11	<-->	Demographic	4.006	-0.068
e11	<-->	e14	10.268	0.047
e10	<-->	Personality	18.734	-0.019
e10	<-->	e15	13.061	-0.08
e10	<-->	e14	7.159	0.043
e9	<-->	QOHR	16.834	0.011
e9	<-->	e16	16.798	0.078
e9	<-->	e13	15.314	0.07
e7	<-->	e16	4.434	-0.041
e7	<-->	e13	12.143	-0.063
e7	<-->	e11	6.51	0.049
e6	<-->	e15	7.826	0.07
e6	<-->	e14	6.902	-0.048
e6	<-->	e12	5.156	0.065
e5	<-->	e9	4.943	0.049
e4	<-->	e12	5.426	-0.058
e2	<-->	Personality	4.244	-0.014
e2	<-->	QOHR	7.462	-0.011
e1	<-->	e9	4.553	0.052

Source: AMOS

Modification should be limited to covariance within constructs, since it is not appropriate to modify covariances among constructs, even if the modification indices

results suggest it (Fawad, 2021). By correlating error terms, it is possible to reduce redundancy in measuring the same construct as well as improve the construct's scale reliability, which can be measured by the goodness-of-fit statistic. (Meyer, 2020). Thus, after filtering the feasible modification indices, the result can be seen in the table below.

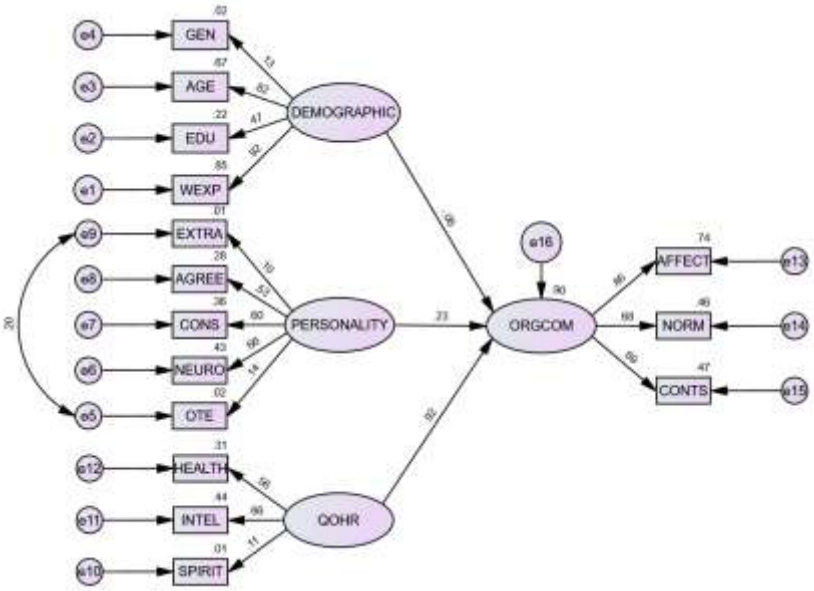
Table 30: Feasible Modification Indices

			M.I.	Par Change
e5	<-->	e9	4.943	0.049

Source: AMOS

The figure below depicts the result of AMOS's (Analysis Moment of the Structure) path diagram with the respective modification indices analysis of the research model.

Figure 11: Path Diagram Modification Indices Result



Source: AMOS

With the modification indices added in the research model, there was little to no significant difference of changes within the research model of impact between each variable after running path analysis. Personality has a 23% significance towards Organizational Commitment, a 1% difference from the pre-modification indices results. Indicators Extraversion and Openness to Experience have 10% and 14% explanatory power respectively, 3% and 2% differences from the pre-modification indices results.

Though there is little to no significant changes in the research model, the modification indices results show that there is a suggested covariance of 20% between indicators Openness to Experience and Extraversion in the Personality construct. This finding can be in line and supported by Gocłowska, Ritter, Elliot, and Baas (2018) whose research found a link between Openness to Experience and Extraversion and novelty seeking, with Openness to Experience and Extraversion both being classified as creativity-related personality traits. Furthermore, a study conducted by Dong and Ni (2019) and found that dispositional awe is predicted by Openness to Experience and Extraversion, which suggests that Openness to Experience and Extraversion might facilitate subjective well-being by inviting more experiences of awe, thus, supporting the link between openness to experience and extraversion.

IV.5.3. GOODNESS OF FIT MODEL RESULTS (MODIFICATION INDICES)

The table below shows the results after the modification indices are implemented in the research model and show that all measurements remains a good fit.

Table 31: Goodness of Fit Result Post-Modification Indices

Measurement or Criteria	**According to Santoso** (2018)	**According to Schumacker & Lomax** (2010; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Wijaya** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Ghozali** (2004; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Santoso** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Cucos** (2022)	**Result**	**Fit**
CMIN/df (Normed Chi-Square)	CMIN/df < 5 = better	CMIN/df ≤ 2 = better	CMIN/df ≤ 5 = better	≤ 3 = acceptable fit ≤ 5 = reasonable fit	2.443	Good
RMSEA (Root Mean Square Error of Approximation)	RMSEA < 0.05 = better	RMSEA ≤ 0.08 = better	RMSEA ≤ 5 = better	≤ 0.05 = reasonable fit	0.104	Good
GFI (Goodness of Fit Index)	GFI value closer to 1 = better	GFI value closer to 1 = better	GFI value closer to 1 = better	1 = perfect fit ≥ 0.95 = excellent fit ≥ 0.9 = acceptable fit	0.83	Good
AGFI (Adjusted Goodness of Fit Index)	AGFI value closer to 1 = better	AGFI value closer to 1 = better	AGFI ≥ 0.09 = better	≥ 0.90 = acceptable fit	0.763	Good
TLI (Tucker-Lewis's Index)	TLI value closer to 1 = better	TLI value closer to 1 = better	TLI ≥ 0.09 is better	TLI value closer to 1 = perfect fit TLI value closer to 1 = very good fit	0.712	Good
NFI (Normed Fit Index)	NFI > 0.9 = better	-	NFI ≥ 0.09 is better	1 = perfect fit	0.667	Good
CFI (Comparative Fit Index)	CFI closer to 1 = better	CFI closer to 1 = better	CFI closer to 1 = better	1 = perfect fit ≥ 0.95 = excellent fit	0.764	Good

Measurement or Criteria	**According to Santoso** (2018)	**According to Schumacker & Lomax** (2010; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Wijaya** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Ghozali** (2004; Budiman, Anantadjaya, & Prasetyawati, 2014)**; Santoso** (2009; Budiman, Anantadjaya, & Prasetyawati, 2014)	**According to Cucos** (2022)	**Result**	**Fit**
				≥ 0.90 = acceptable fit		
PNFI (Parsimonious Goodness of Fit Index)	Higher PNFI value = better	-	Higher PNFI value = better	-	0.546	Good
PGFI (Parsimonious Goodness of Fit Index)	Higher PGFI value = better	-	-	-	0.595	Good
RMR (Root Mean Residual)	RMR < 0.05 = better	RMR ≤ 0.05 = better	RMR ≤ 0.05 = better	≤ 0.05 = acceptable fit ≤ 0.07 = acceptable fit	0.045	Good

IV.6. HYPOTHESIS TESTING

This research's hypotheses results are as follow:

Commented [mr1]: Does the hypothesis have to follow the P-value results of the original research model design or the results of the modification indices?

Table 32: P-Value

			P-Value
Organizational Commitment	<---	Personality	0.275
Organizational Commitment	<---	Demographic	0.434
Organizational Commitment	<---	Quality of Human Resources	0.27
Work Experience	<---	Demographic	
Education	<---	Demographic	***
Age	<---	Demographic	***

			P-Value
Gender	<---	Demographic	0.187
Openness to Experience	<---	Personality	
Neuroticism	<---	Personality	0.189
Conscientiousness	<---	Personality	0.232
Agreeableness	<---	Personality	0.245
Extraversion	<---	Personality	0.427
Spiritual	<---	Quality of Human Resources	
Intellectual	<---	Quality of Human Resources	0.267
Physical & Health	<---	Quality of Human Resources	0.27
Affective	<---	Organizational Commitment	
Normative	<---	Organizational Commitment	***
Continuous	<---	Organizational Commitment	***

Source: AMOS

Table 33: P-value Statistical Significance

P- Value	Decision
P-value $\geq$ 0.05	The result is not statistically significant. This means retain the null hypothesis and reject the alternative hypothesis.
P-value $\leq$ 0.05	The result is statistically significant. It indicates strong evidence against the null hypothesis; thus, reject the null hypothesis, and accept the alternative hypothesis.
P-value $\leq$ 0.01	The result is highly statistically significant, and thus rejects the null hypothesis in favor of the alternative hypothesis.

Source: (McLeod, 2019)

The result of the hypothesis based on the p-values of each variable towards Organizational Commitment can be explained below:

Table 34: P-value of Demographics and Organizational Commitment

			P
Organizational Commitment	<---	Demographic	0.434

Source: AMOS

H_1 : Demographic has a high significant impact towards Organizational Commitment.

The result of the p-value is 0.434 which exceeds the value of 0.05, thus, it concludes that the result is not statistically significant therefore indicating that the null hypothesis should be retain and reject the alternative hypothesis. As a result, it can be concluded that Demographic has a low significant impact towards Organizational Commitment.

Table 35: P-value of Personality and Organizational Commitment

			P
Organizational Commitment	<---	Personality	0.275

Source: AMOS

H_2 : Personality has a high significant impact towards Organizational Commitment.

The result of the p-value is 0.275 which exceeds the value of 0.05, thus, it concludes that the result is not statistically significant therefore indicating that the null hypothesis should be retain and reject the alternative hypothesis. The results concludes that Personality has a low significant impact towards Organizational Commitment.

Table 36: P-value of Quality of Human Resources and Organizational Commitment

			P
Organizational Commitment	<---	Quality of Human Resources	0.27

Source: AMOS

H_3 : Quality of Human Resources have a high significant impact towards Organizational Commitment.

The result of the p-value is 0.27 which exceeds the value of 0.05, thus, it concludes that the result is not statistically significant therefore indicating that the null hypothesis should be retain and reject the alternative hypothesis. This can be inferred that Quality of Human Resources has a low significant impact towards Organizational Commitment. Based on the p-value results of the research model, the outcomes of the variables are not significant.

However, according to Moss et al., (2015), if the CMIN/DF is less than 3, it indicates an acceptable fit between hypothetical model and sample data and if the CMIN/DF is less than 5, it further indicates a reasonable fit. Thus, based on the result of CMIN for goodness of fit, although the results are not significant, the model is regarded as fit which therefore can be inferred that the research is accepted and valid.

IV.7. DISCUSSION

Correlation is a way to test if two variables have any kind of relationship, whereas p-value indicates whether the result of an experiment is statistically significant. Though correlation determines the relationship between two variables, it does not imply causation. In other words, correlation does not determine whether change in one number is directly caused by the other number, only that the numbers typically move together (Joseph, 2021).

According to Jaadi (2019), if the p-value is smaller than the significance level (α=0.05), it is concluded that the null hypothesis is rejected in favor of the alternative. It is then analyzed that there is a linear relationship between the two variables in the population at the α level. Conversely, if the p-value is bigger than the significance level (α=0.05), we fail to reject the null hypothesis, thus, concluding that there is not a significant linear correlation between the two variables in the population.

Table 37: Correlations and P-Values of Variables Results

Variables			Correlation	**Result** (Hinkle, Wiersma, & Jurs, 2003; Athuman, 2018; Santoso, 2018)	P-value	**Result** (McLeod, 2019; Jaadi, 2019)
Demographics	-->	Organizational Commitment	-.06	Weak Negative Correlation	0.434	Not Statistically Significant
Personality	-->	Organizational Commitment	.23	Weak Positive Correlation	0.275	Not Statistically Significant
Quality of Human Resources	-->	Organizational Commitment	.92	High Positive Correlation	0.27	Not Statistically Significant

Source: AMOS

Hence, by the results of the correlations and p-value of the research, it indicates that although the variables have some sort of relationship with one another, the p-value expresses that the linear correlation between the variables is not significant with the given population sample. This implies that although there is a correlation between the variables, the sample size is not large enough to have some sort of effect to determine the research to be statistically different from 0. This result can be caused by numerous factors such as the imbalance in the number of respondents between male and female, the widely gaped age group as well as their education background.

The results as shown by the p-value indicate that there exists no significance between demographic, personalities, and quality of human resources towards organizational commitment, which contradicts various previous studies that were conducted.

All in all, although there are relationships among the variables, the level of relationships is not significant enough statistically due to the relatively minimal sample size that is used in this study, though the sample size is acceptable due the results of the fitness of model. Nevertheless, even though the relationships are considered insignificant, the results show some degree of correlations among the given variables.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

This chapter provides the closing remarks and conclusions of the study. With regards to the provided given primary data from survey respondents, conclusions and recommendations are made in relation with the given results.

V.1. CONCLUSION

This research attempted to investigate and answer three questions:

1. How much influence does demographics have in relation with organizational commitment?

2. How much influence does personalities have in relation with organizational commitment?

3. How much influence does quality of human resources have in relation with organizational commitment?

After running and analyzing the given data, the research concluded that Demographics have low significant influence in relation with Organizational Commitment, Personality has low significant influence in relation with Organizational Commitment, and Quality of Human Resources also have low significant influence in relation with organizational commitment.

A few explanations for these results could be the fact that more than half of the respondents consists of the Millennials and Generation Z with ages between 18 to 25. Young adults of this age may still be unsure of their belonging within society and are still trying to find their place as well as their identity in life. Also, their initial career development might be within industries that are not their first choice. Therefore, it

would be normal if the working force around this age to have lesser feelings of organizational commitment in their current standings. It can also be interpreted that young employees are committed to their organizations, but a few years later this level would drop, possibly as a result of situations and the nature of work not meeting their expectations, or perhaps as a result of "reality shock" which negatively impacts their commitment to their organizations (Bakotić, 2021).

The research also showed that there are little differences in organizational commitment by employees' gender. Recent research has showed the same results (Ajayi, 2017; Bakotić, 2021). The results of these studies could be attributed to the increasing equality between women and men in the workplace. There is a growing trend among women in the workplace to become more educated, and are allowed to be more ambitious and more engaged in jobs that were traditionally dominated by men. As a result, the differences between women and men are gradually closing in the gaps.

Work experience is an important factor for organizational commitment. A conclusion can be made that employees at the beginning of their careers are more likely to be committed to their organization since they are often young and enthusiastic, ready to work, to take advantage of new opportunities, and can easily become attached to their organizations. Eventually, their commitment to their organization may decrease over time for a variety of reasons including becoming aware that their expectations are not met, experiencing difficulties with work and co-workers, experiencing a desire to change careers or jobs, and many more and as a result, they would leave the organization (Bakotić, 2021). For those employees who stayed with the organizations, they might get promoted, receive a better job title, and receive better training and development. Moreover, their employment opportunities outside of the organization would decline over time and subsequently would increase their organizational commitment towards their respective organizations in the long run.

The research's result of education can be interpreted that those with higher education have a lower level of organizational commitment. The reason for this is probably that these employees have higher expectations and desires than their organizations can fulfill (Bakotić, 2021). Those with higher levels of education struggle to develop the same level of organizational commitment in comparison to those with lower levels of education, who may have lower expectations, ambitions, and have fewer career opportunities available to them.

