

**THE EFFECT OF THE DIMENSION OF SELF-EFFICACY AT WORK ON  
ORGANIZATIONAL COMMITMENT AN EXPLORATORY ANALYTICAL STUDY  
IN THE UNION FOOD INDUSTRIES COMPANY LTD. SUGAR AND OIL  
INDUSTRY / BABYLON GOVERNORATE**

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### **Abstract**

The current research seeks to achieve several goals by defining the relationship of correlation and influence of the dimension of self-efficacy to achieve organizational commitment at work and identifying the most prominent obstacles that prevent this among employees working in the Union Food Industries Company, as well as to identify the nature of the relationship between the dimension of self-efficacy and organizational commitment. A questionnaire form for collecting data and information. The questionnaire was randomly distributed to (302) employees of the Union Food Industries Company Ltd. The statistical program was relied on (SPSS V. 23), (Amos V. 23) and (Microsoft Excel 2010). For this purpose, this form was designed according to the five-point Likert scale, to reach the results related to the topic in question. The research reached a set of results, the most important of which is the existence of a correlation and impact relationship between the dimension of self-efficacy and organizational commitment.

**Keywords:** self-efficacy, organizational commitment, Union Food Industries Co. Ltd.

### **Introduction**

Self-efficacy is a permanent belief in the individual's ability to carry out a specific task or achieve certain goals. It is the conviction of oneself and the ability with which one can persevere and achieve goals despite these enormous difficulties. The type of belief is gradually acquired and developed by the individual who adopts constructive attitudes of thought and actions related to problems. Life Even A Peek at the Broad Dynamics of Commitment The components of self-efficacy make one believe that the two variables are closely related. The identification of behavioral concepts, which are important, because through which human behavior is understood and interpreted within organizations, and these concepts are self-efficacy and organizational commitment within work and their impact on working individuals. Their intellectual structures are based on social exchange and the principle of reciprocity, and when the individual realizes that the organization cares With his well-being, happiness and fulfillment of his psychological need, he will reciprocate to his dealings. The organizational commitment emphasizes the identification of the individual and his involvement in the organization. Work-related self-efficacy refers to an employee's confidence in his or her ability to participate in socially interactive tasks necessary to initiate, maintain, and develop personal relationships at work. Work-related self-efficacy refers to an employee's confidence in his or her ability to manage, understand, organize, and use emotional information at work can shape social

interactions. At work is either a resource or a demand for work that is to say, if you work with cooperative and considerate people social interactions will be seen as positive (resource), but if you work with people who act in alienation and disdain in a way that social interactions can become very demanding (job application) Previous research has shown that self-efficacy is one of the most important personal resources in the work context and is seen as one of the basic structures of positive organic behavior. Self-efficacy is a specific field (Bandura, 1997) and within the work context there are several areas.

## **The first topic**

### **Research Methodology**

#### **First - the problem of the study**

Organizations today are witnessing serious and vigorous attempts to develop and modernize their systems in order to improve their competitive position, which prompted them to take on new roles capable of meeting the requirements of the era of knowledge and information without which no agency can improve. Improving the efficiency and commitment of its systems with special focus and prioritization of the human factor. Because the human element is the main focus of innovation in these institutions. Given the importance of the human element, one of the main tasks of the executive authority is its ability to form and develop an effective human element, to form and modify its behavior and to manage this behavior to achieve the best results in line with the growing goals. Self-efficacy is clearly related to psychological concepts such as organizational commitment, which is defined by accepting the organization's goals and striving to maintain membership. Therefore, incentives must be diversified to ensure continuity in performance levels. Based on what was previously discussed above, the work of organizations faces great challenges in light of progress and development that affects the possibility of their survival. Therefore, these institutions remain working under pressure and challenges, which makes them an urgent need to use modern administrative methods such as organizational commitment and upgrading the performance of their employees in light of their sense of efficiency subjectivity. As an explanation for this, the study sought to find out to what extent self-efficacy affects organizational commitment, as well as the problem of the current study can be shortened to a main question, which is does self-efficacy have an impact on the employee's commitment in the workplace? And answer the following sub-questions.

1. What is the perception of the study sample about self-efficacy?
2. What is the level of correlation between self-efficacy and organizational commitment?
3. What is the level of self-efficacy effects on organizational commitment?

