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## Workplace and organizational commitment. Conceptual analysis and strategic, measurement alternative

Compromiso laboral y organizacional.

Análisis conceptual y alternativa estratégica de medición

Comprometimento laboral e organizacional. Análise conceitual e alternativa de medição estratégica

### Abstract

**Introduction:** work and organizational commitment is an intangible asset linked to human capital, which operates as a management indicator. Its complexity and intrapersonal variation require ongoing measurement to provide feedback to comprehensive management control. **Objective:** to design an alternative method for measuring work and organizational commitment through the use of calculation bases that integrate strategic, systemic, and multilevel approaches, enabling the determination of indices that guide the strategic management of this intangible. **Method:** a quantitative, descriptive, non-experimental approach was adopted, combining bibliographic review with the application of the representational approach within measurement theory, in order to establish correlations between numerical units and psychosocial qualities (multilevel key descriptors). **Results:** the study identified: (1) weak recognition of the strategic approach in the data collection used for measurement and index determination of organizational commitment; (2) omission of the multilevel nature of the phenomenon's expression; and (3) limited systemic and complex understanding of the global organizational commitment index, which illustrates the contradictory nature of its manifestations. **Conclusion:** an alternative measurement of organizational commitment is proposed, one that considers its six (6) perspectives and two (2) manifestations, to better guide the strategic management of this organizational intangible.

**Keywords:** work and organizational commitment, multilevel descriptors, measurement, index

### Resumen

**Introducción:** el compromiso laboral y organizacional es un intangible vinculado al capital humano, que opera como indicador de gestión. Su complejidad y variación intrapersonal exige medición permanente, para retroalimentar al control integral de la gestión.



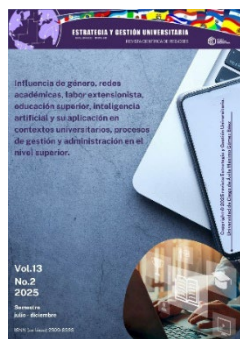
**Objetivo:** diseñar una alternativa de medición del compromiso laboral y organizacional, mediante el uso de bases de cálculo que articulan los enfoques estratégico, sistémico y multinivel, para la determinación de índices que orienten la gestión estratégica de este intangible. **Método:** asume un enfoque cuantitativo, descriptivo, no experimental, con uso de revisión bibliográfica y aplicación del enfoque representacional dentro de la teoría de la medición, para establecer correlación entre unidades numéricas y cualidades psicosociales (descriptores clave multinivel). **Resultados:** se identifica 1) un débil reconocimiento al enfoque estratégico en la captura del dato utilizado en las formas de medición y determinación de índices del compromiso organizacional; 2) omisión del carácter multinivel de expresión del fenómeno; y 3) pobre comprensión sistémica y compleja del índice global de compromiso organizacional, para ilustrar el carácter contradictorio de sus formas de manifestación. **Conclusión:** se aporta una alternativa de medición del compromiso organizacional que considera sus seis (6) perspectivas y dos (2) manifestaciones para orientar la gestión estratégica de este intangible organizacional.

**Palabras clave:** compromiso laboral y organizacional, descriptores multinivel, medición, índice

### Resumo

**Introdução:** o comprometimento laboral e organizacional é um intangível vinculado ao capital humano, que atua como indicador de gestão. Sua complexidade e variação intrapessoal exigem medição contínua, a fim de retroalimentar o controle integral da gestão. **Objetivo:** propor uma alternativa de mensuração do comprometimento laboral e organizacional, por meio do uso de bases de cálculo que articulem os enfoques estratégico, sistêmico e multinível, permitindo a determinação de índices que orientem a gestão estratégica desse intangível. **Método:** adotou-se uma abordagem quantitativa, descritiva e não experimental, com revisão bibliográfica e aplicação do enfoque representacional dentro da teoria da mensuração, para estabelecer correlação entre unidades numéricas e qualidades psicossociais (descriptores-chave multinível). **Resultados:** identificou-se: (1) fraco reconhecimento do enfoque estratégico na captura dos dados utilizados nas formas de mensuração e determinação de índices do comprometimento organizacional; (2) omissão do caráter multinível de expressão do fenômeno; e (3) compreensão sistêmica e complexa limitada do índice global de comprometimento organizacional, ilustrando o caráter contraditório de suas manifestações. **Conclusão:** apresenta-se uma alternativa de mensuração do comprometimento organizacional que considera suas seis (6) perspectivas e duas (2) manifestações, a fim de orientar a gestão estratégica desse intangível organizacional.