According to the study, it suggests that personality has some sort of influences towards organizational commitment and plays an important role in balancing the latter (Thiruvarasi & Kamaraj, 2017; Korankye, Ahakwa, Anaman, & Samuel, 2021). In order to improve employees' abilities to meet organizational targets, their attitudes should be improved. Conscientiousness was established to have a positive influence on organizational commitment. Thus, conscientiousness predicts organizational commitment in a positive way. This assertion is supported by Guay, Choi, Oh, and Mitchell (2015); Farrukh, Ying, and Mansori (2017); and Korankye, Ahakwa, Anaman, and Samuel (2021) where their respective studies found that conscientiousness has a positive impact on organizational commitment. In addition to increasing employee attachment to their organization, conscientious individuals are also known for their dependability, diligence, organization, and hard work (Takase, Yamamoto, & Sato, 2017). According to Chiaburu, Oh, Berry, and Li (2011); and Korankye, Ahakwa, Anaman, and Samuel (2021), it is found that conscientious employees are considered as valuable assets and achievers for an organization because they are relational triggers for organizational commitment.

In an interpersonal relationship, agreeableness defines trust and cooperation as the foundation of constancy, thus, someone who has a high score of agreeableness means that they are able to get along with another in a friendly, appropriate and satisfying way (Sundstrom, Lounsbury, Gibson, & Huang, 2015; Asif, Nighat, & Rathore, 2015). Similarly, agreeableness is defined as how individuals communicate with each other in a healthy manner (Takase, Yamamoto, & Sato, 2017). As a result, employees are said to develop some affection or intimacy for the firm because the move increases their sense of belonging to the organization (Ziapour, Khatony, Jafari, & Kianipour, 2017). Thus, it is reasonable to expect that employees who are agreeable will develop more satisfying relationships with other colleagues (Korankye, Ahakwa, Anaman, & Samuel, 2021).

Neurotic individuals who have experienced adverse experiences and negative emotions are typically wary of losing their job or role when they establish a rapport with an entity, it is said that they are emotionally unstable in this regard (Farrukh, Ying, & Mansori, 2017). Hence, the respondents' emotional stability can be inferred. They are not threatened by things that generate anger, stress, or depression (Korankye, Ahakwa, Anaman, & Samuel, 2021). In addition, it can be concluded that the increased competition in the job market has made many circumspect of losing their jobs in light of the current COVID-19 pandemic. Almost every organization will have to reinvent its business models as a means of recovering from the pandemic. It is therefore imperative that human resources in organizations make an assessment of what impact the changes might have on the organization's talent and skill requirements (Wiles, 2020).

With respect to the influence of extraversion and openness to experience, it can be concluded that the majority of the respondents are relatively introverts (a converse trait of extravert) or have an increase in this trait, hence, it can be inferred that they are not very open to experience. During the COVID-19 pandemic where the country was on lockdown and everyone is required to be quarantined, it is known that the pandemic

resulted in everyone isolating themselves in their respective homes. This is supported by Sanudin, Rahmat, Chee Din, and Akeb-Urai (2022), where their research conluded that individuals who idenitfy as introverts found doing things virtually a rather pleasant and useful experience than those who identifies as extroverts. Thus, many were not daring to take the risks and challenges (hence, the introvert personality), and as a result, are unwilling to open themselves for new experiences due to the unecertainities of the pandemic since it is effecting their every day life (Haleem, Javaid, & Vaishya, 2020).

During the pandemic, it is vital for organizations to have employees how have good spiritual, intellectual, and health intellectuals because they are important factors of what makes a good employee viable for an organization. Employees who are in good health reduces the amount of leave of absence that employees may take due to sickeness and health issues (especially taking leave of absences due to COVID-19) which can keep the productivity consistent and possibly increase it. Intellectual intellgience is important due to the increase of competition in the job market. The pandemic has forced many companies to downsize which as a result, compelled many organizations to terminate many employees after a thorough evaluations based on the abilities and contributions of the employees (Bruce, 2021). In addition, having employees that have a high spiritual intelligence are able to identify with their respective organization's core values that goes beyong the physical tasks, and as a result, enhancing organizational commitment. Such employees are able to express satisfying and pleasant work behaviors and suggest that they are high achievers due to their personal values aligned with their respective organizations.

The high results of continuance commitment can indicate that employees are currently being pushed to work because they need to pay their household bills and support themselves and families. As there is a perceived cost or a fear of being in debt in the event of job loss, employees are displaying high levels of continuance commitment to their employment. The COVID-19 pandemic has taken emotional toll on

employees; those who are able to work do so only to keep themselves and their families financially afloat (Machokoto, 2020). Employees might feel just simple appreciation for at least having an occupation in these trying times. One other reason could be that there are other more significant variables in play such as job satisfaction and work motivation factors that would have a more explanatory effect towards organizational commitment, as shown by many previous studies.

In addition, normative commitment is also high, thus, indicating that employees feel proud to be part of the organization and desire to stay because of the benefits, and realize that commitment is something that they have to do in order to survive during the pandemic and support themselves as well as families. Employees are thus aware of the losses that they will experience should they leave the organization (Anugrah & Priyambodo, 2021). Though many would feel overwrought and overworked because of many contributing factors during the pandemic, as the result of the increasingly competitive job market due to many organizations downsizing their human resources, many employees felt obligated to stay in their current job because of the job security that it ensures and there is no guarantee should they find or apply to other jobs that they would be accepted.

Affective commitment is also high, this can be inferred that due to majority of organizations turning to the work concept of “work from home”, also known as WFH, where the employee can their job from home using company approved policies, tools, and assets. Since this unprecedented experiment of working from home is proving to be successful in many organizations, many employees and employers are finding themselves happier, more efficient, and more productive, and as a result, it has become evident to many office-based organizations that employees can do their jobs efficiently and effectively when not in the office (Anugrah & Priyambodo, 2021).

V.2. RECOMMENDATIONS

There were many limitations in this research thus there are many recommendations that can be implemented to improve the research for future use. This study was restricted to a specific area, meaning that all the results we could elicit, were from Jakarta, Indonesia and from mostly female employees, young generations, and those with college level educations. Secondly, the results may be biased because the data that were collected were distributed through questionnaires via close associates, in other words, the measures used were self-report. Additionally, there was not a significant number of participants. Thus, the following are recommendations for future study:

1. Due to the relative minimal sample size that is utilized in this research, it is recommended to increase the scope of sample for data and perhaps invest in a specific area of the workforce to study such as a specific industry, region within the Jakarta City, age group, and many more to broaden the range of results.

2. It is recommended to deepen the evaluation of the effect of organizational commitment by researching additional variables such as organizational procedures and practices which should be considered as an antecedent of each form of commitment which includes job position of employees, characteristics of the job positions, employee job performance organizational reward system, and organizational support system since many of these factors are of important aspect to take under consideration during selection procedures in the hiring and releasing process.

Recommendation for managerial implications can be as follow:

Organizations who wish to improve the overall work culture of the organization to improve the organizational commitment of employees in the long-term will need a

discipline framework of execution for managerial levels employees to ensure that the work environment that are being implemented will work in the long run.

It is recommended that organizations should create a Key Performance Indicator (KPI) that is attractive to younger people that will inadvertently increase their engagement and will ultimately increase their commitment at work. KPIs are essential when it comes to measuring employee commitment. Thus, KPI that links to employees' adaptability should be taken into consideration because these indicators enable organizations to gauge how much the employees are investing and how they are contributing to the success of the business. Such indicators can be as keeping track of training courses that employees have completed and the type of training courses that they have taken.

Aside from the obvious HR tasks of measuring employees' capabilities via intermediary, it is necessary to properly measure their commitment through direct consultation. It is crucial to recognize that commitment is a complex concept of which its manifestation varies depending on the individual's both personal and professional experiences. Thus, having regular conversations with all team/department/division members is highly recommended to ensure high levels of commitment within the organization. It is important to note that commitment should be directed primarily to the organization, and not to the duties and responsibilities of an individual employee.

Some questions that should be ask to employees during these consultation sessions are as follow:

1. *Is your vision and goal aligned with that of this organization?*
2. *Are you satisfied with your position in this organization?*
3. *Do you consider yourself a part of this organization? As a full member?*
4. *Is this company important to you? If so, how?*

5. *Do you feel you are a part of what is to come for this organization?*

Aside from interview, managers can instead distribute questionnaires/surveys. Due to the anonymity of responses, surveys are advantageous since they facilitate the disclosure of sensitive information and feelings of an individual. Aside from conducting regular consultation sessions and monitoring relevant indicators, organizations should distribute annual online surveys that can be circulated throughout the organization faster and employees can freely express their feelings, talk about the working environment that they are experiencing, their opinion on management methods and practices, as well as disclose their relationships amongst colleagues and supervisors. It is essential that before distributing surveys, it is necessary to define the scope of investigation, target population, and the topics that will be addressed. This process should not be limited to a one-time only action, but instead, this should be part of an ongoing process. By evaluating the level of organizational commitment an employee has for their respective organization, it enables organizations to hone practices and course of actions to increase employee motivation and define a plan of action that best suits the organization which will thus inevitably increase the well-being and satisfaction of the employees in the long run.

Employees and operations generally run smoothly when employees are empowered. It is also recommended that management or organizations should use empowerment techniques to increase their employees' commitment to the organization, since an organization with attainable goals and a committed staff is more likely to succeed (Davidson, 2020).

Table 38: A Manager's Brief Guide to Employee Empowerment

No.	Activities	Actions/Questions
1.	Make frequent opportunities for	Employees should not be under too much pressure or given too many responsibilities.

No.	Activities	Actions/Questions
	employees to gain additional responsibilities so their skills can be developed at a steady pace.	-Do my employees feel like they are challenged enough? -When do my employees feel most frustrated or experience the most work pressure? -What types of responsibilities do I tend to add to their job duties? -Do I encourage my employees to challenge themselves and learn new skills? -What skills are my employees looking to develop to advance in their careers? -How do my employees feel in terms of being satisfied within their job?
2.	Provide ongoing guidance and support, but still let employees make their own decisions.	Introduce a mentoring relationship to each new employee as soon as they are hired. -Have I made it clear to my employees that they can come to me if they have any questions or guidance? -Do I make myself available when an employee wants or needs to talk to me? -Are my employees receiving all the resources they need to be successful within their job?

No.	Activities	Actions/Questions
		-What are the career goals of each of my employees and how can I help to get them there? -What other kinds of support do my employees need or want from me as a manager?
3.	Be sure that the training processes encourage employees to remain with the organization by evaluating the training sessions.	Offer or require introductory training to new hires and skill development training when necessary. The perception of the job or organization will be improved through effective, engaging training that is relevant to necessary skills. -What skills do these trainings develop? Do my employees feel that the skills they are learning are valuable? -Do they feel like the skills learned from the training are relevant to their job or their personal goals? -After training sessions, are employees applying the techniques and skills they learned? -Do my employees feel motivated or dedicated to practice the skills the training provides?

Source: (Davidson, 2020)

By adding value to the work environment, motivating employees, and rewarding both quality performance and loyalty to the organizations, organizations can create a culture of commitment in their employees which will ultimately increase their engagement, commitment, and overall productivity within the organization.

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APPENDICES

APPENDIX A – SPSS OUTPUT

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.585	0.595	15

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.691
Bartlett's Test of Sphericity	Approx. Chi-Square	603.148
	df	105
	Sig.	0.000

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
52.978	13.098	3.6191	15

Hotelling's T-Squared Test				
Hotelling's T-Squared	F	df1	df2	Sig
3987.650	257.199	14	121	0.000

Item Statistics			
	Mean	Std. Deviation	N
GEN	1.407	0.4932	135
AGE	2.489	0.7616	135
EDU	2.711	0.8364	135
WEXP	2.230	0.9055	135
EXTRA	3.930	0.4931	135
AGREE	4.207	0.5014	135
CONS	4.215	0.5550	135
NEURO	3.878	0.6303	135

Item Statistics			
OTE	3.948	0.5300	135
HEALTH	4.107	0.6840	135
INTEL	4.019	0.5443	135
SPIRIT	4.011	0.4905	135
AFFECT	4.169	0.6370	135
NORM	3.801	0.4937	135
CONTS	3.856	0.6850	135

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.532	1.407	4.215	2.807	2.995	0.766	15
Item Variances	0.396	0.241	0.820	0.579	3.409	0.033	15
Inter-Item Covariances	0.034	-0.127	0.521	0.648	-4.105	0.009	15
Inter-Item Correlations	0.089	-0.290	0.756	1.046	-2.607	0.046	15

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
GEN	51.570	12.357	0.143	0.133	0.580
AGE	50.489	11.087	0.282	0.606	0.556
EDU	50.267	12.619	-0.037	0.287	0.629
WEXP	50.748	10.883	0.233	0.647	0.570
EXTRA	49.048	12.127	0.212	0.315	0.570
AGREE	48.770	11.932	0.264	0.270	0.563
CONS	48.763	11.943	0.221	0.346	0.568
NEURO	49.100	11.059	0.392	0.434	0.536
OTE	49.030	12.846	-0.008	0.173	0.602
HEALTH	48.870	11.278	0.294	0.342	0.554

Item-Total Statistics					
INTEL	48.959	11.728	0.288	0.456	0.558
SPIRIT	48.967	13.488	-0.175	0.241	0.621
AFFECT	48.809	10.832	0.444	0.657	0.526
NORM	49.176	11.622	0.366	0.516	0.548
CONTS	49.122	10.414	0.501	0.552	0.510

ANOVA with Tukey's Test for Nonadditivity

			Sum of Squares	df	Mean Square	F	Sig
Between People			117.005	134	0.873		
Within People	Between Items		1447.948	14	103.425	285.380	0.000
	Residual	Nonadditivity	.222[a]	1	0.222	0.614	0.434
		Balance	679.660	1875	0.362		
		Total	679.883	1876	0.362		
	Total		2127.831	1890	1.126		
Total			2244.836	2024	1.109		

Grand Mean = 3.532

a. Tukey's estimate of power to which observations must be raised to achieve additivity = 1.182.

Descriptive Statistics			
	Mean	Std. Deviation	Analysis N
GEN	1.41	0.493	135
AGE	2.49	0.762	135
EDU	2.71	0.836	135
WEXP	2.23	0.906	135
EXTRA	3.930	0.4931	135
AGREE	4.207	0.5014	135
CONS	4.215	0.5550	135
NEURO	3.878	0.6303	135

Descriptive Statistics			
OTE	3.948	0.5300	135
HEALTH	4.107	0.6840	135
INTEL	4.019	0.5443	135
SPIRIT	4.011	0.4905	135
AFFECT	4.169	0.6370	135
NORM	3.801	0.4937	135
CONTS	3.856	0.6850	135

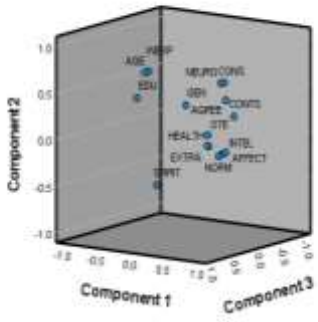
Communalities		
	Initial	Extraction
GEN	1.000	0.706
AGE	1.000	0.782
EDU	1.000	0.510
WEXP	1.000	0.842
EXTRA	1.000	0.630
AGREE	1.000	0.544
CONS	1.000	0.630
NEURO	1.000	0.575
OTE	1.000	0.743
HEALTH	1.000	0.560
INTEL	1.000	0.642
SPIRIT	1.000	0.584
AFFECT	1.000	0.786
NORM	1.000	0.670
CONTS	1.000	0.650
Extraction Method: Principal Component Analysis.		