#### **Importance of studying**

1. The importance of the study stems from the intellectual importance of its current variables, which are among the important and clearly influential concepts in the course of work of organizations, as well as contribute to achieving the sample surveyed, which is self-efficacy, which has a large and influential role in the work of organizations

through its contribution to improving the position of the organization in society And highlighting its competitive advantage compared to other organizations.

2. Self-efficacy has attracted increasing attention from researchers As an important indicator of employees' positive attitudes and behaviors, it has received a wide range of attention in many areas, including the psychology of organizational behavior, which included individuals' sense of competence towards their organizations, which leads them to take responsibility for their decisions and actions that affect the organization.
3. It is also possible to benefit from the results of this study in reconsidering the development of administrative practices among those in charge of managing organizations, especially in the areas related to the methods and procedures of dealing with working individuals.
4. Studying the role of employees in the company in question and the extent of competence they possess in their self-reported positive social behavior.
5. Developing and testing a work-related self-efficacy scale.

### **Third: The objectives of the study**

1. Indicating the extent of the relationship between the feeling of self-efficacy towards the job and the employees' performance of their work within the organization.
2. Test whether organizational commitment and self-efficacy will affect employee performance.
3. Shedding light on self-efficacy and highlighting its impact on activating the dimensions of organizational commitment.

### **Fourth: The hypotheses of the study**

The first main hypothesis: There is a significant correlation between the dimension of self-efficacy and organizational commitment.

The following sub-hypotheses are derived from it

- A. There is a significant correlation between the dimension of size and organizational commitment.
- B. There is a correlation of moral significance between the dimension of publicity and organizational commitment.
- C. There is a correlation of moral significance between the dimension of strength and organizational commitment.

### **The theoretical framework of the study**

#### **Self-efficacy**

##### **First, the concept of self-efficacy**

Psychologist Albert Bandura defined self-efficacy as people's belief in their ability to exercise control over their jobs and the events that affect their lives. An individual's sense of self-efficacy can provide the basis for motivation, well-being, and personal achievement. People's beliefs in their effectiveness are developed through four main sources of influence, including (1)

experiences of mastery, (2) indirect experiences, (3) social persuasion, and (4) emotional states. High self-efficacy has been linked to many benefits for daily living, such as resilience in the face of adversity and stress, healthy lifestyle habits, improved employee performance, and educational achievements. Self-efficacy is an enduring belief in an individual's ability to carry out a specific task or to achieve certain goals is the conviction of oneself and the ability with which one can persevere and achieve goals despite enormous difficulties. I have the responsibility to achieve success” (Avey; 2009) As (Bandura, 1977) pointed out in the cognitive social learning theory, which sees that the individual's beliefs about self-efficacy appear through recognition or awareness of his abilities and personal skills, and in general, feelings of control and ownership may be generated in children because of their love for control and possession, and this love of control is what drives the person to a sense of efficiency (Bandura, 1997). Therefore, self-efficacy can determine the path that the individual follows as measures of behavior, whether in the innovative or stereotypical image, and that this path can indicate his efficiency around the individual's conviction and personal confidence in their capabilities required by the situation (Furby, 1991) (Lin; 2013) defines self-efficacy as the belief of individuals that they are ready to face challenges and overcome them, and (Hoveyda and Seyedpoor, 2015) show that individuals who have high self-efficacy have five advantages and these advantages are (they have the ability to accomplish difficult tasks to achieve their goals Self-efficacy beliefs determine how people feel, think, and motivate themselves These beliefs produce these diverse effects through four main processes that include (cognitive, motivational, and emotional) and optional) Self-efficacy is the main concept of Bandura's social cognitive theory. Self-efficacy is influenced by four important sources of information: performance achievements, indirect experience, verbal persuasion, and physiological information. Other determinants of self-efficacy are internal personal factors and external environmental factors. The degree of change in self-efficacy is in part a function of variance and the ability to control its determinants. The level of self-efficacy predicts how people function in terms of choice of behavior, expenditure of effort and perseverance, thought patterns and emotional reactions. The measure of self-efficacy relates to three dimensions: size, strength, and generality. Self-efficacy must be measured in terms of special judgments of ability that may vary across areas of activity, different levels of task requirements within a given field of activity, and different situational circumstances.