**Palavras-chave:** comprometimento laboral e organizacional, descritores multinível, mensuração, índice



## Introduction

Work and organizational commitment (WOC) is among the most studied intangibles followed by strategic human talent management globally. In Cuba, empirical systematization recognizing it as a management indicator is limited, beyond its traditional acceptance as a performance indicator (Cuesta, 2020).

The few existing approaches respond more to academic interests than to substantive transformations of institutional practices. There is a poor understanding of its complexity and theoretical-methodological limitations for systematic measurement due to its intangible and subjective nature. This justifies the inadequate feedback on its status in the balanced scorecard, established as a strategic control tool by the current management system based on science and innovation (Díaz-Canel & Delgado, 2021). This does not imply that managers undervalue it compared to other intangibles when assessing their results (Borrás & Arango, 2020).

To comprehend it, it is necessary to overcome, among other things, the complexities associated with its different levels and objectives or expressions, along with the confusion with other closely related terms. Additionally, theoretical contradictions arise from unidimensional (affective) and multidimensional (cognitive-affective-behavioral) perspectives, the latter typical of psychosocial analysis concerning the attitudinal phenomenon (van Rossenberga et al., 2022).

Regarding the former, consultation with artificial intelligence (Aichatting, 2025) highlights that among Spanish speakers, the term refers to the emotional connection and dedication that employees feel toward their work and the organization, delineating labor commitment from organizational commitment or employee commitment. The former refers to the degree of identification with the work, motivation, satisfaction, and attachment to job responsibilities, linked to outstanding performance, positive attitude, and sense of belonging. The latter pertains to the emotional and psychological bond with the organization, implying loyalty, identification with values and goals, as well as a willingness to strive for its success. The latter plays a significant role in contemporary research (van Rossenberga et al., 2022).

To these descriptors of work and organizational commitment, other terms derived from the interchangeable use of “job/employment/occupation” are frequently added, as if they designated the same thing, even though they describe various objectives or focal points of commitment (Klein et al., 2020; van Rossenberga et al., 2022; Bracho Fuenmayor, 2022), whose individual and collective expressions determine differentiated profiles of this phenomenon (Houle et al., 2024). Such confusion is interpretable from a multilevel perspective, which includes and differentiates these expressions within the broader organizational context.

Therefore, exclusive literature on organizational commitment is common (Zaragoza Alvarado, 2024a, b; Abu Orabi et al., 2024), without implying a disregard for the boundaries between these manifestations. In this paper, the adjectives are used solely to highlight to the reader that both constitute multilevel manifestations of the same phenomenon (Tisu et al., 2020; Prieto et al., 2021).

The proximity of meaning with other intangibles is notable. It is necessary to distinguish it from other attitudes of relevant objectives and motivations within the organization. Additionally, it must be differentiated from work obsession and addiction, as it relates to happiness, well-being, and positive experiences, while the aforementioned imply dissatisfaction and deterioration of health in the medium and long term (Pinela & Armijos, 2022). This explains why WOC is a positive antithesis to exhaustion, stress, and burnout at work (Soria et al., 2021; Bakker et al., 2023). Table 1 shows constructs that favor conceptual overlap.