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.484	23.224	23.224	3.484	23.224	23.224
2	2.390	15.936	39.160	2.390	15.936	39.160
3	1.608	10.719	49.879	1.608	10.719	49.879
4	1.247	8.317	58.195	1.247	8.317	58.195
5	1.124	7.493	65.688	1.124	7.493	65.688
6	0.854	5.692	71.380			
7	0.758	5.052	76.432			
8	0.647	4.310	80.742			
9	0.623	4.152	84.894			
10	0.607	4.046	88.940			
11	0.507	3.377	92.318			
12	0.387	2.578	94.896			
13	0.326	2.170	97.067			
14	0.245	1.636	98.703			
15	0.195	1.297	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix[a]					
	Component				
	1	2	3	4	5
GEN	0.016	0.321	-0.030	-0.407	0.660
AGE	-0.202	0.734	0.449	0.029	0.005
EDU	-0.441	0.406	0.356	0.001	0.156
WEXP	-0.235	0.721	0.483	0.180	-0.040
EXTRA	0.454	-0.058	0.114	0.630	0.100
AGREE	0.430	0.378	-0.283	-0.093	-0.357

Component Matrix[a]					
CONS	0.236	0.519	-0.459	-0.307	-0.017
NEURO	0.390	0.561	-0.314	0.055	0.082
OTE	0.123	-0.036	-0.349	0.494	0.601
HEALTH	0.591	-0.007	0.336	0.173	-0.261
INTEL	0.692	-0.109	0.159	-0.354	0.025
SPIRIT	-0.053	-0.474	0.484	-0.244	0.249
AFFECT	0.824	-0.064	0.281	0.092	0.120
NORM	0.709	-0.118	0.265	-0.272	0.097
CONTS	0.753	0.277	0.004	0.062	0.051
Extraction Method: Principal Component Analysis.					
a. 5 components extracted.					

Component Plot



Descriptive Statistics

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
GEN	135	1	1	2	190	1.41	0.042	0.493	0.243	0.381	0.209	-1.883	0.414
AGE	135	4	1	5	336	2.49	0.066	0.762	0.580	1.581	0.209	2.555	0.414
EDU	135	4	1	5	366	2.71	0.072	0.836	0.700	-0.576	0.209	0.276	0.414
WEXP	135	3	1	4	301	2.23	0.078	0.906	0.820	0.568	0.209	-0.344	0.414
EXTRA	135	2.0	3.0	5.0	530.5	3.930	0.0424	0.4931	0.243	0.051	0.209	-0.188	0.414
AGREE	135	3.0	2.0	5.0	568.0	4.207	0.0432	0.5014	0.251	-1.001	0.209	2.827	0.414
CONS	135	3.0	2.0	5.0	569.0	4.215	0.0478	0.5550	0.308	-0.917	0.209	1.493	0.414
NEURO	135	4.0	1.0	5.0	523.5	3.878	0.0542	0.6303	0.397	-1.750	0.209	5.251	0.414
OTE	135	2.5	2.5	5.0	533.0	3.948	0.0456	0.5300	0.281	-0.515	0.209	0.646	0.414
HEALTH	135	4.0	1.0	5.0	554.5	4.107	0.0589	0.6840	0.468	-2.243	0.209	6.502	0.414
INTEL	135	4.0	1.0	5.0	542.5	4.019	0.0468	0.5443	0.296	-1.730	0.209	6.785	0.414
SPIRIT	135	3.0	2.0	5.0	541.5	4.011	0.0422	0.4905	0.241	-0.334	0.209	1.689	0.414
AFFECT	135	4.0	1.0	5.0	562.8	4.169	0.0548	0.6370	0.406	-2.046	0.209	5.512	0.414
NORM	135	3.7	1.3	5.0	513.2	3.801	0.0425	0.4937	0.244	-1.970	0.209	7.396	0.414
CONTS	135	3.4	1.3	4.7	520.5	3.856	0.0590	0.6850	0.469	-1.569	0.209	2.458	0.414

Descriptive Statistics													
Valid N (listwise)	135												

Inter-Item Correlation Matrix															
	GEN	AGE	EDU	WEXP	EXTRA	AGREE	CONS	NEURO	OTE	HEALTH	INTEL	SPIRIT	AFFECT	NORM	CONTS
GEN	1.000	0.181	0.107	0.090	-0.096	0.003	0.182	0.137	0.039	-0.142	0.041	-0.019	0.045	0.031	0.107
AGE	0.181	1.000	0.364	0.756	-0.106	0.055	0.112	0.164	-0.112	0.020	-0.121	-0.115	-0.095	-0.115	0.008
EDU	0.107	0.364	1.000	0.443	-0.140	-0.123	0.006	-0.082	-0.085	-0.206	-0.259	0.008	-0.238	-0.205	-0.158
WEXP	0.090	0.756	0.443	1.000	0.011	0.034	0.050	0.167	-0.123	0.002	-0.190	-0.132	-0.123	-0.121	-0.009
EXTRA	-0.096	-0.106	-0.140	0.011	1.000	0.105	-0.019	0.020	0.207	0.260	0.123	-0.051	0.433	0.200	0.312
AGREE	0.003	0.055	-0.123	0.034	0.105	1.000	0.348	0.305	-0.036	0.136	0.143	-0.267	0.206	0.240	0.340
CONS	0.182	0.112	0.006	0.050	-0.019	0.348	1.000	0.417	0.019	-0.037	0.147	-0.290	-0.028	0.094	0.231
NEURO	0.137	0.164	-0.082	0.167	0.020	0.305	0.417	1.000	0.204	0.217	0.148	-0.261	0.178	0.050	0.416
OTE	0.039	-0.112	-0.085	-0.123	0.207	-0.036	0.019	0.204	1.000	-0.051	-0.035	-0.070	0.067	0.020	0.048
HEALTH	-0.142	0.020	-0.206	0.002	0.260	0.136	-0.037	0.217	-0.051	1.000	0.370	0.052	0.482	0.318	0.346
INTEL	0.041	-0.121	-0.259	-0.190	0.123	0.143	0.147	0.148	-0.035	0.370	1.000	0.076	0.526	0.580	0.358
SPIRIT	-0.019	-0.115	0.008	-0.132	-0.051	-0.267	-0.290	-0.261	-0.070	0.052	0.076	1.000	0.066	0.188	-0.181

Inter-Item Correlation Matrix															
AFFECT	0.045	-0.095	-0.238	-0.123	0.433	0.206	-0.028	0.178	0.067	0.482	0.526	0.066	1.000	0.584	0.636
NORM	0.031	-0.115	-0.205	-0.121	0.200	0.240	0.094	0.050	0.020	0.318	0.580	0.188	0.584	1.000	0.424
CONTS	0.107	0.008	-0.158	-0.009	0.312	0.340	0.231	0.416	0.048	0.346	0.358	-0.181	0.636	0.424	1.000

Inter-Item Covariance Matrix															
	GEN	AGE	EDU	WEXP	EXTRA	AGREE	CONS	NEURO	OTE	HEALTH	INTEL	SPIRIT	AFFECT	NORM	CONTS
GEN	0.243	0.068	0.044	0.040	-0.023	0.001	0.050	0.043	0.010	-0.048	0.011	-0.005	0.014	0.008	0.036
AGE	0.068	0.580	0.232	0.521	-0.040	0.021	0.047	0.079	-0.045	0.011	-0.050	-0.043	-0.046	-0.043	0.004
EDU	0.044	0.232	0.700	0.335	-0.058	-0.052	0.003	-0.043	-0.037	-0.118	-0.118	0.003	-0.127	-0.085	-0.091
WEXP	0.040	0.521	0.335	0.820	0.005	0.015	0.025	0.095	-0.059	0.001	-0.094	-0.059	-0.071	-0.054	-0.005
EXTRA	-0.023	-0.040	-0.058	0.005	0.243	0.026	-0.005	0.006	0.054	0.088	0.033	-0.012	0.136	0.049	0.105
AGREE	0.001	0.021	-0.052	0.015	0.026	0.251	0.097	0.096	-0.010	0.047	0.039	-0.066	0.066	0.059	0.117
CONS	0.050	0.047	0.003	0.025	-0.005	0.097	0.308	0.146	0.006	-0.014	0.044	-0.079	-0.010	0.026	0.088
NEURO	0.043	0.079	-0.043	0.095	0.006	0.096	0.146	0.397	0.068	0.093	0.051	-0.081	0.072	0.015	0.180
OTE	0.010	-0.045	-0.037	-0.059	0.054	-0.010	0.006	0.068	0.281	-0.019	-0.010	-0.018	0.023	0.005	0.017
HEALTH	-0.048	0.011	-0.118	0.001	0.088	0.047	-0.014	0.093	-0.019	0.468	0.138	0.017	0.210	0.107	0.162
INTEL	0.011	-0.050	-0.118	-0.094	0.033	0.039	0.044	0.051	-0.010	0.138	0.296	0.020	0.182	0.156	0.134

Inter-Item Covariance Matrix															
SPIRIT	-0.005	-0.043	0.003	-0.059	-0.012	-0.066	-0.079	-0.081	-0.018	0.017	0.020	0.241	0.020	0.046	-0.061
AFFECT	0.014	-0.046	-0.127	-0.071	0.136	0.066	-0.010	0.072	0.023	0.210	0.182	0.020	0.406	0.184	0.277
NORM	0.008	-0.043	-0.085	-0.054	0.049	0.059	0.026	0.015	0.005	0.107	0.156	0.046	0.184	0.244	0.143
CONTS	0.036	0.004	-0.091	-0.005	0.105	0.117	0.088	0.180	0.017	0.162	0.134	-0.061	0.277	0.143	0.469

Covariance Matrix															
	GEN	AGE	EDU	WEXP	EXTRA	AGREE	CONS	NEURO	OTE	HEALTH	INTEL	SPIRIT	AFFECT	NORM	CONTS
GEN	0.243	0.068	0.044	0.040	-0.023	0.001	0.050	0.043	0.010	-0.048	0.011	-0.005	0.014	0.008	0.036
AGE	0.068	0.580	0.232	0.521	-0.040	0.021	0.047	0.079	-0.045	0.011	-0.050	-0.043	-0.046	-0.043	0.004
EDU	0.044	0.232	0.700	0.335	-0.058	-0.052	0.003	-0.043	-0.037	-0.118	-0.118	0.003	-0.127	-0.085	-0.091
WEXP	0.040	0.521	0.335	0.820	0.005	0.015	0.025	0.095	-0.059	0.001	-0.094	-0.059	-0.071	-0.054	-0.005
EXTRA	-0.023	-0.040	-0.058	0.005	0.243	0.026	-0.005	0.006	0.054	0.088	0.033	-0.012	0.136	0.049	0.105
AGREE	0.001	0.021	-0.052	0.015	0.026	0.251	0.097	0.096	-0.010	0.047	0.039	-0.066	0.066	0.059	0.117
CONS	0.050	0.047	0.003	0.025	-0.005	0.097	0.308	0.146	0.006	-0.014	0.044	-0.079	-0.010	0.026	0.088
NEURO	0.043	0.079	-0.043	0.095	0.006	0.096	0.146	0.397	0.068	0.093	0.051	-0.081	0.072	0.015	0.180
OTE	0.010	-0.045	-0.037	-0.059	0.054	-0.010	0.006	0.068	0.281	-0.019	-0.010	-0.018	0.023	0.005	0.017
HEALTH	-0.048	0.011	-0.118	0.001	0.088	0.047	-0.014	0.093	-0.019	0.468	0.138	0.017	0.210	0.107	0.162

Covariance Matrix															
INTEL	0.011	-0.050	-0.118	-0.094	0.033	0.039	0.044	0.051	-0.010	0.138	0.296	0.020	0.182	0.156	0.134
SPIRIT	-0.005	-0.043	0.003	-0.059	-0.012	-0.066	-0.079	-0.081	-0.018	0.017	0.020	0.241	0.020	0.046	-0.061
AFFECT	0.014	-0.046	-0.127	-0.071	0.136	0.066	-0.010	0.072	0.023	0.210	0.182	0.020	0.406	0.184	0.277
NORM	0.008	-0.043	-0.085	-0.054	0.049	0.059	0.026	0.015	0.005	0.107	0.156	0.046	0.184	0.244	0.143
CONTS	0.036	0.004	-0.091	-0.005	0.105	0.117	0.088	0.180	0.017	0.162	0.134	-0.061	0.277	0.143	0.469

Correlation Matrix[a]																
		GEN	AGE	EDU	WEXP	EXTRA	AGREE	CONS	NEURO	OTE	HEALTH	INTEL	SPIRIT	AFFECT	NORM	CONTS
Correlation	GEN	1.000	0.181	0.107	0.090	-0.096	0.003	0.182	0.137	0.039	-0.142	0.041	-0.019	0.045	0.031	0.107
	AGE	0.181	1.000	0.364	0.756	-0.106	0.055	0.112	0.164	-0.112	0.020	-0.121	-0.115	-0.095	-0.115	0.008
	EDU	0.107	0.364	1.000	0.443	-0.140	-0.123	0.006	-0.082	-0.085	-0.206	-0.259	0.008	-0.238	-0.205	-0.158
	WEXP	0.090	0.756	0.443	1.000	0.011	0.034	0.050	0.167	-0.123	0.002	-0.190	-0.132	-0.123	-0.121	-0.009
	EXTRA	-0.096	-0.106	-0.140	0.011	1.000	0.105	-0.019	0.020	0.207	0.260	0.123	-0.051	0.433	0.200	0.312
	AGREE	0.003	0.055	-0.123	0.034	0.105	1.000	0.348	0.305	-0.036	0.136	0.143	-0.267	0.206	0.240	0.340
	CONS	0.182	0.112	0.006	0.050	-0.019	0.348	1.000	0.417	0.019	-0.037	0.147	-0.290	-0.028	0.094	0.231
	NEURO	0.137	0.164	-0.082	0.167	0.020	0.305	0.417	1.000	0.204	0.217	0.148	-0.261	0.178	0.050	0.416
	OTE	0.039	-0.112	-0.085	-0.123	0.207	-0.036	0.019	0.204	1.000	-0.051	-0.035	-0.070	0.067	0.020	0.048

Correlation Matrix[a]																
	HEALTH	-0.142	0.020	-0.206	0.002	0.260	0.136	-0.037	0.217	-0.051	1.000	0.370	0.052	0.482	0.318	0.346
	INTEL	0.041	-0.121	-0.259	-0.190	0.123	0.143	0.147	0.148	-0.035	0.370	1.000	0.076	0.526	0.580	0.358
	SPIRIT	-0.019	-0.115	0.008	-0.132	-0.051	-0.267	-0.290	-0.261	-0.070	0.052	0.076	1.000	0.066	0.188	-0.181
	AFFECT	0.045	-0.095	-0.238	-0.123	0.433	0.206	-0.028	0.178	0.067	0.482	0.526	0.066	1.000	0.584	0.636
	NORM	0.031	-0.115	-0.205	-0.121	0.200	0.240	0.094	0.050	0.020	0.318	0.580	0.188	0.584	1.000	0.424
	CONTS	0.107	0.008	-0.158	-0.009	0.312	0.340	0.231	0.416	0.048	0.346	0.358	-0.181	0.636	0.424	1.000
	GEN		0.018	0.109	0.150	0.134	0.487	0.017	0.056	0.328	0.051	0.318	0.414	0.301	0.360	0.108
	AGE	0.018		0.000	0.000	0.110	0.263	0.099	0.028	0.097	0.408	0.081	0.093	0.138	0.092	0.465
	EDU	0.109	0.000		0.000	0.052	0.078	0.472	0.173	0.165	0.008	0.001	0.464	0.003	0.009	0.034
	WEXP	0.150	0.000	0.000		0.448	0.348	0.284	0.026	0.078	0.491	0.013	0.064	0.077	0.081	0.460
	EXTRA	0.134	0.110	0.052	0.448		0.113	0.412	0.408	0.008	0.001	0.078	0.279	0.000	0.010	0.000
Sig. (1-tailed)	AGREE	0.487	0.263	0.078	0.348	0.113		0.000	0.000	0.337	0.058	0.049	0.001	0.008	0.003	0.000
	CONS	0.017	0.099	0.472	0.284	0.412	0.000		0.000	0.413	0.336	0.044	0.000	0.372	0.139	0.003
	NEURO	0.056	0.028	0.173	0.026	0.408	0.000	0.000		0.009	0.006	0.043	0.001	0.019	0.283	0.000
	OTE	0.328	0.097	0.165	0.078	0.008	0.337	0.413	0.009		0.277	0.342	0.211	0.220	0.408	0.290
	HEALTH	0.051	0.408	0.008	0.491	0.001	0.058	0.336	0.006	0.277		0.000	0.274	0.000	0.000	0.000
	INTEL	0.318	0.081	0.001	0.013	0.078	0.049	0.044	0.043	0.342	0.000		0.190	0.000	0.000	0.000