## **Secondly, the dimensions of self-efficacy**

### **Bandoura identified three dimensions of self-efficacy, and these dimensions are:**

1. Size: It varies according to the nature of the situation. When the tasks are arranged from easy to difficult, they appear according to the level of difficulty and individual differences in competence and expectations (Bandoura). This dimension is called the level of difficulty of the task.
2. Generality: This dimension refers to the transfer of self-efficacy from one situation to similar situations that can perform tasks successfully compared to his success in performing similar tasks and tasks. In this respect, Bandoura points out that generality

is based on broad domains of activity rather than specific domains, and varies according to the number of dimensions.

3. Intensity: Intensity of focus on personal effectiveness indicates high persistence, high ability to choose activities that lead to success and also states that in the context of effective self-regulation, people judge their confidence and allow They have to be systematic during a specific period of time.

## **First: The concept of organizational commitment**

### **Organizational commitment**

Organizational commitment is a very popular term used by researchers today. It considers the level at which employees are aware of the organization and want to be part of the organization. This commitment refers to the level at which employees are willing to work in the organization furthermore the worker's confidence in the company's goals and mission is also taken into consideration. He also wants to continue working in the company using the best of his abilities (Singh & Pandey, 2000 and Bashir & Ramay, 2008)It is also related to the degree of the individual's integration with the organization and his interest and desire to continue with it. It should be noted that the concept of organizational commitment differs from the concept of job satisfaction at work, as we note here that the person in the organization may be willing and satisfied with his work, but he hates the organization in which he works, but he wants to work in another organization.. It may affect Organizational and personal variables including organizational, age and personality tenure over organizational commitment of employees (Singh & Pandey, 2004) So organizational commitment is a state in which employees are aware of organizational goals and still want to remain in the organization to achieve those goals. Owned by employees in the work environment.

### **Secondly, the dimensions of organizational commitment**

Meyer and Allen (1991-1997) developed an organizational commitment model consisting of the three dimensions of specific organizational commitment, namely emotional, continuity, and normative dimensions.

#### **emotional commitment**

The first dimension of organizational commitment in the model is emotional commitment, which represents the emotional attachment of the individual to the organization. According to (Meyer and Allen; 1997, p 11) emotional commitment is "the employee's emotional attachment to, recognition and participation in the organization." Organizational members who are emotionally committed to an organization continue to work in the organization because they want to (Meyer & Allen; 1991). Committed members remain on an emotional level with the organization because they see their personal working relationship as compatible with the goals and values of the organization (Beck & Wilson; 2000). Emotional commitment is a work-related attitude with positive feelings toward the organization (Morrow, 1993). Sheldon (1971, p 148) also asserts that this type of attitude is an "organization-orientation that binds a person

to an organisation”. Emotional commitment is the relative strength of the individual's identification with a particular organization and his participation in it (Mowday et al; 1982). Tetrick (1995, p 589) also describes emotional commitment as “a rational value-based organizational commitment which refers to the degree of value matching between an organizational member and the organization.

### **Continuous commitment**

The second dimension of the 3D model of organizational commitment is ongoing commitment. Meyer and Allen (1997, p.11) define ongoing commitment as “awareness of the costs associated with leaving the organization.” It is a mathematical process in nature due to an individual's exposure to the costs and risks associated with leaving the current organization (Meyer & Allen; 1991 )As stated (Meyer and Allen; 1991; p 67) that “employees whose primary attachment to the organization depends on continued commitment stay because they need to do so”. This refers to the difference between continuity and emotional commitment where emotional commitment refers to individuals staying in the organization because they want to. Continuing commitment can be considered as a basic attachment to the organization, where the individual's attachment to the organization depends on the evaluation of the economic benefits gained (Beck & Wilson; 2000). Organizational members develop commitment to the organization because of positive external rewards that are obtained through effort or bargaining without recognition of the organization's goals and values. The continuous commitment put forward by Meyer and Allen (1990) is based on Becker's theory of side bet. According to this theory, when an individual works for several years in an organization, he tends to accumulate investments in the form of time, job effort, and skills specific to the organization that are very costly to lose.

### **Normative commitment**

The third dimension is the normative commitment, which is an expression of the employee's commitment to the organization on the basis of ethical considerations (Wiener, 1982) describes that this feeling of commitment to stay in the organization can be achieved by accommodating the normative pressures on the individual in the first place to deal with the organization itself (for family or cultural reasons) Or from influencing the organizational direction of employees of powerful individuals The environment can put strong pressure on employees to feel ethically responsible for the organization however compliance with standards can also develop when the organization allows it.O'Reilly and Chatman (1986) found that individuals tend to show the highest levels of organizational commitment when company values align with employee values. Becker, Randall, Reigel; 1995 concluded that the three dimensions of organizational commitment are not mutually exclusive and an individual can develop any one or a combination of all three dimensions of commitment.