Table 1

*Other constructs that require conceptual differentiation from WOC*

No.	Construct	Difference
1	Engagement	A favorable, persistent motivational state characterized by vigor, dedication, and absorption. It is total immersion.
2	Identification	Psychological bond of belonging, the perception of attachment.
3	Belonging	Emotional identification as part of a collective.
4	Membership	Considered a dimension of organizational commitment.
5	Affiliation	Emotional desire and need to belong.
6	Loyalty	Influenced by two processes: 1) cognitive, affecting trust and WOC; 2) affective, manifested in involvement and participation in the entity's values and norms.
7	Consent Bond	Internalization of the subordinate role that leads the worker to obey organizational norms.
8	Entrenchment Bond	A sense of security that ensures compliance with agreements between the worker and the organization.
9	Professional Commitment	A favorable attitude toward the profession or vocation that motivates performance.

Source: Compiled from Varela & Marín (2021); Soria et al. (2021); and van Rossenberga et al. (2022).

Finally, confusions are stimulated by the unidimensional and multidimensional stances adopted, limiting conceptual consensus (Oliveira & Honório, 2020; Coronado et al., 2020; Ávila & Pascual, 2020). From these, at least three (3) conceptual approaches/trends/pathways are summarized in Table 2 below.

Table 2

*Main approaches/trends/pathways of WOC*

No.	Approach	Interpretation	Authors
1	Sociological/ behavioral/ calculative/ instrumental/ cognitive	Describes it as an individual's participation in consistent lines of activity and behavior.	Becker (1960), Ritzer & Trice (1969), Hrebiniak & Alutto (1972)
2	Psychological/ attitudinal/ value/ affective	Interprets it from three perspectives (values, affects, norms) as the individual's involvement in organizational behaviors, activities, and practices, reducing emerging dissonances.	Kelman (1958); Kiesler (1964); Kiesler & Sakumura (1966); Porter et al. (1976); Steers (1977); Weiner (1982); Mowday et al. (1982); Mottaz (1988); Randall (1990); Randall & Cote (1991); Morrow (1993).
3	Complex/ combined/ multiple/ comprehensive	Based on social action theory, combines the previous approaches. Problems of continuity (perception), cohesion (affect), and social control (moral authority) explain different bases of influence and commitment.	Kanter (1968); Stebbins (1970); Allen & Meyer (1990); Kahn (1990); Randall & Cote (1991); Cohen (2000); Corcoran (2003).

Source: Compiled from Prieto et al. (2021); Pinela & Armijos (2022); Cuartas et al. (2022); and van Rossenberga et al. (2022).

It is inferred that the theory of WOC, although extensive, is still young and under development. Its evolution reflects a zigzagging and contradictory path, with occasional parallels between unidimensional and multidimensional approaches, currently favoring the latter. Multidimensional theories have existed since the 1960s, but only began to solidify in the 1990s. The three-component model (normative, continuity, and affective) proposed by Meyer & Allen (1991) is the most widely accepted and integrates the three unidimensional approaches, marking a significant turning point in comprehensive studies of WOC. Moreover, it serves as the reference utilized in Báez et al. (2019) for designing the commitment management model in Cuban enterprises.

However, the conceptual overlap between the affective and normative components, along with the temporal distinction between attitude and behavior, suggests that the normative component functions as a predisposition (attitude) rather than a specific type of WOC. Consequently, six (6) bases of influence are identified, of which three (3)—transaction, investment, and sacrifice—define an instrumental predisposition that results in instrumental WOC; while the other three (3)—values, moral obligation, and affection—stimulate the normative predisposition that leads to attitudinal WOC. The latter is considered the more sophisticated form, positively correlating with high performance (Oliveira & Honório, 2020; Ávila & Pascual, 2020).

Following these contributions, WOC is interpreted as a complex subjective production (individual and organizational), multidimensional and multilevel, shaped as both individual and collective attitudes and capacities. It describes the psychological engagement with the work and organizational reality, incorporating emotional states and behaviors that reveal a continuous conflict between the polarities: 1) instrumental/calculative—which includes perspectives a) transactional, b) investment, and c) sacrifice—and 2) attitudinal/valuative—which includes perspectives d) values, e) normative/obligation, and f) affective/emotional. The latter exhibits the highest predictive power regarding psychological attachment, loyalty, and the sense of belonging desired by the organization (González & Mitjánh, 2021; Nava et al., 2022).