Correlation Matrix[a]																
	SPIRIT	0.414	0.093	0.464	0.064	0.279	0.001	0.000	0.001	0.211	0.274	0.190		0.225	0.015	0.018
	AFFECT	0.301	0.138	0.003	0.077	0.000	0.008	0.372	0.019	0.220	0.000	0.000	0.225		0.000	0.000
	NORM	0.360	0.092	0.009	0.081	0.010	0.003	0.139	0.283	0.408	0.000	0.000	0.015	0.000		0.000
	CONTS	0.108	0.465	0.034	0.460	0.000	0.000	0.003	0.000	0.290	0.000	0.000	0.018	0.000	0.000	
a. Determinant = .009																

Inverse of Correlation Matrix															
	GEN	AGE	EDU	WEXP	EXTRA	AGREE	CONS	NEURO	OTE	HEALTH	INTEL	SPIRIT	AFFECT	NORM	CONTS
GEN	1.153	-0.251	-0.067	0.092	0.112	0.094	-0.165	-0.085	-0.042	0.256	-0.033	-0.053	-0.176	0.000	-0.097
AGE	-0.251	2.540	-0.062	-1.885	0.347	-0.071	-0.168	0.081	-0.034	-0.172	-0.044	-0.009	-0.146	0.192	-0.011
EDU	-0.067	-0.062	1.402	-0.576	0.113	0.098	-0.105	0.185	-0.007	0.137	0.129	-0.087	0.011	0.078	-0.046
WEXP	0.092	-1.885	-0.576	2.834	-0.455	0.036	0.239	-0.437	0.266	-0.004	0.225	0.152	0.269	-0.264	0.071
EXTRA	0.112	0.347	0.113	-0.455	1.460	-0.034	-0.124	0.319	-0.330	-0.167	0.141	0.056	-0.623	0.121	-0.171
AGREE	0.094	-0.071	0.098	0.036	-0.034	1.370	-0.296	-0.191	0.143	0.004	0.148	0.262	-0.054	-0.317	-0.146
CONS	-0.165	-0.168	-0.105	0.239	-0.124	-0.296	1.528	-0.515	0.093	0.163	-0.246	0.228	0.493	-0.206	-0.153
NEURO	-0.085	0.081	0.185	-0.437	0.319	-0.191	-0.515	1.767	-0.444	-0.319	-0.109	0.052	-0.046	0.370	-0.565
OTE	-0.042	-0.034	-0.007	0.266	-0.330	0.143	0.093	-0.444	1.210	0.174	0.138	0.086	-0.026	-0.152	0.152

Inverse of Correlation Matrix															
HEALTH	0.256	-0.172	0.137	-0.004	-0.167	0.004	0.163	-0.319	0.174	1.521	-0.248	-0.079	-0.439	-0.027	-0.027
INTEL	-0.033	-0.044	0.129	0.225	0.141	0.148	-0.246	-0.109	0.138	-0.248	1.837	0.041	-0.527	-0.719	0.102
SPIRIT	-0.053	-0.009	-0.087	0.152	0.056	0.262	0.228	0.052	0.086	-0.079	0.041	1.317	-0.111	-0.408	0.303
AFFECT	-0.176	-0.146	0.011	0.269	-0.623	-0.054	0.493	-0.046	-0.026	-0.439	-0.527	-0.111	2.918	-0.646	-1.118
NORM	0.000	0.192	0.078	-0.264	0.121	-0.317	-0.206	0.370	-0.152	-0.027	-0.719	-0.408	-0.646	2.067	-0.293
CONTS	-0.097	-0.011	-0.046	0.071	-0.171	-0.146	-0.153	-0.565	0.152	-0.027	0.102	0.303	-1.118	-0.293	2.232

Anti-image Matrices																
		GEN	AGE	EDU	WEXP	EXTRA	AGREE	CONS	NEURO	OTE	HEALTH	INTEL	SPIRIT	AFFECT	NORM	CONTS
Anti-image Covariance	GEN	0.867	-0.086	-0.042	0.028	0.067	0.060	-0.093	-0.042	-0.030	0.146	-0.016	-0.035	-0.052	-5.728E-05	-0.038
	AGE	-0.086	0.394	-0.018	-0.262	0.094	-0.020	-0.043	0.018	-0.011	-0.044	-0.009	-0.003	-0.020	0.037	-0.002
	EDU	-0.042	-0.018	0.713	-0.145	0.055	0.051	-0.049	0.075	-0.004	0.064	0.050	-0.047	0.003	0.027	-0.015
	WEXP	0.028	-0.262	-0.145	0.353	-0.110	0.009	0.055	-0.087	0.078	-0.001	0.043	0.041	0.033	-0.045	0.011
	EXTRA	0.067	0.094	0.055	-0.110	0.685	-0.017	-0.056	0.124	-0.187	-0.075	0.053	0.029	-0.146	0.040	-0.052
	AGREE	0.060	-0.020	0.051	0.009	-0.017	0.730	-0.141	-0.079	0.087	0.002	0.059	0.145	-0.014	-0.112	-0.048
	CONS	-0.093	-0.043	-0.049	0.055	-0.056	-0.141	0.654	-0.191	0.050	0.070	-0.087	0.114	0.111	-0.065	-0.045
	NEURO	-0.042	0.018	0.075	-0.087	0.124	-0.079	-0.191	0.566	-0.208	-0.119	-0.034	0.022	-0.009	0.101	-0.143

Anti-image Matrices																
	OTE	-0.030	-0.011	-0.004	0.078	-0.187	0.087	0.050	-0.208	0.827	0.095	0.062	0.054	-0.007	-0.061	0.056
	HEALTH	0.146	-0.044	0.064	-0.001	-0.075	0.002	0.070	-0.119	0.095	0.658	-0.089	-0.039	-0.099	-0.009	-0.008
	INTEL	-0.016	-0.009	0.050	0.043	0.053	0.059	-0.087	-0.034	0.062	-0.089	0.544	0.017	-0.098	-0.189	0.025
	SPIRIT	-0.035	-0.003	-0.047	0.041	0.029	0.145	0.114	0.022	0.054	-0.039	0.017	0.759	-0.029	-0.150	0.103
	AFFECT	-0.052	-0.020	0.003	0.033	-0.146	-0.014	0.111	-0.009	-0.007	-0.099	-0.098	-0.029	0.343	-0.107	-0.172
	NORM	-5.728E-05	0.037	0.027	-0.045	0.040	-0.112	-0.065	0.101	-0.061	-0.009	-0.189	-0.150	-0.107	0.484	-0.064
	CONTS	-0.038	-0.002	-0.015	0.011	-0.052	-0.048	-0.045	-0.143	0.056	-0.008	0.025	0.103	-0.172	-0.064	0.448
Anti-image Correlation	GEN	.574[a]	-0.146	-0.053	0.051	0.086	0.075	-0.124	-0.059	-0.035	0.193	-0.023	-0.043	-0.096	-8.843E-05	-0.061
	AGE	-0.146	.597[a]	-0.033	-0.703	0.180	-0.038	-0.085	0.038	-0.019	-0.087	-0.021	-0.005	-0.054	0.084	-0.005
	EDU	-0.053	-0.033	.816[a]	-0.289	0.079	0.071	-0.072	0.118	-0.005	0.094	0.081	-0.064	0.005	0.046	-0.026
	WEXP	0.051	-0.703	-0.289	.551[a]	-0.224	0.018	0.115	-0.195	0.144	-0.002	0.098	0.079	0.094	-0.109	0.028
	EXTRA	0.086	0.180	0.079	-0.224	.604[a]	-0.024	-0.083	0.199	-0.249	-0.112	0.086	0.040	-0.302	0.070	-0.095
	AGREE	0.075	-0.038	0.071	0.018	-0.024	.769[a]	-0.205	-0.123	0.111	0.003	0.093	0.195	-0.027	-0.188	-0.084
	CONS	-0.124	-0.085	-0.072	0.115	-0.083	-0.205	.612[a]	-0.313	0.068	0.107	-0.147	0.161	0.234	-0.116	-0.083
	NEURO	-0.059	0.038	0.118	-0.195	0.199	-0.123	-0.313	.613[a]	-0.303	-0.195	-0.061	0.034	-0.020	0.194	-0.284
	OTE	-0.035	-0.019	-0.005	0.144	-0.249	0.111	0.068	-0.303	.365[a]	0.128	0.093	0.068	-0.014	-0.096	0.093
	HEALTH	0.193	-0.087	0.094	-0.002	-0.112	0.003	0.107	-0.195	0.128	.798[a]	-0.148	-0.056	-0.208	-0.015	-0.015

Anti-image Matrices

	INTEL	-0.023	-0.021	0.081	0.098	0.086	0.093	-0.147	-0.061	0.093	-0.148	.795[a]	0.026	-0.227	-0.369	0.050
	SPIRIT	-0.043	-0.005	-0.064	0.079	0.040	0.195	0.161	0.034	0.068	-0.056	0.026	.652[a]	-0.056	-0.248	0.177
	AFFECT	-0.096	-0.054	0.005	0.094	-0.302	-0.027	0.234	-0.020	-0.014	-0.208	-0.227	-0.056	.753[a]	-0.263	-0.438
	NORM	-8.843E-05	0.084	0.046	-0.109	0.070	-0.188	-0.116	0.194	-0.096	-0.015	-0.369	-0.248	-0.263	.742[a]	-0.136
	CONTS	-0.061	-0.005	-0.026	0.028	-0.095	-0.084	-0.083	-0.284	0.093	-0.015	0.050	0.177	-0.438	-0.136	.788[a]

a. Measures of Sampling Adequacy (MSA)

Reproduced Correlations

		GEN	AGE	EDU	WEXP	EXTRA	AGREE	CONS	NEURO	OTE	HEALTH	INTEL	SPIRIT	AFFECT	NORM	CONTS
Reproduced Correlation	GEN	.706[a]	0.210	0.215	0.113	-0.205	-0.061	0.298	0.227	0.196	-0.245	0.132	0.096	0.026	0.140	0.110
	AGE	0.210	.782[a]	0.548	0.799	-0.064	0.059	0.118	0.194	-0.191	0.030	-0.159	-0.126	-0.084	-0.119	0.055
	EDU	0.215	0.548	.510[a]	0.562	-0.166	-0.193	-0.060	-0.043	-0.099	-0.184	-0.289	0.042	-0.270	-0.251	-0.210
	WEXP	0.113	0.799	0.562	.842[a]	0.017	0.033	0.043	0.168	-0.159	0.060	-0.229	-0.150	-0.092	-0.176	0.034
	EXTRA	-0.205	-0.064	-0.166	0.017	.630[a]	0.047	-0.170	0.152	0.390	0.390	0.118	-0.070	0.480	0.197	0.370
	AGREE	-0.061	0.059	-0.193	0.033	0.047	.544[a]	0.462	0.435	-0.122	0.233	0.235	-0.406	0.200	0.176	0.404
	CONS	0.298	0.118	-0.060	0.043	-0.170	0.462	.630[a]	0.509	0.008	-0.067	0.142	-0.410	0.002	0.066	0.300

Reproduced Correlations																
	NEURO	0.227	0.194	-0.043	0.168	0.152	0.435	0.509	.575[a]	0.213	0.109	0.142	-0.432	0.212	0.120	0.455
	OTE	0.196	-0.191	-0.099	-0.159	0.390	-0.122	0.008	0.213	.743[a]	-0.115	-0.126	-0.129	0.123	-0.077	0.143
	HEALTH	-0.245	0.030	-0.184	0.060	0.390	0.233	-0.067	0.109	-0.115	.560[a]	0.395	0.027	0.566	0.436	0.441
	INTEL	0.132	-0.159	-0.289	-0.229	0.118	0.235	0.142	0.142	-0.126	0.395	.642[a]	0.185	0.593	0.644	0.471
	SPIRIT	0.096	-0.126	0.042	-0.150	-0.070	-0.406	-0.410	-0.432	-0.129	0.027	0.185	.584[a]	0.130	0.237	-0.172
	AFFECT	0.026	-0.084	-0.270	-0.092	0.480	0.200	0.002	0.212	0.123	0.566	0.593	0.130	.786[a]	0.653	0.616
	NORM	0.140	-0.119	-0.251	-0.176	0.197	0.176	0.066	0.120	-0.077	0.436	0.644	0.237	0.653	.670[a]	0.490
	CONTS	0.110	0.055	-0.210	0.034	0.370	0.404	0.300	0.455	0.143	0.441	0.471	-0.172	0.616	0.490	.650[a]
Residual[b]	GEN		-0.029	-0.108	-0.023	0.109	0.063	-0.115	-0.090	-0.158	0.104	-0.091	-0.115	0.019	-0.109	-0.003
	AGE	-0.029		-0.184	-0.043	-0.043	-0.004	-0.007	-0.030	0.078	-0.010	0.038	0.012	-0.010	0.004	-0.048
	EDU	-0.108	-0.184		-0.119	0.026	0.070	0.066	-0.038	0.015	-0.022	0.031	-0.034	0.032	0.046	0.052
	WEXP	-0.023	-0.043	-0.119		-0.005	0.001	0.007	-0.001	0.036	-0.058	0.039	0.018	-0.031	0.055	-0.043
	EXTRA	0.109	-0.043	0.026	-0.005		0.058	0.151	-0.132	-0.182	-0.129	0.005	0.020	-0.047	0.003	-0.058
	AGREE	0.063	-0.004	0.070	0.001	0.058		-0.114	-0.129	0.086	-0.098	-0.092	0.138	0.007	0.064	-0.064
	CONS	-0.115	-0.007	0.066	0.007	0.151	-0.114		-0.092	0.011	0.030	0.005	0.120	-0.030	0.028	-0.068
	NEURO	-0.090	-0.030	-0.038	-0.001	-0.132	-0.129	-0.092		-0.009	0.107	0.006	0.171	-0.034	-0.071	-0.039
	OTE	-0.158	0.078	0.015	0.036	-0.182	0.086	0.011	-0.009		0.064	0.090	0.060	-0.056	0.097	-0.094

Reproduced Correlations																
	HEALTH	0.104	-0.010	-0.022	-0.058	-0.129	-0.098	0.030	0.107	0.064		-0.025	0.025	-0.084	-0.118	-0.096
	INTEL	-0.091	0.038	0.031	0.039	0.005	-0.092	0.005	0.006	0.090	-0.025		-0.109	-0.067	-0.064	-0.112
	SPIRIT	-0.115	0.012	-0.034	0.018	0.020	0.138	0.120	0.171	0.060	0.025	-0.109		-0.065	-0.049	-0.009
	AFFECT	0.019	-0.010	0.032	-0.031	-0.047	0.007	-0.030	-0.034	-0.056	-0.084	-0.067	-0.065		-0.069	0.020
	NORM	-0.109	0.004	0.046	0.055	0.003	0.064	0.028	-0.071	0.097	-0.118	-0.064	-0.049	-0.069		-0.066
	CONTS	-0.003	-0.048	0.052	-0.043	-0.058	-0.064	-0.068	-0.039	-0.094	-0.096	-0.112	-0.009	0.020	-0.066	
Extraction Method: Principal Component Analysis.																
a. Reproduced communalities																
b. Residuals are computed between observed and reproduced correlations. There are 54 (51.0%) nonredundant residuals with absolute values greater than 0.05.																