### **Practical side**

The first sub-hypothesis test: (there is a significant effect of the self-efficacy dimension in



organizational commitment)

Figure (1) shows the effect of the dimension of self-efficacy in organizational commitment on the level of the sample answers in the Union Food Industries Company Ltd. sample of the study, as it turns out that there is a significant effect of the dimension of self-efficacy in organizational commitment, as it appears that the ratio of the standard effect was (0.62) This indicates that the dimension of self-efficacy affects the variable of organizational commitment by (62%) at the level of the study sample company. This indicates that the change of one deviation unit from a distance Self-efficacy in the study sample company will lead to a change in organizational commitment by (62%). This value is significant due to the fact that the critical ratio (C.R.), according to Table (1), has reached (13.248), which is highly significant. It also appears from Figure (1) that the amount of interpretation represented by the coefficient of determination ( $R^2$ ) amounted to (0.38), which are the changes that it causes after self-efficacy in organizational commitment according to the sample answers at the level of the study sample company, while the complementary ratio reached (62%). Which shows the presence of other factors that contribute to the overall changes in the organizational commitment variable that were not included in the current study.

Based on the above, the validity of the first sub-hypothesis of the main hypothesis was confirmed

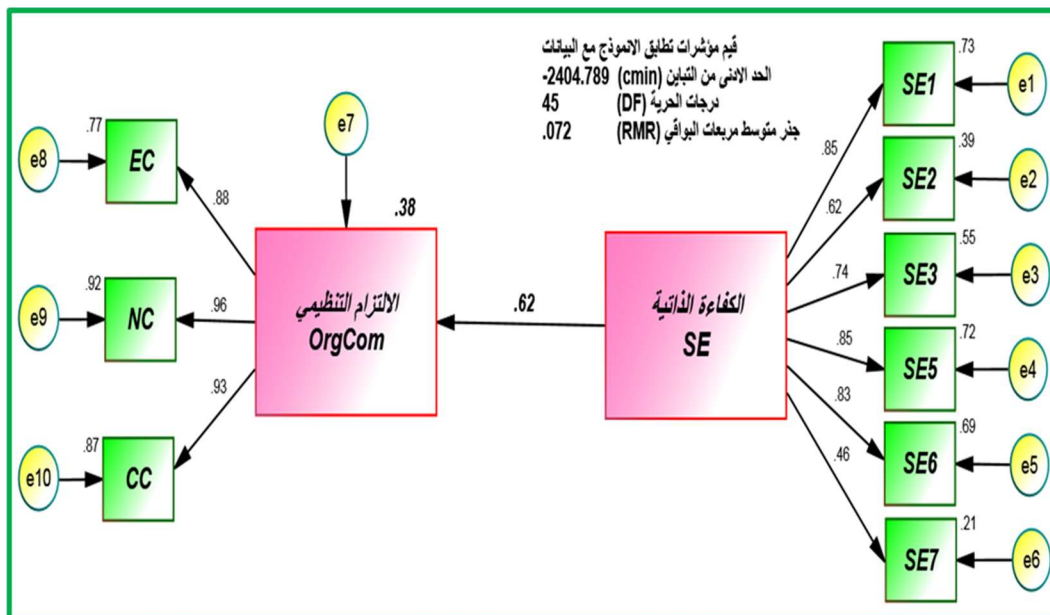


Figure (1) The effect of the self-efficacy dimension on organizational commitment

Source: Program output (Amos V. 23)

Table (1): Paths and parameters of the impact of the self-efficacy dimension on organizational commitment

Tracks		Appreciation on normative	Appreciation on non-standard	The error normative	The ratio critical	pedigree morale	
Commitment organizational	<---	Self-efficacy	.618	.539	.041	13.248	***
SE1	<---	Self-efficacy	.852	1.434	.052	27.416	***
SE2	<---	Self-efficacy	.623	.835	.062	13.424	***
SE3	<---	Self-efficacy	.742	1.145	.061	18,678	***
SE5	<---	Self-efficacy	.848	1.037	.038	26,960	***
SE6	<---	Self-efficacy	.830	1.252	.050	25.126	***
SE7	<---	Self-efficacy	.461	.684	.078	8.757	***
EC	<---	Commitment organizational	.877	.954	.031	30,753	***
NC	<---	Commitment organizational	.961	1.006	.017	58,814	***
CC	<---	Commitment organizational	.934	1.040	.024	43.954	***