From this conceptualization, it follows that the methodology employed for its measurement must address the shortcomings of current instruments in recognizing the complex perspective that integrates strategic, systemic, multidimensional, and multilevel aspects. The present approach addresses the strategic by contextualizing the evaluation of the subject against shared goals; the systemic and multidimensional by considering the contradictions, complexities, and interrelations inherent in the bases of influence and manifestations of WOC; and the multilevel by differentiating its expressions according to relational domains/objectives in relation to performance.

The current digital transformation demands more collaborative environments that incorporate new technologies for learning and knowledge, as well as empowerment and collective participation (Díaz, 2020). WOC is positioned as an intangible of strategic interest, making the demands for data on its state more urgent in order to inform management. The aim is to design an alternative measurement approach for WOC, utilizing calculation bases that articulate strategic, systemic, and multilevel approaches, to determine indices that guide the management of this intangible. The intention is to demonstrate the future use opportunities of the proposal within information systems for intangibles supported by new information and communication technologies.

## **Methods and materials**

Following Sampieri & Mendoza (2023), this study adopts a quantitative approach, emphasizing the guiding role of existing theory throughout the research process and employing deductive reasoning (from the general to the specific). It is also classified as a non-experimental descriptive study based on its epistemological nature and scope.

General methods of documentary research, such as deductive and historical-logical approaches, were employed to understand the conceptual and measurement backgrounds of WOC. The bibliographic review technique was utilized, specifically examining scientific articles and books, respecting the chronology of measurement principles and recognizing the following moments: 1) analysis of existing and influential measurement alternatives for WOC; 2) evaluation of the application of strategic, systemic, and multilevel approaches in measuring WOC; and 3) design of



an alternative measurement for WOC that guides management through the interpretation of a global index, sub-indices, matrices, and scales based on these approaches.

The intangible nature of WOC and its connection to individual and collective subjective production necessitate a psychosocial interpretation. This implies recognizing methodological differences for determining metrics and calculating indices. Tangible and intangible management indicators are distinguished by acknowledging the indirect, mediated, potential, and cumulative action of the latter compared to the former, as well as the infeasibility of applying traditional operational metrics in their determination (Cuesta, 2021).

In this context, the representational approach of measurement theory is proposed as an alternative to establish correlations between numerical units and psychosocial qualities (key multilevel descriptors of WOC), a path increasingly resonating within the research practices of social sciences, as a result of sustained critiques of traditional measurement methods (González & Cañoto, 2023; Pineda, 2024).

The validation of the proposal will be achieved through a study with a stratified probabilistic sample of 41 employees in an institution during the period from May to October 2024.

## Results and discussion

From a methodological standpoint, there is no consensus on the methods for measuring WOC (Prieto et al., 2021; van Rossenberga et al., 2022). However, the most commonly used methods are interviews, questionnaires, and direct observation (Cuartas et al., 2022).

Various measurement scales have been developed based on theoretical models. The three-dimensional model by Meyer & Allen (1991) provides a questionnaire with three sub-scales translated into Spanish, encompassing the typologies of affective, normative, and continuance commitment, which have been well validated across America, Asia, Africa, and the Middle East (Báez et al., 2019).

Among the most recognized and utilized scales is the Utrecht Work Engagement Scale (UWES), proposed by Schaufeli et al. (2002), based on three variables: vigor, dedication, and absorption. The Spanish version of this instrument demonstrates adequate reliability but does not offer a global score for WOC (Prieto et al., 2021).

Other well-known instruments include the Burnout Inventory by Maslach et al. (1996), from which inverse scores are derived since WOC is considered the opposite of burnout. Additionally, the Spanish version of the ISA Engagement Scale by Soane et al. (2012) evaluates three variables: intellectual, emotional, and social, the latter including shared aspects within the organization. From a unidimensional affective perspective, the ESCOLA questionnaire, designed for Spanish-speaking contexts, measures WOC as a relatively stable psychological state, using indicators such as positive emotion regarding performance, attitude, willingness to invest

effort, and individual engagement in tasks (Prieto et al., 2021).