APPENDIX B – AMOS OUTPUT (PRE-MODIFICATION INDICES)

Parameter Summary (Group number 1)						
	Weights	**Covariances**	**Variances**	**Means**	**Intercepts**	**Total**
Fixed	20	0	0	19	1	40
Labeled	0	0	0	0	0	0
Unlabeled	14	0	19	0	15	48
Total	34	0	19	19	16	88

Assessment of normality (Group number 1)						
Variable	**min**	**max**	**skew**	**c.r.**	**kurtosis**	**c.r.**
CONTS	1.3	4.7	-1.551	-7.359	2.324	5.512
NORM	1.3	5	-1.948	-9.241	7.081	16.793
AFFECT	1	5	-2.023	-9.595	5.266	12.49
HEALTH	1	5	-2.218	-10.519	6.219	14.75
INTEL	1	5	-1.711	-8.114	6.492	15.396
SPIRIT	2	5	-0.33	-1.566	1.583	3.754
EXTRA	3	5	0.05	0.237	-0.226	-0.535
AGREE	2	5	-0.99	-4.697	2.679	6.355
CONS	2	5	-0.906	-4.3	1.394	3.306
NEURO	1	5	-1.731	-8.21	5.014	11.892
OTE	2.5	5	-0.51	-2.417	0.578	1.37
GEN	1	2	0.377	1.788	-1.858	-4.407
AGE	1	5	1.563	7.416	2.417	5.733
EDU	1	5	-0.57	-2.703	0.222	0.526
WEXP	1	4	0.562	2.664	-0.375	-0.891
Multivariate					85.114	21.895

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)			
Observation number	**Mahalanobis d-squared**	**p1**	**p2**
43	76.363	0	0
1	63.573	0	0
17	48.694	0	0
21	41.269	0	0
5	40.772	0	0

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)			
16	36.607	0.001	0
4	35.996	0.002	0
7	34.843	0.003	0
15	29.094	0.016	0
6	28.555	0.018	0
11	27.818	0.023	0
45	26.961	0.029	0.001
9	26.913	0.029	0
79	26.656	0.032	0
22	26.414	0.034	0
13	25.816	0.04	0
100	25.726	0.041	0
39	23.239	0.079	0.021
2	22.019	0.107	0.133
8	21.63	0.118	0.168
32	21.045	0.135	0.281
25	20.919	0.139	0.248
3	20.814	0.143	0.212
20	20.772	0.144	0.162
129	20.692	0.147	0.13
46	20.085	0.169	0.261
36	19.857	0.177	0.278
69	19.522	0.191	0.347
75	19.259	0.202	0.391
70	19.218	0.204	0.332
41	19.144	0.207	0.292
126	19.139	0.208	0.227
10	18.971	0.215	0.231
74	18.921	0.217	0.191
133	18.805	0.223	0.179
53	18.143	0.255	0.412
65	17.374	0.297	0.749
44	16.767	0.333	0.915
122	16.471	0.351	0.948
124	15.839	0.393	0.992
29	15.768	0.398	0.991
33	15.764	0.398	0.985
121	15.596	0.409	0.988
40	15.424	0.421	0.991
98	15.376	0.425	0.988

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)			
123	15.349	0.427	0.983
97	15.246	0.434	0.983
80	15.078	0.446	0.987
19	14.672	0.475	0.997
109	14.561	0.484	0.997
47	14.448	0.492	0.997
112	14.346	0.499	0.997
90	14.302	0.503	0.996
96	14.144	0.515	0.997
60	13.962	0.528	0.998
108	13.384	0.573	1
14	13.178	0.589	1
116	13.157	0.59	1
84	13.148	0.591	1
134	12.89	0.611	1
34	12.848	0.614	1
12	12.758	0.621	1
73	12.534	0.638	1
125	12.462	0.644	1
72	12.336	0.653	1
66	12.291	0.657	1
132	12.271	0.658	1
86	12.068	0.674	1
42	11.581	0.71	1
120	11.553	0.712	1
68	11.252	0.735	1
58	11.161	0.741	1
35	11.116	0.744	1
107	10.982	0.754	1
91	10.919	0.758	1
37	10.885	0.761	1
18	10.872	0.762	1
114	10.851	0.763	1
52	10.832	0.764	1
50	10.732	0.771	1
127	10.54	0.785	1
81	10.434	0.792	1
77	10.394	0.794	1
128	10.264	0.803	1
26	10.216	0.806	1

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)			
28	9.902	0.826	1
49	9.855	0.829	1
105	9.851	0.829	1
57	9.807	0.832	1
59	9.531	0.848	1
103	9.209	0.866	1
76	9.206	0.867	1
62	9.191	0.867	1
85	9.128	0.871	1
87	9.11	0.872	1
113	9.079	0.873	1
83	9.011	0.877	1
48	8.926	0.881	1
101	8.914	0.882	1
135	8.908	0.882	1

Computation of degrees of freedom (Default model)	
Number of distinct sample moments:	135
Number of distinct parameters to be estimated:	48
Degrees of freedom (135 - 48):	87

Result (Default model)
Minimum was achieved
Chi-square = 215.152
Degrees of freedom = 87
Probability level = .000

Regression Weights: (Group number 1 - Default model)							
			Estimate	**S.E.**	**C.R.**	**P**	**Label**
Organizational Commitment	<---	Personality	1.519	1.243	1.222	0.222	par_12
Organizational Commitment	<---	Demographic	-0.042	0.052	-0.797	0.426	par_13

Regression Weights: (Group number 1 - Default model)							
Organizational Commitment	<---	QOHR	8.647	7.639	1.132	0.258	par_14
WEXP	<---	Demographic	1				
EDU	<---	Demographic	0.472	0.092	5.128	***	par_1
AGE	<---	Demographic	0.744	0.111	6.732	***	par_2
GEN	<---	Demographic	0.077	0.059	1.319	0.187	par_3
OTE	<---	Personality	1				
NEURO	<---	Personality	4.827	3.318	1.455	0.146	par_4
CONS	<---	Personality	3.807	2.883	1.321	0.187	par_5
AGREE	<---	Personality	3.101	2.407	1.288	0.198	par_6
EXTRA	<---	Personality	0.738	0.808	0.913	0.361	par_7
SPIRIT	<---	QOHR	1				
INTEL	<---	QOHR	6.356	5.577	1.14	0.254	par_8
HEALTH	<---	QOHR	6.773	5.994	1.13	0.259	par_9
AFFECT	<---	Organizational Commitment	1				
NORM	<---	Organizational Commitment	0.617	0.081	7.599	***	par_10
CONTS	<---	Organizational Commitment	0.871	0.105	8.268	***	par_11

Standardized Regression Weights: (Group number 1 - Default model)			
			Estimate
Organizational Commitment	<---	Personality	0.243
Organizational Commitment	<---	Demographic	-0.065
Organizational Commitment	<---	QOHR	0.914
WEXP	<---	Demographic	0.924
EDU	<---	Demographic	0.472
AGE	<---	Demographic	0.817
GEN	<---	Demographic	0.131
OTE	<---	Personality	0.162
NEURO	<---	Personality	0.656
CONS	<---	Personality	0.588
AGREE	<---	Personality	0.53
EXTRA	<---	Personality	0.128
SPIRIT	<---	QOHR	0.115
INTEL	<---	QOHR	0.66
HEALTH	<---	QOHR	0.56
AFFECT	<---	Organizational Commitment	0.857
NORM	<---	Organizational Commitment	0.677

Standardized Regression Weights: (Group number 1 - Default model)			
CONTS	<---	Organizational Commitment	0.689

Intercepts: (Group number 1 - Default model)							
			Estimate	**S.E.**	**C.R.**	**P**	**Label**
WEXP			2.23	0.078	28.608	***	par_15
EDU			2.711	0.072	37.663	***	par_16
AGE			2.489	0.066	37.968	***	par_17
GEN			1.407	0.042	33.157	***	par_18
OTE			3.948	0.046	86.558	***	par_19
NEURO			3.878	0.054	71.484	***	par_20
CONS			4.215	0.048	88.243	***	par_21
AGREE			4.207	0.043	97.491	***	par_22
EXTRA			3.93	0.042	92.595	***	par_23
SPIRIT			4.011	0.042	95.024	***	par_24
INTEL			4.019	0.047	85.777	***	par_25
HEALTH			4.107	0.059	69.772	***	par_26
AFFECT			4.169	0.054	77.676	***	par_27
NORM			3.801	0.042	90.672	***	par_28
CONTS			3.856	0.058	66.31	***	par_29

Variances: (Group number 1 - Default model)							
			Estimate	**S.E.**	**C.R.**	**P**	**Label**
Demographic			0.695	0.135	5.144	***	par_30
Personality			0.007	0.01	0.707	0.48	par_31
QOHR			0.003	0.006	0.574	0.566	par_32
e16			0.029	0.046	0.618	0.536	par_33
e1			0.119	0.094	1.268	0.205	par_34
e2			0.54	0.069	7.868	***	par_35
e3			0.191	0.056	3.396	***	par_36
e4			0.237	0.029	8.148	***	par_37
e5			0.272	0.034	8.018	***	par_38
e6			0.225	0.055	4.119	***	par_39
e7			0.2	0.037	5.398	***	par_40
e8			0.179	0.031	5.771	***	par_41

Variances: (Group number 1 - Default model)							
e9			0.237	0.029	8.07	***	par_42
e10			0.236	0.029	8.146	***	par_43
e11			0.166	0.031	5.384	***	par_44
e12			0.319	0.047	6.759	***	par_45
e13			0.102	0.029	3.578	***	par_46
e14			0.127	0.019	6.582	***	par_47
e15			0.238	0.036	6.634	***	par_48

Squared Multiple Correlations: (Group number 1 - Default model)			
			Estimate
Organizational Commitment			0.899
CONTS			0.475
NORM			0.459
AFFECT			0.735
HEALTH			0.313
INTEL			0.435
SPIRIT			0.013
EXTRA			0.016
AGREE			0.281
CONS			0.345
NEURO			0.431
OTE			0.026
GEN			0.017
AGE			0.668
EDU			0.223
WEXP			0.854

Implied (for all variables) Covariances (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment	CONTS	NORM	AFFECT	HEALTH	INTEL
Personality	0.007								
Demographic	0	0.695							
QOHR	0	0	0.003						
Organizational Commitment	0.011	-0.029	0.027	0.284					
CONTS	0.01	-0.025	0.024	0.247	0.453				
NORM	0.007	-0.018	0.017	0.175	0.152	0.236			
AFFECT	0.011	-0.029	0.027	0.284	0.247	0.175	0.386		
HEALTH	0	0	0.021	0.186	0.162	0.115	0.186	0.464	
INTEL	0	0	0.02	0.174	0.152	0.108	0.174	0.136	0.294
SPIRIT	0	0	0.003	0.027	0.024	0.017	0.027	0.021	0.02
EXTRA	0.005	0	0	0.008	0.007	0.005	0.008	0	0
AGREE	0.023	0	0	0.034	0.03	0.021	0.034	0	0
CONS	0.028	0	0	0.042	0.037	0.026	0.042	0	0
NEURO	0.035	0	0	0.053	0.047	0.033	0.053	0	0
OTE	0.007	0	0	0.011	0.01	0.007	0.011	0	0
GEN	0	0.054	0	-0.002	-0.002	-0.001	-0.002	0	0

	Personality	Demographic	QOHR	Organizational Commitment	CONTS	NORM	AFFECT	HEALTH	INTEL
AGE	0	0.517	0	-0.021	-0.019	-0.013	-0.021	0	0
EDU	0	0.328	0	-0.014	-0.012	-0.008	-0.014	0	0
WEXP	0	0.695	0	-0.029	-0.025	-0.018	-0.029	0	0

Implied (for all variables) Covariances (Group number 1 - Default model) (Cont.)

	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
Personality										
Demographic										
QOHR										
Organizational Commitment										
CONTS										
NORM										
AFFECT										

	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
HEALTH										
INTEL										
SPIRIT	0.239									
EXTRA	0	0.241								
AGREE	0	0.017	0.25							
CONS	0	0.02	0.086	0.306						
NEURO	0	0.026	0.109	0.134	0.394					
OTE	0	0.005	0.023	0.028	0.035	0.279				
GEN	0	0	0	0	0	0	0.241			
AGE	0	0	0	0	0	0	0.04	0.576		
EDU	0	0	0	0	0	0	0.025	0.244	0.694	
WEXP	0	0	0	0	0	0	0.054	0.517	0.328	0.814

Implied (for all variables) Correlations (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment	CONTS	NORM	AFFECT	HEALTH	INTEL
Personality	1								

	Personality	Demographic	QOHR	Organizational Commitment	CONTS	NORM	AFFECT	HEALTH	INTEL
Demographic	0	1							
QOHR	0	0	1						
Organizational Commitment	0.243	-0.065	0.914	1					
CONTS	0.168	-0.045	0.63	0.689	1				
NORM	0.165	-0.044	0.619	0.677	0.467	1			
AFFECT	0.209	-0.056	0.784	0.857	0.591	0.581	1		
HEALTH	0	0	0.56	0.511	0.352	0.346	0.438	1	
INTEL	0	0	0.66	0.603	0.416	0.409	0.517	0.369	1
SPIRIT	0	0	0.115	0.105	0.073	0.071	0.09	0.064	0.076
EXTRA	0.128	0	0	0.031	0.022	0.021	0.027	0	0
AGREE	0.53	0	0	0.129	0.089	0.087	0.111	0	0
CONS	0.588	0	0	0.143	0.099	0.097	0.123	0	0
NEURO	0.656	0	0	0.16	0.11	0.108	0.137	0	0
OTE	0.162	0	0	0.039	0.027	0.027	0.034	0	0
GEN	0	0.131	0	-0.009	-0.006	-0.006	-0.007	0	0
AGE	0	0.817	0	-0.053	-0.037	-0.036	-0.046	0	0
EDU	0	0.472	0	-0.031	-0.021	-0.021	-0.026	0	0
WEXP	0	0.924	0	-0.06	-0.041	-0.041	-0.051	0	0

Implied (for all variables) Correlations (Group number 1 - Default model) (Cont.)

	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
Personality										
Demographic										
QOHR										
Organizational Commitment										
CONTS										
NORM										
AFFECT										
HEALTH										
INTEL										
SPIRIT	1									
EXTRA	0	1								
AGREE	0	0.068	1							
CONS	0	0.075	0.311	1						
NEURO	0	0.084	0.348	0.386	1					
OTE	0	0.021	0.086	0.095	0.106	1				
GEN	0	0	0	0	0	0	1			

	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
AGE	0	0	0	0	0	0	0.107	1		
EDU	0	0	0	0	0	0	0.062	0.386	1	
WEXP	0	0	0	0	0	0	0.121	0.755	0.436	1

Implied (for all variables) Means (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment	CONTS	NORM	AFFECT	HEALTH	INTEL
	0	0	0	0	3.856	3.801	4.169	4.107	4.019

Implied (for all variables) Means (Group number 1 - Default model) (Cont.)

	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
	4.011	3.93	4.207	4.215	3.878	3.948	1.407	2.489	2.711	2.23

Implied Covariances (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT
CONTS	0.453					

NORM	0.152	0.236				
AFFECT	0.247	0.175	0.386			
HEALTH	0.162	0.115	0.186	0.464		
INTEL	0.152	0.108	0.174	0.136	0.294	
SPIRIT	0.024	0.017	0.027	0.021	0.02	0.239
EXTRA	0.007	0.005	0.008	0	0	0
AGREE	0.03	0.021	0.034	0	0	0
CONS	0.037	0.026	0.042	0	0	0
NEURO	0.047	0.033	0.053	0	0	0
OTE	0.01	0.007	0.011	0	0	0
GEN	-0.002	-0.001	-0.002	0	0	0
AGE	-0.019	-0.013	-0.021	0	0	0
EDU	-0.012	-0.008	-0.014	0	0	0
WEXP	-0.025	-0.018	-0.029	0	0	0

Implied Covariances (Group number 1 - Default model) (Cont.)

