

## The Role of Adversity Intelligence and Organizational Commitment in Employees of Perum Percetakan Negara Republik Indonesia (PNRI)

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### Abstract

Adversity intelligence plays a crucial role in enhancing employees' organizational commitment. Research shows that an individual's ability to face challenges and uncertainty can impact their engagement and productivity at work. This study aims to determine the role of adversity intelligence in enhancing organizational commitment among PNRI employees in Jakarta. A quantitative correlational study was employed with a sample of 108 employees selected through simple random sampling. Data were collected using the organizational commitment scale and the adversity intelligence scale, and analyzed with simple regression in SPSS for Windows (version 16.0). The results showed that adversity intelligence accounted for 39.1% of the formation of organizational commitment. In conclusion, high adversity intelligence enables employees to overcome difficulties in the work environment, actively participate in company activities, and work cooperatively in teams. Therefore, PNRI is advised to continue striving to improve the quality of human resources through organizational effectiveness, training, employee development, and fostering good working relationships, so that employee adversity intelligence and organizational commitment can be further enhanced.

### Abstrak

Kecerdasan adversitas memainkan peran krusial dalam meningkatkan komitmen organisasi karyawan. Penelitian menunjukkan bahwa kemampuan individu menghadapi tantangan dan ketidakpastian dapat memengaruhi keterlibatan dan produktivitas mereka di tempat kerja. Penelitian ini bertujuan untuk mengetahui peran kecerdasan adversitas dalam meningkatkan komitmen organisasi di kalangan karyawan PNRI di Jakarta. Studi korelasional kuantitatif digunakan dengan sampel 108 karyawan yang dipilih secara acak. Data dikumpulkan menggunakan Skala Komitmen Organisasi dan Skala Kecerdasan Adversitas, dan dianalisis dengan regresi sederhana di SPSS for Windows (versi 16.0). Hasil penelitian menunjukkan bahwa kecerdasan adversitas berkontribusi sebesar 39,1% terhadap pembentukan komitmen organisasi. Kesimpulannya, kecerdasan adversitas yang tinggi memungkinkan karyawan mengatasi kesulitan di lingkungan kerja, berpartisipasi aktif dalam kegiatan perusahaan, dan bekerja sama dalam tim. Oleh karena itu, PNRI disarankan untuk terus berupaya meningkatkan kualitas sumber daya manusia melalui efektivitas organisasi, pelatihan, pengembangan karyawan, dan pembinaan hubungan kerja yang baik, sehingga kecerdasan adversitas karyawan dan komitmen organisasi dapat lebih ditingkatkan.



## **INTRODUCTION**

In the era of globalization marked by rapid changes and dynamics of the business environment, organizations are faced with the challenge of adapting in order to survive and achieve success. Changes in the global environment encourage companies to continue to innovate and improve performance in order to remain competitive (Turyadi et al., 2023). In this context, Perum Percetakan Negara Republik Indonesia (State Printing Company of the Republic of Indonesia; PNRI), as a state-owned enterprise (SOE), must also face the same challenges, especially in terms of human resource management.

Adversity intelligence, which refers to an individual's ability to face, survive, and recover from difficulties, is one of the important factors in facing these challenges. Employees who have high adversity intelligence tend to be able to turn obstacles into opportunities so that they can contribute better to organizational goals. In this case, adversity intelligence can play a role in increasing organizational commitment, which is an individual's attachment to the goals and values of the organization.

High organizational commitment is very important to maintain employee loyalty, responsibility, and performance. Employees who have a strong commitment tend to be more prepared to face change and are more involved in achieving organizational goals. Previous studies have shown that there is a positive relationship between adversity intelligence and organizational commitment, where employees who have good adversity intelligence are more able to demonstrate high commitment to the organization. Research conducted by Syarif et al. (2024) shows that locus of control and organizational commitment have an important role in shaping individual readiness for change. Furthermore, Runa (2023) also confirmed that organizational commitment affects readiness to change. This means that employees who have high organizational commitment tend to be more ready to face change and are more involved in achieving organizational goals (Hameed et al., 2019). Organizational commitment itself is defined by Steers (as cited in Sheikh, 2017) as individual attachment to organizational goals and values. Meanwhile, according to Schermerhorn (as cited in Sodik et al., 2024), organizational commitment is the extent to which a person identifies themselves and feels part of the organization. High organizational commitment is an important foundation in maintaining employee loyalty, responsibility, and performance.