In the Latin American context, experiences with a six-variable questionnaire (brand, leadership, performance, practice, work, and fundamentals) have emerged. The first three are considered a differentiating group between adequate and exceptional levels of WOC, while the latter three are included as a foundational group with basic or structural elements. This modality serves as an alternative to the well-known three-variable UWES questionnaire and is considered more precise for evaluating the sources of WOC generation in employees (Soria et al., 2021).

Specifically, in Cuba, the study and measurement of WOC is limited. Notable research includes studies by Cuesta (2016; 2020), Cuesta et al. (2018), and Báez et al. (2019), the latter utilizing the scale by Meyer & Allen (1991). The research by Cuesta (2016; 2020) develops mathematical formulations to translate the results of the organizational support scale and the UWES (Eisenberger et al., 2002) into an index (individual and collective). The commitment index, based on five variables (identification with the organization's mission and values, loyalty to senior management, motivation to collaborate with management, willingness to work, and credibility in the organization's and its leaders' aspirations), is contrasted with performance using a balanced scorecard, providing insights for improvement to managers.

A common aspect of these proposals is the use of variables/indicators—generally partial as they do not exhaust the complexity of the phenomenon—assessed by the subject using a Likert scale, which is then processed into metrics. In this assessment, the multilevel expression (competence, individual, group, and organizational) is often omitted, and seldom is the aspect-based evaluation contrasted with the general assessment, which is a methodological requirement in perceptual phenomena like WOC. The data collection often neglects or does not fully contextualize the strategic framework, as this approach is not explicitly declared as a reference for interpreting the meanings and relational interests with the organization.

Such omissions introduce methodological biases and obscure differences in WOC at the levels of job, performance area, and the organization as a cohesive whole, in addition to promoting evaluations disconnected from strategic objectives, thus depriving managers and academics of systemic interpretive opportunities. Furthermore, measurements tend to be singular, ignoring the intrapersonal variations of WOC, which lack references regarding minimum required measurements, unlike other intangibles such as motivation, with new estimates according to Navarro et al. (2022).

From these results arises the need to propose a strategic alternative for establishing WOC metrics. The first step in this direction is to reduce the polysemy of terms that describe at least a portion of the phenomenon (typologies, dimensions, indicators, factors, pillars, components, variables, among others). To this end, a proposal for key multilevel descriptors (KMD) is identified through piloting, which articulates the parts related to WOC from a systemic perspective.

The theoretical review is contrasted with the subjective production of



individuals to delineate between the constitutive elements and the components that describe WOC in terms of capacity (competence) to establish meaningful connections, such as knowledge, skills, relational abilities, motivation, and capability (Pereda et al., 2011). Alongside these are participation requirements such as access, appropriation, aptitude, and perceived relational symmetry (Alonso & Díaz, 2022; Martín, 2004). All of these serve as exclusive descriptors of the level of WOC competence and reflect the advanced state of development of this intangible.

Subsequently, those descriptors with differentiated expressions at the individual (job position), group (performance area), and organizational (institution) levels are included. These encompass: 1) the six (6) bases of influence or perspectives, the dominant type of predisposition—instrumental or normative—and the types or manifestations of WOC; 2) the behavioral and discursive components of WOC (Cuesta, 2020; Peralta et al., 2007); 3) human talent management practices that operate as pillars of WOC (Báez et al., 2019; Oliveira and Honório, 2020); 4) other high and low-order variables and factors that correlate with WOC (Nava et al., 2022; Coronado et al., 2020); and 5) the states and behaviors of workers influenced by WOC levels (Dávila and Jiménez, 2014).

Once the KMD have been identified, the next step is to associate the typologies of WOC (instrumental/continuance and attitudinal/affective). The calculation follows the methodology outlined by Acevedo & Gómez (2015), starting with the assessment of the application state of the KMD by the subject, this time alongside the importance for strategic goals, contextualizing this perception and explicitly using the strategic approach in data capture. The subject's evaluation adheres to the same Likert scale originally stated by the aforementioned authors for analyzing principles of successful managerial philosophy, with necessary adjustments to the WOC metric, as shown in Table 3.