Source: Program output (Amos V. 23)

### Second, the normal distribution test

The normal distribution test is one of the most important tests that allow the researcher to use parametric methods in testing and analysis in case the data have high moderation, but if their



moderation is low, it is necessary to adopt non-parametric methods for the same purpose (Kim & Park, 2019: 332). The data determines the use of parametric or nonparametric analysis methods. The natural distribution of the data allows the researcher to use the methods of parametric analysis. As for not distributing them naturally, this leads to the use of nonparametric analysis tools. One of the most common methods in testing the normal distribution is the (Kolmogorov-Smirnov test) which is supported by (IBM SPSS) program, which requires determining the level of significance, calculating the test statistic, the probabilistic value of the significant significance, and the final conclusion regarding the decision about the data distribution (Kwak & Park, 2019: 7), as follows:

### The normal distribution test for the organizational commitment variable

Table (2) shows that the test value amounted to (0.074) for the main variable (organizational commitment), while the significant percentage of the test value reached (0.200), and this value exceeded its standard level of (0.05), which confirms that The data are subject to a normal distribution, and this enables the researcher to move towards the use of parametric tools in analyzing the data. Figure (2) shows the histogram and the normal distribution curve for the organizational commitment variable

**Table (2): Kolmogorov-Smirnov test for the organizational commitment variable**

Var.	Kolmogorov- Smirnov <sup>a</sup>			Shapiro- Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Commitment organizational	.074	285	.200*	.979	285	.216

Source: SPSS V.23 output.