PNRI has a target to have 1,000 employees by 2020 as an effort to achieve organizational efficiency and goals. However, in reality, to date, PNRI only has around 600 employees. This means that the company will cut around 400 employees by 2025. Various steps have been taken to achieve the ideal employee number target, one of which is through the early retirement program. This condition causes competition among employees to become tighter, where each individual tries to show the best performance in order to stay in the company and not be replaced by others. This situation requires employees to be able to face the difficulties and challenges that arise.

Success in the face of such adversity is highly dependent on an individual's intelligence in responding to the challenges faced, known as adversity intelligence. The individual's ability to change the perception of situations that are initially seen as obstacles into opportunities for success is needed in this condition. Adversity intelligence itself is developed based on research that utilizes three branches of science, namely cognitive psychology, psychoneuroimmunology, and neurophysiology (Wang et al., 2022).

In an organizational environment, employees are faced with various challenges that demand adaptability, mental resilience, and perseverance in order to achieve organizational goals. One psychological factor that plays a crucial role in overcoming these challenges is adversity intelligence.

Adversity intelligence refers to an individual's ability to confront, endure, and recover from difficulties or failures, as well as to transform obstacles into opportunities. According to Baharun and Adhimah (2019), the higher a person's adversity intelligence, the stronger their capacity to withstand hardships and continue to develop by actualizing their full potential. In an organizational context, individuals with high adversity intelligence tend to demonstrate strong loyalty, responsibility, and commitment to the organization. This is particularly essential for employees working in public corporations, who are required to provide public services and operate under significant pressure. However, empirical evidence shows that not all employees possess sufficient mental toughness, which ultimately affects their level of organizational commitment and may lead to decreased work productivity.

Several previous researchers have conducted research on the relationship between adversity intelligence and organizational commitment. Rahayu and Siswati (2019) examined members of the Diponegoro University Student Executive Board and found that adversity intelligence has a positive relationship with organizational commitment. This research shows that students with high adversity intelligence are more able to show high loyalty and commitment to the organizations in which they are active. In addition, Negara and Nurtjahjanti (2015) also showed a 52% contribution of adversity intelligence to the organizational commitment of members of the Semarang Police Traffic Unit, especially in the context of restoring the image of the police.

Another relevant study was conducted by Pumaleque et al. (2021), who highlighted the role of emotional intelligence and resilience in helping university students in Peru deal with difficult situations and adapt to change. Although not directly examining the relationship between adversity intelligence and organizational commitment, this study reinforces the understanding that mental resilience and emotional management are key in facing challenges and remaining productive.

Furthermore, research by Ramadhan et al. (2024) examined the organizational commitment of lecturers at Universitas Muhammadiyah Tangerang through strengthening adversity intelligence, interpersonal communication, and job satisfaction as intervening variables. This study used path analysis and SITOREM analysis, with the finding that strengthening adversity intelligence is one of the main strategies in increasing organizational commitment. Meanwhile, research by Rahayuningsih and Putra (2018) examined the relationship between adversity intelligence and work commitment with cyberloafing behavior in lecturers in the ASEAN Economic Community (AEC) era. The study showed that adversity intelligence and work commitment contributed 19% to cyberloafing behavior, which means that the higher the adversity intelligence and work commitment, the less likely a person is to engage in unproductive behavior.

Although these studies have illustrated that adversity intelligence has an important influence on organizational commitment and work behavior, there are some gaps that need to be addressed. First, most of the previous studies were conducted on students, lecturers, or government institutions with task characteristics that are different from the work environment in public companies that have performance targets and complex public service responsibilities. Second, no research has examined the relationship between adversity intelligence and organizational commitment in permanent employees of public companies in Jakarta, with a minimum of two years of service and productive age, within the scope of a very dynamic formal organization.

Therefore, this study aims to fill the gap by presenting a new context, namely, examining specifically the relationship between adversity intelligence and organizational commitment in permanent employees at PNRI in Jakarta. The novelty of this research lies in the focus on the formal work environment in the public service sector, using a sample of permanent employees with a

minimum tenure of two years, and conducted with a correlational quantitative approach that has not been done much before. In addition, this research is expected to provide strategic input for public corporation management in formulating human resource development programs through increasing adversity intelligence to build stronger organizational commitment.

Based on this, this study aims to determine the role of adversity intelligence with organizational commitment in permanent employees of PNRI Jakarta. The results of this study are expected to provide theoretical contributions to the development of industrial and organizational psychology as well as practical contributions to strengthening human resource development policies in the public corporate sector.