	EXTRA	**AGREE**	**CONS**	**NEURO**	**OTE**	**GEN**	**AGE**	**EDU**	**WEXP**
CONTS									
NORM									
AFFECT									
HEALTH									
INTEL									
SPIRIT									
EXTRA	0.241								
AGREE	0.017	0.25							

CONS	0.02	0.086	0.306						
NEURO	0.026	0.109	0.134	0.394					
OTE	0.005	0.023	0.028	0.035	0.279				
GEN	0	0	0	0	0	0.241			
AGE	0	0	0	0	0	0.04	0.576		
EDU	0	0	0	0	0	0.025	0.244	0.694	
WEXP	0	0	0	0	0	0.054	0.517	0.328	0.814

Implied Correlations (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
CONTS	1														
NORM	0.467	1													
AFFECT	0.591	0.581	1												
HEALTH	0.352	0.346	0.438	1											
INTEL	0.416	0.409	0.517	0.369	1										
SPIRIT	0.073	0.071	0.09	0.064	0.076	1									
EXTRA	0.022	0.021	0.027	0	0	0	1								
AGREE	0.089	0.087	0.111	0	0	0	0.068	1							
CONS	0.099	0.097	0.123	0	0	0	0.075	0.311	1						
NEURO	0.11	0.108	0.137	0	0	0	0.084	0.348	0.386	1					
OTE	0.027	0.027	0.034	0	0	0	0.021	0.086	0.095	0.106	1				
GEN	-0.006	-0.006	-0.007	0	0	0	0	0	0	0	0	1			
AGE	-0.037	-0.036	-0.046	0	0	0	0	0	0	0	0	0.107	1		
EDU	-0.021	-0.021	-0.026	0	0	0	0	0	0	0	0	0.062	0.386	1	
WEXP	-0.041	-0.041	-0.051	0	0	0	0	0	0	0	0	0.121	0.755	0.436	1

Implied Means (Group number 1 - Default model)															
	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
	3.856	3.801	4.169	4.107	4.019	4.011	3.93	4.207	4.215	3.878	3.948	1.407	2.489	2.711	2.23

Residual Covariances (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
CONTS	0.013														
NORM	-0.01	0.006													
AFFECT	0.028	0.007	0.017												
HEALTH	-0.001	-0.008	0.023	0											
INTEL	-0.019	0.047	0.007	0	0										
SPIRIT	-0.084	0.028	-0.007	-0.004	0	0									
EXTRA	0.098	0.043	0.127	0.087	0.033	-0.012	0								
AGREE	0.086	0.038	0.031	0.046	0.039	-0.065	0.009	0							
CONS	0.051	0	-0.052	-0.014	0.044	-0.078	-0.026	0.01	0						
NEURO	0.132	-0.018	0.018	0.093	0.05	-0.08	-0.02	-0.013	0.011	0					
OTE	0.008	-0.002	0.011	-0.019	-0.01	-0.018	0.048	-0.032	-0.022	0.033	0				
GEN	0.038	0.009	0.016	-0.047	0.011	-0.005	-0.023	0.001	0.05	0.042	0.01	0			
AGE	0.023	-0.03	-0.024	0.01	-0.05	-0.042	-0.04	0.021	0.047	0.078	-0.045	0.027	0		
EDU	-0.078	-0.076	-0.112	-0.117	-0.117	0.003	-0.057	-0.051	0.003	-0.043	-0.037	0.018	-0.014	0	
WEXP	0.02	-0.036	-0.042	0.001	-0.093	-0.058	0.005	0.015	0.025	0.095	-0.058	-0.014	0	0.005	0

Residual Means (Group number 1 - Default model)															
	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Standardized Residual Covariances (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
CONTS	0.23														
NORM	-0.323	0.222													
AFFECT	0.675	0.236	0.355												
HEALTH	-0.023	-0.267	0.573	0											
INTEL	-0.558	1.924	0.206	0.013	0										
SPIRIT	-2.953	1.375	-0.268	-0.144	0.001	0									
EXTRA	3.414	2.097	4.803	3.015	1.424	-0.587	0								
AGREE	2.949	1.796	1.15	1.572	1.656	-3.095	0.425	0							
CONS	1.567	-0.017	-1.743	-0.424	1.705	-3.355	-1.093	0.407	0						
NEURO	3.586	-0.665	0.517	2.509	1.714	-3.023	-0.738	-0.466	0.338	0					
OTE	0.25	-0.071	0.402	-0.595	-0.41	-0.805	2.159	-1.409	-0.875	1.13	0				

GEN	1.324	0.433	0.622	-1.641	0.477	-0.218	-1.112	0.032	2.11	1.59	0.447	0			
AGE	0.513	-0.933	-0.59	0.234	-1.401	-1.326	-1.232	0.636	1.292	1.901	-1.301	0.846	0		
EDU	-1.61	-2.164	-2.513	-2.388	-2.994	0.091	-1.622	-1.424	0.07	-0.945	-0.979	0.514	-0.235	0	
WEXP	0.377	-0.947	-0.862	0.024	-2.204	-1.526	0.132	0.394	0.574	1.936	-1.421	-0.365	0.003	0.074	0

Standardized Residual Means (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Factor Score Weights (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
Personality	0.005	0.006	0.012	-0.005	-0.009	-0.001	0.008	0.045	0.049	0.056	0.01	0	0	0	0.001
Demographic	-0.004	-0.005	-0.009	0.004	0.007	0.001	0	0.001	0.001	0.001	0	0.025	0.295	0.066	0.637
QOHR	0.014	0.018	0.037	0.014	0.026	0.003	-0.001	-0.004	-0.005	-0.005	-0.001	0	0.001	0	0.002

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
Organizational Commitment	0.159	0.21	0.424	0.08	0.144	0.016	0.004	0.022	0.024	0.027	0.005	0	-0.004	-0.001	-0.008

Total Effects (Group number 1 - Default model)				
	Personality	**Demographic**	**QOHR**	**Organizational Commitment**
Organizational Commitment	1.519	-0.042	8.647	0
CONTS	1.323	-0.036	7.531	0.871
NORM	0.938	-0.026	5.338	0.617
AFFECT	1.519	-0.042	8.647	1
HEALTH	0	0	6.773	0
INTEL	0	0	6.356	0
SPIRIT	0	0	1	0
EXTRA	0.738	0	0	0
AGREE	3.101	0	0	0
CONS	3.807	0	0	0
NEURO	4.827	0	0	0
OTE	1	0	0	0
GEN	0	0.077	0	0
AGE	0	0.744	0	0
EDU	0	0.472	0	0
WEXP	0	1	0	0

Standardized Total Effects (Group number 1 - Default model)

	Personality	**Demographic**	**QOHR**	**Organizational Commitment**
Organizational Commitment	0.243	-0.065	0.914	0
CONTS	0.168	-0.045	0.63	0.689
NORM	0.165	-0.044	0.619	0.677
AFFECT	0.209	-0.056	0.784	0.857
HEALTH	0	0	0.56	0
INTEL	0	0	0.66	0
SPIRIT	0	0	0.115	0
EXTRA	0.128	0	0	0

	Personality	Demographic	QOHR	Organizational Commitment
AGREE	0.53	0	0	0
CONS	0.588	0	0	0
NEURO	0.656	0	0	0
OTE	0.162	0	0	0
GEN	0	0.131	0	0
AGE	0	0.817	0	0
EDU	0	0.472	0	0
WEXP	0	0.924	0	0

Direct Effects (Group number 1 - Default model)				
	Personality	**Demographic**	**QOHR**	**Organizational Commitment**
Organizational Commitment	1.519	-0.042	8.647	0
CONTS	0	0	0	0.871
NORM	0	0	0	0.617
AFFECT	0	0	0	1
HEALTH	0	0	6.773	0
INTEL	0	0	6.356	0
SPIRIT	0	0	1	0
EXTRA	0.738	0	0	0
AGREE	3.101	0	0	0
CONS	3.807	0	0	0
NEURO	4.827	0	0	0
OTE	1	0	0	0
GEN	0	0.077	0	0
AGE	0	0.744	0	0
EDU	0	0.472	0	0
WEXP	0	1	0	0

Standardized Direct Effects (Group number 1 - Default model)				
	Personality	**Demographic**	**QOHR**	**Organizational Commitment**
Organizational Commitment	0.243	-0.065	0.914	0
CONTS	0	0	0	0.689
NORM	0	0	0	0.677
AFFECT	0	0	0	0.857
HEALTH	0	0	0.56	0
INTEL	0	0	0.66	0
SPIRIT	0	0	0.115	0
EXTRA	0.128	0	0	0
AGREE	0.53	0	0	0
CONS	0.588	0	0	0
NEURO	0.656	0	0	0
OTE	0.162	0	0	0
GEN	0	0.131	0	0
AGE	0	0.817	0	0
EDU	0	0.472	0	0
WEXP	0	0.924	0	0

Indirect Effects (Group number 1 - Default model)

	Personality	**Demographic**	**QOHR**	**Organizational Commitment**
Organizational Commitment	0	0	0	0
CONTS	1.323	-0.036	7.531	0
NORM	0.938	-0.026	5.338	0
AFFECT	1.519	-0.042	8.647	0
HEALTH	0	0	0	0
INTEL	0	0	0	0
SPIRIT	0	0	0	0
EXTRA	0	0	0	0

	Personality	Demographic	QOHR	Organizational Commitment
AGREE	0	0	0	0
CONS	0	0	0	0
NEURO	0	0	0	0
OTE	0	0	0	0
GEN	0	0	0	0
AGE	0	0	0	0
EDU	0	0	0	0
WEXP	0	0	0	0

Standardized Indirect Effects (Group number 1 - Default model)				
	Personality	**Demographic**	**QOHR**	**Organizational Commitment**
Organizational Commitment	0	0	0	0
CONTS	0.168	-0.045	0.63	0
NORM	0.165	-0.044	0.619	0
AFFECT	0.209	-0.056	0.784	0
HEALTH	0	0	0	0
INTEL	0	0	0	0
SPIRIT	0	0	0	0
EXTRA	0	0	0	0
AGREE	0	0	0	0
CONS	0	0	0	0
NEURO	0	0	0	0
OTE	0	0	0	0
GEN	0	0	0	0
AGE	0	0	0	0
EDU	0	0	0	0
WEXP	0	0	0	0

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)				
			M.I.	**Par Change**
e15	<-->	Personality	18.16	0.021
e13	<-->	Personality	5.132	-0.009
e11	<-->	Demographic	4.006	-0.068
e11	<-->	e14	10.268	0.047
e10	<-->	Personality	18.734	-0.019
e10	<-->	e15	13.061	-0.08
e10	<-->	e14	7.159	0.043
e9	<-->	QOHR	16.834	0.011
e9	<-->	e16	16.798	0.078
e9	<-->	e13	15.314	0.07
e7	<-->	e16	4.434	-0.041
e7	<-->	e13	12.143	-0.063
e7	<-->	e11	6.51	0.049
e6	<-->	e15	7.826	0.07
e6	<-->	e14	6.902	-0.048
e6	<-->	e12	5.156	0.065
e5	<-->	e9	4.943	0.049
e4	<-->	e12	5.426	-0.058
e2	<-->	Personality	4.244	-0.014
e2	<-->	QOHR	7.462	-0.011
e1	<-->	e9	4.553	0.052

Regression Weights: (Group number 1 - Default model)

			M.I.	**Par Change**
CONTS	<---	Personality	18.16	2.823
AFFECT	<---	Personality	5.132	-1.201
INTEL	<---	Demographic	4.006	-0.098

			M.I.	Par Change
SPIRIT	<---	Personality	18.734	-2.655
EXTRA	<---	QOHR	16.834	3.47
EXTRA	<---	Organizational Commitment	17.478	0.36
EDU	<---	Personality	4.244	-1.94
EDU	<---	QOHR	7.462	-3.529
EDU	<---	Organizational Commitment	8.51	-0.384

Minimization History (Default model)

Iteration		Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
0	e	7		-0.253	9999	693.886	0	9999
1	e	3		-0.096	1.762	422.1	20	0.73
2	e	2		-0.109	0.436	359.61	6	0.915
3	e	3		-0.13	1.659	300.034	10	0.62
4	e	1		-0.011	0.725	255.605	6	0.708
5	e	1		-0.002	0.526	243.08	5	0.825
6	e	0	4387.592		0.842	230.554	6	0.967
7	e	0	4759.364		0.587	225.546	2	0
8	e	0	9603.158		0.919	220.855	1	1.245
9	e	0	20540.44		0.878	218.266	1	1.258
10	e	0	33456.78		0.963	217.009	1	1.091
11	e	0	148363.2		0.871	216.11	1	1.127
12	e	0	236205.6		0.957	215.781	1	0.798
13	e	0	909883.3		0.942	215.472	1	0.842
14	e	0	1551161		0.577	215.27	1	1.077
15	e	0	1379486		0.543	215.22	2	0
16	e	0	3105843		0.467	215.18	1	1.28
17	e	0	3837843		0.532	215.164	1	1.129
18	e	0	9376419		0.268	215.155	1	1.212
19	e	0	10133607		0.325	215.153	1	1.033

20	e	0	17366437		0.084	215.152	1	1.076
21	e	0	18239663		0.046	215.152	1	1.024
22	e	0	18532357		0.002	215.152	1	1.002
23	e	0	18660484		0	215.152	1	1

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	33	215.152	87	0	2.473
Saturated model	120	0	0		
Independence model	15	630.6	105	0	6.006

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	0.045	0.827	0.762	0.6
Saturated model	0	1		
Independence model	0.094	0.569	0.508	0.498

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	0.659	0.588	0.764	0.706	0.756
Saturated model	1		1		1
Independence model	0	0	0	0	0

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	0.829	0.546	0.627
Saturated model	0	0	0
Independence model	1	0	0

NCP

Model	NCP	LO 90	HI 90
Default model	128.152	88.843	175.154
Saturated model	0	0	0
Independence model	525.6	450.213	608.485

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.606	0.956	0.663	1.307
Saturated model	0	0	0	0
Independence model	4.706	3.922	3.36	4.541

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.105	0.087	0.123	0

Independence model	0.193	0.179	0.208	0

AIC

Model	AIC	BCC	BIC	CAIC
Default model	281.152	290.101	377.026	410.026
Saturated model	240	272.542	588.633	708.633
Independence model	660.6	664.668	704.179	719.179

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	2.098	1.805	2.449	2.165
Saturated model	1.791	1.791	1.791	2.034
Independence model	4.93	4.367	5.548	4.96

HOELTER

Model	HOELTER 0.05	HOELTER 0.01
Default model	69	76
Independence model	28	31

APPENDIX C – AMOS OUTPUT (POST-MODIFICATION INDICES)

Parameter Summary (Group number 1)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	20	0	0	19	1	40
Labeled	0	0	0	0	0	0
Unlabeled	14	1	19	0	15	49
Total	34	1	19	19	16	89

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
CONTS	1.3	4.7	-1.551	-7.359	2.324	5.512
NORM	1.3	5	-1.948	-9.241	7.081	16.793
AFFECT	1	5	-2.023	-9.595	5.266	12.49
HEALTH	1	5	-2.218	-10.519	6.219	14.75
INTEL	1	5	-1.711	-8.114	6.492	15.396
SPIRIT	2	5	-0.33	-1.566	1.583	3.754
EXTRA	3	5	0.05	0.237	-0.226	-0.535
AGREE	2	5	-0.99	-4.697	2.679	6.355
CONS	2	5	-0.906	-4.3	1.394	3.306
NEURO	1	5	-1.731	-8.21	5.014	11.892
OTE	2.5	5	-0.51	-2.417	0.578	1.37
GEN	1	2	0.377	1.788	-1.858	-4.407
AGE	1	5	1.563	7.416	2.417	5.733
EDU	1	5	-0.57	-2.703	0.222	0.526
WEXP	1	4	0.562	2.664	-0.375	-0.891
Multivariate					85.114	21.895