**Table 3**

*Adapted Likert Scale for Measuring WOC*

Numeric value	Qualitative interpretation	Quantitative interpretation (GIWOC)
1	"Very Low"	$\leq 20\%$
2	"Low"	$20\% < \text{GIWOC} \leq 40\%$
3	"Medium"	$40\% < \text{GIWOC} \leq 60\%$
4	"High"	$60\% < \text{GIWOC} \leq 80\%$
5	"Very High"	$80\% < \text{GIWOC} \leq 100\%$

Source: Adapted from Acevedo & Gómez (2015)

Determining the global index (GIWOC) and associated sub-indices starts from a calculation base that combines the arithmetic means or medians of the application and importance data collected through the utilized instruments (interviews, questionnaires, or others). The algorithm is as follows:

- 1- Calculate the sub-indices for instrumental (WOCi) and attitudinal (WOCa) commitment, using the KMD that typify each manifestation of WOC.

$$IWOCi = fV (\sum (1-3) [VA * VI / VEmáx2] / TN) \quad IWOCa = fV (\sum (1-3) [VA * VI / VEmáx2] / TN)$$

Where:

- fV (factor of intrapersonal variation) expresses the standard deviation according to the number of required or minimum measurements needed to capture WOC.
- VA (arithmetic mean of the application value attributed by the surveyed subject).
- VI (arithmetic mean of the importance value attributed by the surveyed subject).
- VEmáx (maximum value of the scale used, in this case value 5).
- TN (Total number of levels analyzed).

2- Compare the sub-indices to determine the predominant type of WOC (instrumental/continuance or attitudinal/affective) in the composition of the GIWOC.

3- Determine the global index of WOC (GIWOC):

$$\bullet \quad GIWOC = [VA * VI / VEmáx2] * 100$$

4- Determine the variation of the GIWOC compared to the previous period.

$$\bullet \quad \Delta GIWOC = [(GIWOC_{P2} - GIWOC_{P1}) / GIWOC_{P1}] * 100$$

Where:

- $\Delta GIWOC$ : variation or dynamics of the GIWOC (in %).
- GIWOC<sub>P2</sub>: Global index of the period being compared or planned period.
- Global index of the reference/base period or actual performance.

5- Determine the priority index of the KMD (IPDCM) for a new strategic period.

Compare the IPDCM to previous periods and evaluate progress/regressions by KMD.

$$IPDCM = (VEmáx - VA) * VI / (VEmáx2 - VEmáx) * 100$$

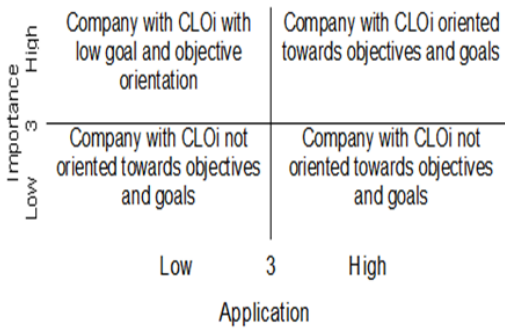
6- Position the institution strategically according to the maturity of the intangible, using the WOC matrix and ladder.

**Figure 1**

*Matrices and Ladder of WOC*

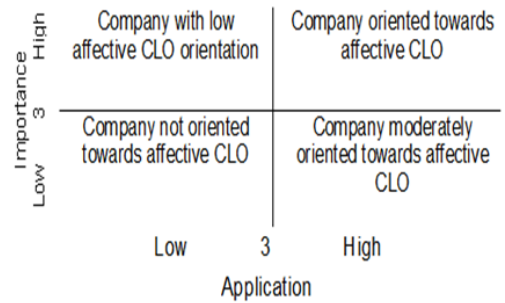
a) Instrumental CLO matrix

Quadrants according to instrumental CLO index (ICLOi)



b) Attitudinal/affective CLO matrix

Quadrants according to the affective CLO index (ICLOa)



c) CLO Ladder

Requirements	Low CLO company 20<ICLO=40	Average CLO company 40<ICLO=60	High CLO company 60<ICLO=80	Leading company in CLO 80<ICLO=100
CLO Competence				
CLO towards the company				
CLO towards the area				
CLO towards the post				