## **METHODS**

The subjects in this study were PNRI employees, Jakarta, totaling 417, with population characteristics of permanent employees, having a minimum work period of two years and having an age of 22–50 years, as many as 181 employees. These characteristics were chosen to ensure that respondents have sufficient experience in the organization and are within a productive age range. This characteristic also ensures that the sample covers a wide range of backgrounds and experiences, which can provide a more comprehensive picture of the relationship between adversity intelligence and organizational commitment in PNRI. The sample in this study was 108 employees who were selected using a simple random sampling technique.

Data collection using two psychological scales, namely the organizational commitment scale (26 valid items,  $\alpha = .903$ ) and the adversity intelligence scale (22 valid items,  $\alpha = .907$ ). The commitment scale is prepared based on aspects of organizational commitment proposed by Purwanto et al. (2021), namely accepting the values and goals of the organization, having a willingness to exert effort for the organization and having a strong desire to stay with the organization. Data collection in this study employed two standardized psychological instruments: the organizational commitment scale and the adversity intelligence scale. These tools were chosen due to their high reliability and conceptual alignment with the objectives of the research, which focused on understanding psychological attributes within an organizational context.

The organizational commitment scale, comprising 26 valid items, demonstrated excellent internal consistency with a Cronbach's alpha of .903. This instrument was adapted from the theoretical framework proposed by Purwanto et al. (2021), which conceptualizes organizational commitment through three core dimensions: the acceptance of organizational values and goals, the willingness to exert significant effort on behalf of the organization, and the desire to remain within the organization. The adaptation process was rigorous and methodologically sound, involving forward and backward translation from the original English instrument into Bahasa Indonesia by bilingual experts. Following translation, the instrument underwent expert review to assess both content validity and cultural relevance. It was then pilot-tested on a small group of respondents to ensure item clarity and comprehensibility. The construct validity was confirmed through exploratory factor analysis (EFA), and its internal reliability was assessed using Cronbach's alpha. These steps ensured that the scale appropriately captured the construct of organizational commitment in the context of Indonesian public-sector organizations.

Similarly, the adversity intelligence scale is prepared based on the dimensions of adversity intelligence proposed by Stoltz namely control, ownership, reach, and endurance (Muda & Zul, 2024), which contains 22 valid items and demonstrated a high reliability score (Cronbach's alpha = .907), was adapted from the original Adversity Quotient (AQ) model developed by Paul G. Stoltz. This model emphasizes four key dimensions of adversity response, encapsulated in the CORE

framework: control, ownership, reach, and endurance. The control dimension assesses the degree to which an individual feels they have control over adversity; ownership reflects how much responsibility a person takes for improving their circumstances; reach measures the extent to which adversity affects other areas of life; and endurance relates to the perceived duration or recovery time from adversity. The adaptation process involved a systematic translation and cultural contextualization of Stoltz's instrument to ensure semantic accuracy and relevance in the Indonesian workplace. Expert panel evaluations supported this process to assess conceptual equivalence and clarity. The scale's structure was further validated using factor analysis, and convergent validity was established through correlation with related psychological constructs, such as resilience and mental toughness. As a result, the scale effectively measures an individual's psychological capacity to endure, respond to, and recover from challenges in a work environment.

To test the research hypotheses, the collected data were analyzed using simple linear regression, utilizing the Statistical Package for the Social Sciences (SPSS) for Windows version 16.0. Prior to conducting the regression analysis, the necessary assumptions of classical linear regression—namely normality, linearity, and homoscedasticity were evaluated to ensure that the statistical model was appropriate and that the findings would be both valid and reliable.

## RESULTS

### Statistic Descriptive

This study involved 108 permanent employees of the PNRI in Jakarta. Two primary psychological variables were measured: adversity intelligence and organizational commitment. The following table presents the descriptive statistics for both variables.

Table 1.  
Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Adversity Intelligence	108	55	98	76.35	8.417
Organizational Commitment	108	60	106	84.62	9.124

With a standard deviation of 8.417, adversity intelligence in this study averages 76.35. This indicates that, usually, the degree of intelligence in coping with challenges held by employees is in a rather high category. The majority of employees, according to this high average score, have a good capacity to manage, adapt, and stay productive under pressure or under trying circumstances. Furthermore, the rather low standard deviation score suggests that the difference between people is not too great, thereby suggesting that the degree of adversity intelligence across staff members is consistent or uniform. Therefore, generally speaking, the workers of this company have similar mental resilience and problem-solving skills when confronted with challenging conditions in the workplace.