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)

Observation number	Mahalanobis d-squared	p1	p2
43	76.363	0	0
1	63.573	0	0
17	48.694	0	0
21	41.269	0	0

Observation number	Mahalanobis d-squared	p1	p2
5	40.772	0	0
16	36.607	0.001	0
4	35.996	0.002	0
7	34.843	0.003	0
15	29.094	0.016	0
6	28.555	0.018	0
11	27.818	0.023	0
45	26.961	0.029	0.001
9	26.913	0.029	0
79	26.656	0.032	0
22	26.414	0.034	0
13	25.816	0.04	0
100	25.726	0.041	0
39	23.239	0.079	0.021
2	22.019	0.107	0.133
8	21.63	0.118	0.168
32	21.045	0.135	0.281
25	20.919	0.139	0.248
3	20.814	0.143	0.212
20	20.772	0.144	0.162
129	20.692	0.147	0.13
46	20.085	0.169	0.261
36	19.857	0.177	0.278
69	19.522	0.191	0.347
75	19.259	0.202	0.391
70	19.218	0.204	0.332
41	19.144	0.207	0.292
126	19.139	0.208	0.227
10	18.971	0.215	0.231
74	18.921	0.217	0.191
133	18.805	0.223	0.179
53	18.143	0.255	0.412
65	17.374	0.297	0.749
44	16.767	0.333	0.915
122	16.471	0.351	0.948
124	15.839	0.393	0.992
29	15.768	0.398	0.991
33	15.764	0.398	0.985
121	15.596	0.409	0.988

Observation number	Mahalanobis d-squared	p1	p2
40	15.424	0.421	0.991
98	15.376	0.425	0.988
123	15.349	0.427	0.983
97	15.246	0.434	0.983
80	15.078	0.446	0.987
19	14.672	0.475	0.997
109	14.561	0.484	0.997
47	14.448	0.492	0.997
112	14.346	0.499	0.997
90	14.302	0.503	0.996
96	14.144	0.515	0.997
60	13.962	0.528	0.998
108	13.384	0.573	1
14	13.178	0.589	1
116	13.157	0.59	1
84	13.148	0.591	1
134	12.89	0.611	1
34	12.848	0.614	1
12	12.758	0.621	1
73	12.534	0.638	1
125	12.462	0.644	1
72	12.336	0.653	1
66	12.291	0.657	1
132	12.271	0.658	1
86	12.068	0.674	1
42	11.581	0.71	1
120	11.553	0.712	1
68	11.252	0.735	1
58	11.161	0.741	1
35	11.116	0.744	1
107	10.982	0.754	1
91	10.919	0.758	1
37	10.885	0.761	1
18	10.872	0.762	1
114	10.851	0.763	1
52	10.832	0.764	1
50	10.732	0.771	1
127	10.54	0.785	1
81	10.434	0.792	1

Observation number	Mahalanobis d-squared	p1	p2
77	10.394	0.794	1
128	10.264	0.803	1
26	10.216	0.806	1
28	9.902	0.826	1
49	9.855	0.829	1
105	9.851	0.829	1
57	9.807	0.832	1
59	9.531	0.848	1
103	9.209	0.866	1
76	9.206	0.867	1
62	9.191	0.867	1
85	9.128	0.871	1
87	9.11	0.872	1
113	9.079	0.873	1
83	9.011	0.877	1
48	8.926	0.881	1
101	8.914	0.882	1
135	8.908	0.882	1

Sample Covariances (Group number 1)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
CONTS	0.466														
NORM	0.142	0.242													
AFFECT	0.275	0.182	0.403												
HEALTH	0.161	0.107	0.209	0.464											
INTEL	0.133	0.155	0.181	0.137	0.294										
SPIRIT	-0.06	0.045	0.02	0.017	0.02	0.239									
EXTRA	0.105	0.048	0.135	0.087	0.033	-0.012	0.241								
AGREE	0.116	0.059	0.065	0.046	0.039	-0.065	0.026	0.25							
CONS	0.087	0.026	-0.01	-0.014	0.044	-0.078	-0.005	0.096	0.306						
NEURO	0.178	0.015	0.071	0.093	0.05	-0.08	0.006	0.096	0.145	0.394					
OTE	0.017	0.005	0.022	-0.019	-0.01	-0.018	0.054	-0.01	0.006	0.068	0.279				
GEN	0.036	0.008	0.014	-0.047	0.011	-0.005	-0.023	0.001	0.05	0.042	0.01	0.241			
AGE	0.004	-0.043	-0.046	0.01	-0.05	-0.042	-0.04	0.021	0.047	0.078	-0.045	0.067	0.576		
EDU	-0.09	-0.084	-0.126	-0.117	-0.117	0.003	-0.057	-0.051	0.003	-0.043	-0.037	0.044	0.23	0.694	
WEXP	-0.005	-0.054	-0.071	0.001	-0.093	-0.058	0.005	0.015	0.025	0.095	-0.058	0.04	0.517	0.333	0.814

Condition number = 20.036

Eigenvalues

1.573 1.198 .570 .452 .341 .309 .278 .223 .187 .169 .166 .148 .120 .092 .078

Determinant of sample covariance matrix = .000

Sample Correlations (Group number 1)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
CONTS	1														
NORM	0.424	1													
AFFECT	0.636	0.584	1												
HEALTH	0.346	0.318	0.482	1											
INTEL	0.358	0.58	0.526	0.37	1										
SPIRIT	-0.181	0.188	0.066	0.052	0.076	1									
EXTRA	0.312	0.2	0.433	0.26	0.123	-0.051	1								
AGREE	0.34	0.24	0.206	0.136	0.143	-0.267	0.105	1							
CONS	0.231	0.094	-0.028	-0.037	0.147	-0.29	-0.019	0.348	1						
NEURO	0.416	0.05	0.178	0.217	0.148	-0.261	0.02	0.305	0.417	1					
OTE	0.048	0.02	0.067	-0.051	-0.035	-0.07	0.207	-0.036	0.019	0.204	1				
GEN	0.107	0.031	0.045	-0.142	0.041	-0.019	-0.096	0.003	0.182	0.137	0.039	1			
AGE	0.008	-0.115	-0.095	0.02	-0.121	-0.115	-0.106	0.055	0.112	0.164	-0.112	0.181	1		
EDU	-0.158	-0.205	-0.238	-0.206	-0.259	0.008	-0.14	-0.123	0.006	-0.082	-0.085	0.107	0.364	1	
WEXP	-0.009	-0.121	-0.123	0.002	-0.19	-0.132	0.011	0.034	0.05	0.167	-0.123	0.09	0.756	0.443	1

Condition number = 17.906

Eigenvalues

3.484 2.390 1.608 1.247 1.124 .854 .758 .647 .623 .607 .507 .387 .326 .245 .195

Sample Means (Group number 1)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
	3.856	3.801	4.169	4.107	4.019	4.011	3.93	4.207	4.215	3.878	3.948	1.407	2.489	2.711	2.23

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Organizational Commitment	<---	Personality	1.589	1.456	1.091	0.275	par_12
Organizational Commitment	<---	Demographic	-0.041	0.052	-0.783	0.434	par_13
Organizational Commitment	<---	QOHR	8.935	8.105	1.102	0.27	par_14
WEXP	<---	Demographic	1				
EDU	<---	Demographic	0.472	0.092	5.128	***	par_1

			Estimate	S.E.	C.R.	P	Label
AGE	<---	Demographic	0.744	0.111	6.731	***	par_2
GEN	<---	Demographic	0.077	0.059	1.319	0.187	par_3
OTE	<---	Personality	1				
NEURO	<---	Personality	5.385	4.099	1.314	0.189	par_4
CONS	<---	Personality	4.342	3.63	1.196	0.232	par_5
AGREE	<---	Personality	3.465	2.982	1.162	0.245	par_6
EXTRA	<---	Personality	0.669	0.842	0.794	0.427	par_7
SPIRIT	<---	QOHR	1				
INTEL	<---	QOHR	6.528	5.876	1.111	0.267	par_8
HEALTH	<---	QOHR	6.97	6.325	1.102	0.27	par_9
AFFECT	<---	Organizational Commitment	1				
NORM	<---	Organizational Commitment	0.617	0.081	7.573	***	par_10

			Estimate	S.E.	C.R.	P	Label
CONTS	<---	Organizational Commitment	0.868	0.105	8.253	***	par_11

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Organizational Commitment	<---	Personality	0.227
Organizational Commitment	<---	Demographic	-0.064
Organizational Commitment	<---	QOHR	0.916
WEXP	<---	Demographic	0.924
EDU	<---	Demographic	0.472
AGE	<---	Demographic	0.817
GEN	<---	Demographic	0.131
OTE	<---	Personality	0.145
NEURO	<---	Personality	0.655
CONS	<---	Personality	0.6
AGREE	<---	Personality	0.53
EXTRA	<---	Personality	0.104
SPIRIT	<---	QOHR	0.112
INTEL	<---	QOHR	0.66
HEALTH	<---	QOHR	0.56
AFFECT	<---	Organizational Commitment	0.859
NORM	<---	Organizational Commitment	0.678

			Estimate
CONTS	<---	Organizational Commitment	0.689

Intercepts: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
WEXP	2.23	0.078	28.608	***	par_16
EDU	2.711	0.072	37.663	***	par_17
AGE	2.489	0.066	37.968	***	par_18
GEN	1.407	0.042	33.157	***	par_19
OTE	3.948	0.046	86.558	***	par_20
NEURO	3.878	0.054	71.484	***	par_21
CONS	4.215	0.048	88.243	***	par_22
AGREE	4.207	0.043	97.491	***	par_23
EXTRA	3.93	0.042	92.595	***	par_24
SPIRIT	4.011	0.042	95.024	***	par_25
INTEL	4.019	0.047	85.777	***	par_26
HEALTH	4.107	0.059	69.772	***	par_27
AFFECT	4.169	0.054	77.57	***	par_28
NORM	3.801	0.042	90.592	***	par_29
CONTS	3.856	0.058	66.246	***	par_30

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
e5	<-->	e9	0.05	0.023	2.189	0.029	par_15

Correlations: (Group number 1 - Default model)

			Estimate
e5	<-->	e9	0.195

Variances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Demographic			0.695	0.135	5.144	***	par_31
Personality			0.006	0.009	0.632	0.528	par_32
QOHR			0.003	0.005	0.559	0.576	par_33
e16			0.03	0.047	0.639	0.523	par_34
e1			0.119	0.094	1.268	0.205	par_35
e2			0.54	0.069	7.868	***	par_36
e3			0.191	0.056	3.395	***	par_37
e4			0.237	0.029	8.148	***	par_38
e5			0.273	0.034	8.051	***	par_39
e6			0.225	0.055	4.063	***	par_40
e7			0.196	0.037	5.239	***	par_41
e8			0.179	0.031	5.739	***	par_42
e9			0.239	0.029	8.114	***	par_43
e10			0.236	0.029	8.148	***	par_44
e11			0.166	0.031	5.397	***	par_45
e12			0.319	0.047	6.758	***	par_46
e13			0.102	0.029	3.533	***	par_47
e14			0.127	0.019	6.565	***	par_48
e15			0.239	0.036	6.648	***	par_49

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Organizational Commitment	0.896
CONTS	0.474
NORM	0.46
AFFECT	0.737
HEALTH	0.314
INTEL	0.435
SPIRIT	0.013
EXTRA	0.011
AGREE	0.281
CONS	0.36

	Estimate
NEURO	0.43
OTE	0.021
GEN	0.017
AGE	0.668
EDU	0.223
WEXP	0.854

Implied (for all variables) Covariances (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment	CONTS	NORM	AFFECT	HEALTH	INTEL
Personality	0.006								
Demographic	0	0.695							
QOHR	0	0	0.003						
Organizational Commitment	0.009	-0.028	0.027	0.285					
CONTS	0.008	-0.025	0.023	0.248	0.454				
NORM	0.006	-0.018	0.017	0.176	0.153	0.236			
AFFECT	0.009	-0.028	0.027	0.285	0.248	0.176	0.387		
HEALTH	0	0	0.021	0.187	0.162	0.115	0.187	0.464	
INTEL	0	0	0.02	0.175	0.152	0.108	0.175	0.137	0.294
SPIRIT	0	0	0.003	0.027	0.023	0.017	0.027	0.021	0.02
EXTRA	0.004	0	0	0.006	0.005	0.004	0.006	0	0
AGREE	0.02	0	0	0.032	0.028	0.02	0.032	0	0
CONS	0.025	0	0	0.04	0.035	0.025	0.04	0	0
NEURO	0.031	0	0	0.05	0.043	0.031	0.05	0	0
OTE	0.006	0	0	0.009	0.008	0.006	0.009	0	0
GEN	0	0.054	0	-0.002	-0.002	-0.001	-0.002	0	0

	Personality	Demographic	QOHR	Organizational Commitment	CONTS	NORM	AFFECT	HEALTH	INTEL
AGE	0	0.517	0	-0.021	-0.018	-0.013	-0.021	0	0
EDU	0	0.328	0	-0.013	-0.012	-0.008	-0.013	0	0
WEXP	0	0.695	0	-0.028	-0.025	-0.018	-0.028	0	0

Implied (for all variables) Covariances (Group number 1 - Default model) (Cont.)