Source: Developed from Acevedo & Gómez (2015)

The matrices combine application and importance values using the mean value (3 points) as a reference to cross the axes and delineate the quadrants that describe the position regarding the development of WOC. The ladder starts from the value of the GIWOC to assign the position, with the first developmental step corresponding to the predominance of WOC at the job level (individual level), progressively ascending to the institutional level and finally to the global competence level of WOC, the latter reflecting excellence and strategic maturity of the KMD.

A specific position within the WOC matrices and ladder does not imply that developments are exclusive to that level. Maturity of descriptors may alternate at a higher or lower level than another, although the sustainability of these defines the possibility of conquering new quadrants and steps, provided that the development achieved at the previous level is maintained. Once excellence is attained, individual and collective competence of WOC can be transferred to other social spheres outside the organization.

Measurements of the KMD before, during, and after administrative

improvement actions provide feedback to strategic management on their effectiveness based on the calculated indices.

The most relevant application results indicate: 1) the predominance of instrumental forms ( $IWOC_i=48\%$ ) over attitudinal forms ( $IWOC_a=38.6\%$ ) in the composition of the global index ( $GIWOC=44.18\%$ ), positioning the institution in the WOC ladder with a medium level of intangible development, trending towards greater maturity of KMD at the individual and group levels compared to the organizational and competence levels. The arithmetic means of application and importance in the questionnaire range between values of 3 and 3.5 across all analyzed levels, an intermediate score that frames the institution as one with OCi oriented towards goals and as one interested in achieving OCa, although corrective and proactive actions are needed to stimulate the perception of KMD application at the organizational and competence levels.

The arithmetic means indicate a medium maturity of all KMD, thus their IPDCM are below 50%. The KMD to prioritize at the competence level of WOC correspond to those with the highest percentage within this parameter, coinciding with motivation to commit ( $IPDCM=42.9\%$ ) and performance conditions to achieve it ( $IPDCM=37.9\%$ ). At the organizational level, perceived satisfaction/self-realization and well-being/happiness within the institution are noted (both with  $IPDCM=35.8\%$ ). The absence of previous measurements in this context prevents calculating the dynamics of the GIWOC.

## Conclusions

The complexity of WOC fosters confusion and a lack of conceptual consensus, as well as theoretical and methodological shortcomings that limit its systematic measurement and timely reflection in the balanced scorecard of strategic human talent management. The strategic, systemic, and multilevel approaches offer opportunities for reinterpretation and the establishment of metrics for this intangible.

An alternative measurement for WOC is designed that overcomes these shortcomings and integrates these approaches, based on the identification of Key Multilevel Descriptors (KMD) and the use of calculation bases that facilitate access to sub-indices of instrumental/continuance and attitudinal/affective commitment, revealing the predominance of one of these in the composition of the global index of WOC. Results allow for the positioning of the institution within a strategic state according to the development achieved by this intangible through matrices and ladders. A calculation base for the priority index of each KMD for a new strategic period is provided, along with opportunities for comparative analysis over periods to identify advancements and regressions.

The combination of the application state and strategic importance in data capture and index calculation, along with the differentiated evaluation of descriptors by levels, offers new feedback opportunities for WOC to managers and academics.

The validated alternative measurement of WOC, applied in a probabilistic sample of 41 institutional subjects, can be replicated in other contexts, overcoming the limitations of relying solely on self-report instruments, which are typically confined to single case studies within specific cultures. Future efforts in this direction can focus on deepening the statistical analysis of variations by levels and KMD, as well as determining the intrapersonal variation factor of WOC and the dynamics between periods of the GIWOC through longitudinal studies.

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