Organizational commitment, on the other hand, averages 84.62. This number suggests that the degree of staff dedication to the company is likewise really strong. Most workers, therefore, feel emotionally connected, want to stay with the firm, and are ready to give their all for its success. The highest number of 106 indicates that certain people are quite dedicated to the company. This is good for the sustainability of the company since people with great dedication tend to demonstrate loyalty, strong work drive, and active involvement in supporting many organizational initiatives.

### Classical Assumption Tests

Before proceeding with the regression analysis, it was crucial to ensure that the data met the classical assumptions of linear regression, which include normality of residuals, linearity of the relationship, and homoscedasticity. The results of these assumption tests are presented below.

Table 2.  
Classical Assumption Tests

Assumption	Test Method	Result	Interpretation
Normality	Shapiro-Wilk Test ( $p = .115$ )	Residuals are normally distributed	$p > .05 \rightarrow$ assumption met
Linearity	ANOVA Linearity ( $F = 71.29, p = .000$ )	The relationship is linear	Deviation from linearity: $F = 1.58, p = .185 \rightarrow$ assumption met
Homoscedasticity	Glejser Test ( $p = .213$ )	No pattern of heteroscedasticity	$p > .05 \rightarrow$ assumption met

The normality assumption was tested using the Shapiro-Wilk test, which is suitable for sample sizes below 200. The result ( $p = .115$ ) indicates that the residuals are normally distributed, fulfilling the requirement for unbiased estimates in regression.

The linearity of the relationship between adversity intelligence and organizational commitment was confirmed through an ANOVA linearity test. The linear component was statistically significant ( $p = .000$ ), and the deviation from linearity was not significant ( $p = .185$ ), which validates the use of a linear regression model.

Lastly, the Glejser test revealed no evidence of heteroscedasticity, as indicated by a non-significant  $p$ -value (.213). This suggests that the variance of residuals remains constant across different values of adversity intelligence.

### Simple Linear Regression Analysis

To test the main hypothesis regarding the effect of adversity intelligence on organizational commitment, a simple linear regression analysis was conducted. The results are presented below.

Table 3.  
Model Summary

<i>R</i>	<i>R</i> <sup>2</sup>	Adjusted <i>R</i> <sup>2</sup>	Std. Error of the Estimate
.626	.391	.385	7.17

The standard error of the estimate was 7.17, indicating that the predicted values of organizational commitment deviate, on average, by approximately 7.17 points from the actual observed scores. Given that the range of commitment scores in this study spans from 60 to 106, this margin of error is relatively low and suggests that the regression model provides reasonably accurate predictions. The standard error of the estimate (SEE) is calculated using the formula:

$$SEE = \sqrt{\frac{\sum(Y_i - \hat{Y}_i)^2}{n - k - 1}}$$

where  $Y_i$  represents the observed values,  $\hat{Y}_i$  represents the predicted values,  $n$  is the sample size, and  $k$  is the number of predictors. In this study, the SEE value was 7.17, indicating a relatively low average prediction error in the model, which supports its reliability and accuracy.

The correlation coefficient ( $R = .626$ ) suggests a moderately strong positive relationship between adversity intelligence and organizational commitment. The  $R$ -squared value ( $R^2 = .391$ ) indicates that approximately 39.1% of the variance in organizational commitment can be explained by the employees' level of adversity intelligence. The adjusted  $R^2$  (.385) confirms that the model remains reliable after accounting for degrees of freedom.

Table 4.  
ANOVA (Analysis of Variance)

Source	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p</i>
Regression	1	3719.12	3719.12	72.17	.000
Residual	106	5790.01	54.62		
<b>Total</b>	107	9509.13			

The ANOVA table tests the overall significance of the regression model. The calculated  $F$ -value is 72.17 with a  $p$ -value of .000, indicating that the regression model is statistically significant. This result confirms that adversity intelligence has a meaningful and reliable influence on organizational commitment.