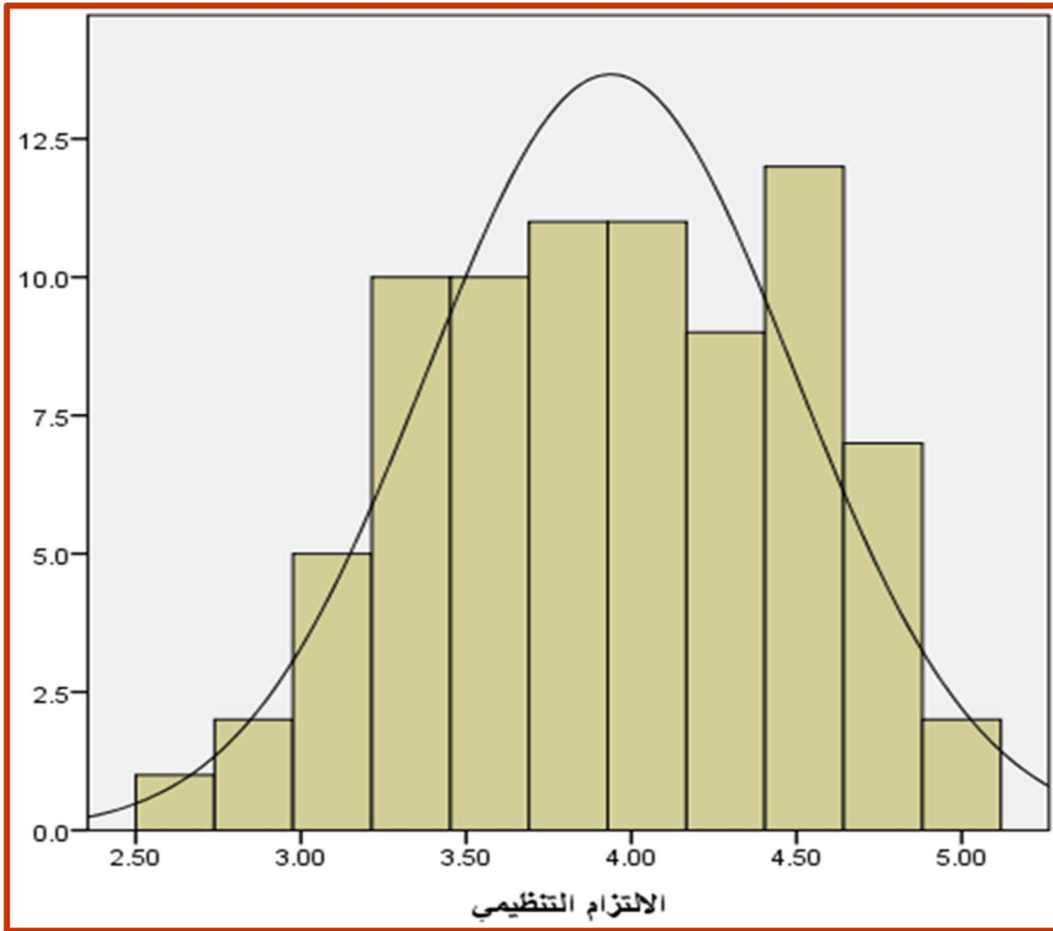


Figure (2) the normal distribution curve for the organizational commitment variable

### Conclusions and recommendations

The main aim of this study was to increase our understanding of self-efficacy by testing the expected relationships between the dimensions of self-efficacy and employee commitment. In two papers that describe the relationship between the employee and the organization.

#### First, the conclusions

The dimension of self-efficacy has a significant impact on organizational commitment in the workplace, as the application of self-efficacy contributed to creating commitment in the workplace and this benefits the organization.

1. The existence of a very strong positive correlation with a moral significance between the dimension of self-efficacy and organizational commitment and based on the foregoing, this relationship can be explained that whenever the employees of the study sample company seek to enhance their self-efficacy and the moral aspects they hold that support their field orientations in the practices and performance of assigned duties In terms of improving their level of self-efficacy and acquiring the skills necessary to carry out administrative and manufacturing tasks and strengthening their affiliation with the company and the job they practice, in addition to the need to assume their responsibilities in developing the overall

- performance of the company, which in turn enhances the level of their commitment to work and supports their association with the company.
2. There is a strong positive correlation with a moral significance between the dimension of self-efficacy and organizational commitment. This result can be explained by the fact that whenever the employees of the study sample company tend to develop their self-efficacy in terms of improving their level of learning and the level of professional skills and accumulated experience, and this is achieved through the company's management quest to introducing them to development courses related to enhancing their own capabilities and professional capabilities, activating their interest in future directions, and following up on the environmental conditions surrounding the company whenever this leads to strengthening their intentions to stay in the company, enhancing the level of their organizational commitment and continuing to work with the company.
  3. There is a very strong positive correlation with a moral significance between the dimension of self-efficacy and organizational commitment. This relationship can be explained by the fact that the employees of the study sample company seek to enhance their affiliation and association with the company and the jobs they practice in terms of job depth with the details and procedures of each job and seek to exercise voluntary roles in providing functional services and following the behavior of assistance to co-workers and striving to improve the internal work environment by contributing to solving problems that obstruct the workflow from time to time that would improve their level of organizational commitment and improve their connection to work.

### **Recommendations**

Given the importance and novelty of the topic, the current study recommended that the studied organizations establish this type of research and encourage researchers to focus their efforts on behavioral-oriented topics that are important to enhance organizational commitment. Holding workshops and training courses on research variables and the necessity of employee participation to gain additional skills and experience for self-efficacy. Appreciating employees' efforts and rewarding employees with creative achievements. Informing employees of their importance and the importance of their role in serving the organization and serving the local community.

### **Organizations need to be flexible enough to meet the needs of their employees.**

Encouraging the employees of the organization and rewarding them morally and materially by emphasizing their collective role in the success of the organization, which enhances the employee's sense that the organization belongs to him. Enhancing a culture of organizational commitment by involving employees in the decision-making process has a significant impact on improving performance and achieving organizational goals. Strengthening the organizational commitment of the employees of the company under consideration by spreading a culture of love of work and teamwork and by providing material and moral incentives to the most dedicated employees to create a sense of belonging. The need to raise awareness of the

company's management about the role of self-efficacy and organizational commitment and its importance in improving and enhancing job performance

### Future recommendations

Future research should further refine the excellence of self-efficacy compared to a broader set of constructs, so we recommend that future research continue to study the unique contribution of self-efficacy in order to understand employee attitudes and behavior. As well as generalizing competency judgments across various activities and fields that provide a rich opportunity for empirical investigation that will help in tracing the emergence of subjective beliefs as well as the possible interrelationship between them. Many researchers noted the need to explore the generality of self-efficacy in order to increase its practical usefulness.

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