	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
Personality										
Demographic										
QOHR										
Organizational Commitment										
CONTS										
NORM										
AFFECT										

	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
HEALTH										
INTEL										
SPIRIT	0.239									
EXTRA	0	0.241								
AGREE	0	0.014	0.25							
CONS	0	0.017	0.088	0.306						
NEURO	0	0.021	0.109	0.137	0.394					
OTE	0	0.054	0.02	0.025	0.031	0.279				
GEN	0	0	0	0	0	0	0.241			
AGE	0	0	0	0	0	0	0.04	0.576		
EDU	0	0	0	0	0	0	0.025	0.244	0.694	
WEXP	0	0	0	0	0	0	0.054	0.517	0.328	0.814

Implied (for all variables) Correlations (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment	CONTS	NORM	AFFECT	HEALTH	INTEL
Personality	1								
Demographic	0	1							
QOHR	0	0	1						
Organizational Commitment	0.227	-0.064	0.916	1					
CONTS	0.157	-0.044	0.631	0.689	1				
NORM	0.154	-0.043	0.622	0.678	0.467	1			
AFFECT	0.195	-0.055	0.787	0.859	0.591	0.582	1		
HEALTH	0	0	0.56	0.514	0.354	0.348	0.441	1	
INTEL	0	0	0.66	0.604	0.416	0.41	0.519	0.37	1
SPIRIT	0	0	0.112	0.103	0.071	0.07	0.088	0.063	0.074
EXTRA	0.104	0	0	0.024	0.016	0.016	0.02	0	0
AGREE	0.53	0	0	0.121	0.083	0.082	0.103	0	0
CONS	0.6	0	0	0.136	0.094	0.093	0.117	0	0
NEURO	0.655	0	0	0.149	0.103	0.101	0.128	0	0
OTE	0.145	0	0	0.033	0.023	0.022	0.028	0	0
GEN	0	0.131	0	-0.008	-0.006	-0.006	-0.007	0	0

	Personality	Demographic	QOHR	Organizational Commitment	CONTS	NORM	AFFECT	HEALTH	INTEL
AGE	0	0.817	0	-0.052	-0.036	-0.035	-0.045	0	0
EDU	0	0.472	0	-0.03	-0.021	-0.02	-0.026	0	0
WEXP	0	0.924	0	-0.059	-0.041	-0.04	-0.051	0	0

Implied (for all variables) Correlations (Group number 1 - Default model)

	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
Personality										
Demographic										
QOHR										
Organizational Commitment										
CONTS										
NORM										
AFFECT										

	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
HEALTH										
INTEL										
SPIRIT	1									
EXTRA	0	1								
AGREE	0	0.055	1							
CONS	0	0.062	0.318	1						
NEURO	0	0.068	0.347	0.393	1					
OTE	0	0.207	0.077	0.087	0.095	1				
GEN	0	0	0	0	0	0	1			
AGE	0	0	0	0	0	0	0.107	1		
EDU	0	0	0	0	0	0	0.062	0.386	1	
WEXP	0	0	0	0	0	0	0.121	0.755	0.436	1

Implied (for all variables) Means (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT
	0	0	0	0	3.856	3.801	4.169	4.107	4.019	4.011

Implied (for all variables) Means (Group number 1 - Default model)

	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
	3.93	4.207	4.215	3.878	3.948	1.407	2.489	2.711	2.23

Implied Covariances (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
CONTS	0.454														
NORM	0.153	0.236													
AFFECT	0.248	0.176	0.387												
HEALTH	0.162	0.115	0.187	0.464											
INTEL	0.152	0.108	0.175	0.137	0.294										
SPIRIT	0.023	0.017	0.027	0.021	0.02	0.239									
EXTRA	0.005	0.004	0.006	0	0	0	0.241								
AGREE	0.028	0.02	0.032	0	0	0	0.014	0.25							
CONS	0.035	0.025	0.04	0	0	0	0.017	0.088	0.306						
NEURO	0.043	0.031	0.05	0	0	0	0.021	0.109	0.137	0.394					
OTE	0.008	0.006	0.009	0	0	0	0.054	0.02	0.025	0.031	0.279				
GEN	-0.002	-0.001	-0.002	0	0	0	0	0	0	0	0	0.241			
AGE	-0.018	-0.013	-0.021	0	0	0	0	0	0	0	0	0.04	0.576		
EDU	-0.012	-0.008	-0.013	0	0	0	0	0	0	0	0	0.025	0.244	0.694	
WEXP	-0.025	-0.018	-0.028	0	0	0	0	0	0	0	0	0.054	0.517	0.328	0.814

Implied Correlations (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
CONTS	1														
NORM	0.467	1													
AFFECT	0.591	0.582	1												
HEALTH	0.354	0.348	0.441	1											
INTEL	0.416	0.41	0.519	0.37	1										
SPIRIT	0.071	0.07	0.088	0.063	0.074	1									
EXTRA	0.016	0.016	0.02	0	0	0	1								
AGREE	0.083	0.082	0.103	0	0	0	0.055	1							
CONS	0.094	0.093	0.117	0	0	0	0.062	0.318	1						
NEURO	0.103	0.101	0.128	0	0	0	0.068	0.347	0.393	1					
OTE	0.023	0.022	0.028	0	0	0	0.207	0.077	0.087	0.095	1				
GEN	-0.006	-0.006	-0.007	0	0	0	0	0	0	0	0	1			
AGE	-0.036	-0.035	-0.045	0	0	0	0	0	0	0	0	0.107	1		
EDU	-0.021	-0.02	-0.026	0	0	0	0	0	0	0	0	0.062	0.386	1	
WEXP	-0.041	-0.04	-0.051	0	0	0	0	0	0	0	0	0.121	0.755	0.436	1

Implied Means (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
	3.856	3.801	4.169	4.107	4.019	4.011	3.93	4.207	4.215	3.878	3.948	1.407	2.489	2.711	2.23

Residual Covariances (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
CONTS	0.012														
NORM	-0.01	0.006													
AFFECT	0.028	0.006	0.016												
HEALTH	-0.002	-0.009	0.022	0											
INTEL	-0.019	0.047	0.006	0	0										
SPIRIT	-0.084	0.029	-0.006	-0.004	0.001	0									
EXTRA	0.099	0.044	0.129	0.087	0.033	-0.012	0								
AGREE	0.088	0.039	0.033	0.046	0.039	-0.065	0.012	0							
CONS	0.052	0.001	-0.05	-0.014	0.044	-0.078	-0.022	0.008	0						
NEURO	0.135	-0.015	0.021	0.093	0.05	-0.08	-0.015	-0.013	0.008	0					
OTE	0.009	0	0.013	-0.019	-0.01	-0.018	0	-0.03	-0.02	0.036	0				
GEN	0.038	0.009	0.016	-0.047	0.011	-0.005	-0.023	0.001	0.05	0.042	0.01	0			
AGE	0.022	-0.03	-0.024	0.01	-0.05	-0.042	-0.04	0.021	0.047	0.078	-0.045	0.027	0		
EDU	-0.078	-0.076	-0.113	-0.117	-0.117	0.003	-0.057	-0.051	0.003	-0.043	-0.037	0.018	-0.014	0	
WEXP	0.019	-0.036	-0.042	0.001	-0.093	-0.058	0.005	0.015	0.025	0.095	-0.058	-0.014	0	0.005	0

Residual Means (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Standardized Residual Covariances (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
CONTS	0.213														
NORM	-0.333	0.207													
AFFECT	0.655	0.204	0.332												
HEALTH	-0.04	-0.291	0.538	0											
INTEL	-0.567	1.902	0.177	0.008	0										
SPIRIT	-2.93	1.393	-0.246	-0.125	0.025	0									
EXTRA	3.471	2.155	4.871	3.015	1.424	-0.587	0								
AGREE	3.015	1.86	1.229	1.572	1.656	-3.095	0.573	0							
CONS	1.619	0.032	-1.681	-0.424	1.705	-3.355	-0.945	0.332	0						
NEURO	3.671	-0.584	0.618	2.509	1.714	-3.023	-0.556	-0.463	0.254	0					
OTE	0.301	-0.021	0.464	-0.595	-0.41	-0.805	0	-1.306	-0.781	1.261	0				
GEN	1.322	0.432	0.62	-1.641	0.477	-0.218	-1.112	0.032	2.11	1.59	0.447	0			
AGE	0.506	-0.938	-0.597	0.234	-1.401	-1.326	-1.232	0.636	1.292	1.901	-1.301	0.846	0		
EDU	-1.613	-2.166	-2.514	-2.388	-2.994	0.091	-1.622	-1.424	0.07	-0.945	-0.979	0.514	-0.235	0	
WEXP	0.369	-0.953	-0.869	0.024	-2.204	-1.526	0.132	0.394	0.574	1.936	-1.421	-0.365	0.003	0.074	0

Standardized Residual Means (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Factor Score Weights (Group number 1 - Default model)

	CONTS	NORM	AFFECT	HEALTH	INTEL	SPIRIT	EXTRA	AGREE	CONS	NEURO	OTE	GEN	AGE	EDU	WEXP
Personality	0.004	0.005	0.01	-0.004	-0.008	-0.001	0.004	0.04	0.046	0.05	0.007	0	0	0	0
Demographic	-0.003	-0.005	-0.009	0.004	0.007	0.001	0	0.001	0.001	0.001	0	0.025	0.295	0.066	0.637
QOHR	0.013	0.018	0.036	0.014	0.025	0.003	0	-0.004	-0.004	-0.005	-0.001	0	0.001	0	0.002

Organizational Commitment	0.158	0.21	0.428	0.08	0.144	0.016	0.002	0.02	0.023	0.025	0.003	0	-0.004	-0.001	-0.008

Total Effects (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment
Organizational Commitment	1.589	-0.041	8.935	0
CONTS	1.38	-0.036	7.758	0.868
NORM	0.98	-0.025	5.511	0.617
AFFECT	1.589	-0.041	8.935	1
HEALTH	0	0	6.97	0
INTEL	0	0	6.528	0
SPIRIT	0	0	1	0
EXTRA	0.669	0	0	0
AGREE	3.465	0	0	0
CONS	4.342	0	0	0
NEURO	5.385	0	0	0
OTE	1	0	0	0
GEN	0	0.077	0	0
AGE	0	0.744	0	0
EDU	0	0.472	0	0
WEXP	0	1	0	0

Standardized Total Effects (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment
Organizational Commitment	0.227	-0.064	0.916	0
CONTS	0.157	-0.044	0.631	0.689
NORM	0.154	-0.043	0.622	0.678
AFFECT	0.195	-0.055	0.787	0.859
HEALTH	0	0	0.56	0
INTEL	0	0	0.66	0
SPIRIT	0	0	0.112	0

	Personality	Demographic	QOHR	Organizational Commitment
EXTRA	0.104	0	0	0
AGREE	0.53	0	0	0
CONS	0.6	0	0	0
NEURO	0.655	0	0	0
OTE	0.145	0	0	0
GEN	0	0.131	0	0
AGE	0	0.817	0	0
EDU	0	0.472	0	0
WEXP	0	0.924	0	0

Direct Effects (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment
Organizational Commitment	1.589	-0.041	8.935	0
CONTS	0	0	0	0.868
NORM	0	0	0	0.617
AFFECT	0	0	0	1
HEALTH	0	0	6.97	0
INTEL	0	0	6.528	0
SPIRIT	0	0	1	0
EXTRA	0.669	0	0	0
AGREE	3.465	0	0	0
CONS	4.342	0	0	0
NEURO	5.385	0	0	0
OTE	1	0	0	0
GEN	0	0.077	0	0
AGE	0	0.744	0	0
EDU	0	0.472	0	0
WEXP	0	1	0	0

Standardized Direct Effects (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment
Organizational Commitment	0.227	-0.064	0.916	0
CONTS	0	0	0	0.689
NORM	0	0	0	0.678
AFFECT	0	0	0	0.859
HEALTH	0	0	0.56	0
INTEL	0	0	0.66	0
SPIRIT	0	0	0.112	0
EXTRA	0.104	0	0	0
AGREE	0.53	0	0	0
CONS	0.6	0	0	0
NEURO	0.655	0	0	0
OTE	0.145	0	0	0
GEN	0	0.131	0	0
AGE	0	0.817	0	0
EDU	0	0.472	0	0
WEXP	0	0.924	0	0

Indirect Effects (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment
Organizational Commitment	0	0	0	0
CONTS	1.38	-0.036	7.758	0
NORM	0.98	-0.025	5.511	0
AFFECT	1.589	-0.041	8.935	0
HEALTH	0	0	0	0
INTEL	0	0	0	0

	Personality	Demographic	QOHR	Organizational Commitment
SPIRIT	0	0	0	0
EXTRA	0	0	0	0
AGREE	0	0	0	0
CONS	0	0	0	0
NEURO	0	0	0	0
OTE	0	0	0	0
GEN	0	0	0	0
AGE	0	0	0	0
EDU	0	0	0	0
WEXP	0	0	0	0

Standardized Indirect Effects (Group number 1 - Default model)

	Personality	Demographic	QOHR	Organizational Commitment
Organizational Commitment	0	0	0	0
CONTS	0.157	-0.044	0.631	0
NORM	0.154	-0.043	0.622	0
AFFECT	0.195	-0.055	0.787	0
HEALTH	0	0	0	0
INTEL	0	0	0	0
SPIRIT	0	0	0	0
EXTRA	0	0	0	0
AGREE	0	0	0	0
CONS	0	0	0	0
NEURO	0	0	0	0
OTE	0	0	0	0
GEN	0	0	0	0
AGE	0	0	0	0
EDU	0	0	0	0
WEXP	0	0	0	0

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

			M.I.	Par Change
e15	<-->	Personality	18.46	0.019
e13	<-->	Personality	5.485	-0.008
e11	<-->	Demographic	4.013	-0.068
e11	<-->	e14	10.401	0.047
e10	<-->	Personality	18.737	-0.017
e10	<-->	e15	13.156	-0.08
e10	<-->	e14	7.09	0.043
e9	<-->	QOHR	18.433	0.011
e9	<-->	e16	16.35	0.076
e9	<-->	e13	14.072	0.066
e7	<-->	e16	4.138	-0.039
e7	<-->	e13	11.585	-0.061
e7	<-->	e11	6.304	0.048
e6	<-->	e15	7.977	0.071
e6	<-->	e14	6.974	-0.048
e6	<-->	e12	5.132	0.064
e5	<-->	e6	4.826	0.054
e4	<-->	e12	5.451	-0.058
e2	<-->	Personality	4.015	-0.012
e2	<-->	QOHR	7.548	-0.011
e1	<-->	e9	5.329	0.055

Regression Weights: (Group number 1 - Default model)

			M.I.	Par Change
CONTS	<---	Personality	18.46	3.182
AFFECT	<---	Personality	5.485	-1.387
INTEL	<---	Demographic	4.013	-0.098

			M.I.	Par Change
SPIRIT	<---	Personality	18.737	-2.964
EXTRA	<---	QOHR	18.433	3.661
EXTRA	<---	Organizational Commitment	18.888	0.366
EDU	<---	Personality	4.015	-2.107
EDU	<---	QOHR	7.548	-3.645
EDU	<---	Organizational Commitment	8.432	-0.381

Minimization History (Default model)

Iteration		Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
0	e	7		-0.253	9999	693.886	0	9999
1	e	4		-0.102	1.76	421.906	20	0.731
2	e	3		-0.11	0.434	359.787	6	0.916
3	e	3		-0.115	1.744	295.796	10	0.618
4	e	1		-0.015	0.716	251.309	6	0.736
5	e	0	4920.608		0.776	237.519	6	0.677
6	e	0	8034.711		1.201	223.922	1	0.931
7	e	0	6099.765		0.674	218.973	2	0
8	e	0	18983.95		0.764	214.442	1	1.231
9	e	0	25355.54		1.247	213.794	1	0.365
10	e	0	99347.32		0.682	211.335	1	1.099
11	e	0	130969.9		0.738	210.894	2	0
12	e	0	312490.8		0.828	210.501	1	1.302
13	e	0	579066		0.86	210.291	1	1.244
14	e	0	1407009		0.661	210.168	1	1.299
15	e	0	2168160		0.762	210.112	1	1.13
16	e	0	5664102		0.414	210.079	1	1.231
17	e	0	6207739		0.609	210.069	1	0.812
18	e	0	15442336		0.177	210.061	1	1.082
19	e	0	14660373		0.286	210.06	1	0.901

Iteration		Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
20	e	0	21562010		0.033	210.06	1	1.014
21	e	0	22107021		0.012	210.06	1	1.004
22	e	0	22211142		0	210.06	1	1

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	34	210.06	86	0	2.443
Saturated model	120	0	0		
Independence model	15	630.6	105	0	6.006

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	0.045	0.83	0.763	0.595
Saturated model	0	1		
Independence model	0.094	0.569	0.508	0.498

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	0.667	0.593	0.772	0.712	0.764
Saturated model	1		1		1
Independence model	0	0	0	0	0

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	0.819	0.546	0.626
Saturated model	0	0	0
Independence model	1	0	0

NCP

Model	NCP	LO 90	HI 90
Default model	124.06	85.334	170.484
Saturated model	0	0	0
Independence model	525.6	450.213	608.485

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.568	0.926	0.637	1.272
Saturated model	0	0	0	0
Independence model	4.706	3.922	3.36	4.541

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.104	0.086	0.122	0
Independence model	0.193	0.179	0.208	0

AIC

Model	AIC	BCC	BIC	CAIC
Default model	278.06	287.28	376.839	410.839
Saturated model	240	272.542	588.633	708.633
Independence model	660.6	664.668	704.179	719.179

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	2.075	1.786	2.422	2.144
Saturated model	1.791	1.791	1.791	2.034
Independence model	4.93	4.367	5.548	4.96

HOELTER

Model	HOELTER	HOELTER
	0.05	**0.01**
Default model	70	77
Independence model	28	31

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