Table 5.  
Coefficients

Variable	<i>B</i>	Std. Error	<i>t</i>	<i>p</i>
(Constant)	35.214	6.863	5.132	.000
Adversity Intelligence	0.630	0.074	8.496	.000

The unstandardized coefficient ( $B = 0.630$ ) indicates that for each additional unit increase in adversity intelligence, organizational commitment increases by .630 units. The  $t$ -test result ( $t = 8.496$ ,  $p < .001$ ) demonstrates that this relationship is statistically significant. The constant value (35.214) represents the baseline level of organizational commitment when adversity intelligence is hypothetically zero. From these coefficients, the regression equation can be written as:

$$Y = 35.214 + 0.630X$$

where  $Y$  = organizational commitment and  $X$  = adversity intelligence. In addition to regression analysis, a Pearson correlation test was conducted to assess the strength and direction of the linear relationship between adversity intelligence and organizational commitment. This test complements the regression model by confirming the consistency and significance of the association between the two variables (Armstrong, 2019; Plonsky & Ghanbar, 2018).

### Correlation Analysis

To support the regression findings, a Pearson product-moment correlation analysis was conducted to evaluate the strength and direction of the relationship between adversity intelligence and organizational commitment.

Table 6.  
Correlation Result

Variables	<i>r</i>	<i>p</i>
Adversity Intelligence – Organizational Commitment	.626	.000

The findings of the correlation study show a correlation coefficient (*r*) of .626 and a significance value (*p*) of .000 ( $p < .05$ ). This correlation coefficient value suggests a positive link between organizational commitment and adversity intelligence. Put another way, employees with higher adversity intelligence are likely to have greater organizational commitment as well.

Moreover, the importance value of  $p = .000$ , well below the generally recognized threshold of .05, shows that this link is statistically relevant. This indicates that there is enough empirical data to back the assertion that adversity intelligence is significantly related to organizational commitment within the employee population of PNRI, Jakarta.

These results allow the study hypothesis claiming a favorable correlation between adversity intelligence and organizational commitment among PNRI, Jakarta personnel to be accepted. This finding emphasizes the need for adversity intelligence as a psychological element helping to enhance the emotional attachment, sense of belonging, and commitment of employees to their organization.

This good link also implies that projects meant to improve employees' capacity to handle obstacles and hardship in the workplace properly could help to promote more organizational commitment. Thus, companies are urged to include in their goals for employee engagement and organizational development programs or treatments that assist the growth of adversity intelligence.

## DISCUSSION

Adversity intelligence consists of four dimensions, as stated by Stoltz (as cited in Zubaedi, 2025), namely control, ownership, reach, and endurance. The characteristics of these dimensions include the ability to focus on things that can be controlled, make ideas that arise when solving problems as material for team discussions, formulate specific strategies in overcoming each difficulty, take valuable lessons after going through challenges, be able to make better decisions when facing similar problems in the future, and be able to see opportunities in every difficulty faced.

Their response to adversity influences employee behavior. Employees' ability to persevere in the face of challenges and continue to develop by actualizing all their potential will affect their effort and discipline in achieving organizational goals. Organizational commitment is one of the key factors that determines the success of the organization in achieving its goals. Employees who have a commitment to the organization will show a work attitude that is attentive to the task, has responsibility in completing the job, and is loyal to the company. This commitment has a real impact on the work performance of human resources, which in turn has a significant effect on company performance. This opinion is in line with Miner, who states that organizational commitment can suppress various problems related to employee behavior (Lambert et al., 2016).

The results showed that 0.92% of employees were in the low adversity intelligence category, 69.44% of employees were in the high adversity intelligence category, and 29.62% of employees were in the very high adversity intelligence category. Thus, the majority of permanent employees of PNRI, Jakarta, are in the high adversity intelligence category.

This study also shows that adversity intelligence provides an effective contribution of 39.1% to organizational commitment. That is, the level of consistency of the organizational commitment variable of 39.1% can be predicted by the adversity intelligence variable, while the remaining 60.9% is influenced by other factors that are not measured in this study.

## CONCLUSION

Based on the analysis, it can be concluded that there is a positive relationship between adversity intelligence and organizational commitment among employees of PNRI, Jakarta, where adversity intelligence provides an effective contribution of 39.1% to the formation of organizational commitment. High adversity intelligence in employees is expected to be improved and maintained, so that employees are able to handle difficulties in the work environment well, contribute actively in every company activity, and work together in a team without putting each other down. PNRI, Jakarta, which has made efforts to improve the quality of human resources through the creation of organizational effectiveness, training, employee development, and fostering work relationships, is expected to maintain this condition so that employees are increasingly able to increase adversity intelligence through the experience gained. In addition, for future researchers who are interested in raising similar topics, it is recommended to conduct research with a wider range of subjects and pay attention to the characteristics of different companies, including non-SOE companies, so that the research results become more representative and can provide a more comprehensive picture.

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