

From Organizational Commitment to Employee Performance: The Role of Motivation and Work Engagement as Mediators

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Article Info	ABSTRACT
Keywords: Organizational Commitment; Employee Performance; Motivation; Work Engagement; Mediation; Healthcare Sector	This study examines the relationship between organizational commitment and employee performance by considering motivation and work engagement as mediating variables in the healthcare sector. A quantitative associative approach was employed using a survey method involving employees of a private hospital in South Jakarta, Indonesia. Data were collected through structured questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares. The findings indicate that organizational commitment does not directly improve employee performance in a statistically meaningful way. However, organizational commitment significantly strengthens both employee motivation and work engagement. Motivation contributes positively to employee performance, while work engagement demonstrates a stronger influence on performance. The mediation analysis further shows that motivation and work engagement fully mediate the relationship between organizational commitment and employee performance. Among the two mediating variables, work engagement emerges as the stronger psychological mechanism in transforming organizational commitment into improved work outcomes. These findings highlight that organizational commitment alone is insufficient to enhance employee performance unless it is accompanied by stronger motivation and deeper involvement in work. Therefore, healthcare organizations should develop integrated human resource practices that strengthen commitment while simultaneously promoting motivation and work engagement through fair compensation, career development, meaningful work, supportive leadership, employee recognition, and a conducive work environment.
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INTRODUCTION

Employee performance is a fundamental determinant of organizational effectiveness, particularly in service-intensive sectors such as healthcare, where the quality, timeliness, and reliability of employees' work directly influence operational continuity and service delivery. Performance reflects not only the quantity and quality of work accomplished by employees

but also their contribution to organizational efficiency and the achievement of strategic objectives. Robbins (2015) defines employee performance as the outcomes achieved by employees according to specific organizational criteria. Accordingly, organizations require employees who are not only technically competent but also psychologically willing to contribute consistently to organizational goals.

One psychological factor that has received considerable attention in explaining employee performance is organizational commitment. Organizational commitment represents employees' attachment to, identification with, and willingness to remain within an organization. Allen and Meyer, as cited in Haftkhavania et al. (2012), conceptualize organizational commitment through three dimensions: affective commitment, normative commitment, and continuance commitment. Affective commitment reflects employees' emotional attachment to the organization, normative commitment concerns a perceived moral obligation to remain with the organization, while continuance commitment relates to employees' awareness of the costs associated with leaving. Employees with stronger organizational commitment are generally expected to demonstrate greater dedication, loyalty, and willingness to exert effort for organizational success.

However, organizational commitment may not automatically translate into higher performance. An employee may feel attached to an organization but may not necessarily convert that attachment into productive behavior unless sufficient psychological mechanisms encourage the employee to exert effort. One important mechanism is work motivation. Rivai (2015) describes motivation as an internal drive that encourages individuals to initiate actions and persist in pursuing particular goals. Motivation can originate from intrinsic factors, such as responsibility and personal achievement, as well as extrinsic factors, including compensation, recognition, incentives, and career opportunities. Highly motivated employees tend to demonstrate greater concentration, initiative, persistence, and productivity in performing their duties. These characteristics are especially important in healthcare-related organizations because employees are required to maintain accuracy, discipline, responsiveness, and a high degree of responsibility in their work.

Motivation may therefore provide an important explanatory mechanism linking organizational commitment with employee performance. Employees who are strongly committed to their organization may develop a stronger willingness to invest effort in their work, which subsequently enhances their performance. In this perspective, organizational commitment functions as an attitudinal foundation, while motivation determines the intensity and persistence of employees' efforts. Thus, examining motivation as a mediator provides a more comprehensive explanation of how organizational commitment can be transformed into actual performance rather than assuming that commitment influences performance only through a direct relationship.

In addition to motivation, work engagement has emerged as an important construct in contemporary human resource management and organizational behavior. Schaufeli and Bakker (2004) define work engagement as a positive and fulfilling work-related state characterized by vigor, dedication, and absorption. Vigor reflects high levels of energy and mental resilience while working, dedication refers to strong involvement and a sense of

significance and enthusiasm, while absorption indicates deep concentration and immersion in one's work. Employees with high work engagement are therefore not merely willing to perform their jobs; they are psychologically and emotionally involved in accomplishing their work responsibilities.

Work engagement is particularly relevant as another potential mechanism through which organizational commitment influences employee performance. Employees who identify strongly with organizational values and perceive themselves as an integral part of the organization are more likely to invest physical, cognitive, and emotional energy in their jobs. Such engagement may subsequently result in higher dedication, stronger focus, and improved performance. Consequently, work engagement can explain the psychological process through which employees' commitment to an organization is translated into superior job outcomes. This mechanism is conceptually different from motivation: motivation primarily concerns the direction and intensity of effort, whereas work engagement reflects a deeper state of psychological involvement in work.

The relevance of these relationships becomes more pronounced in the healthcare sector, where employees face demanding working conditions, strict operational standards, substantial workloads, and responsibilities that may affect the quality of healthcare-related services. Such conditions can contribute to increased work pressure, absenteeism, lateness, and declining motivation and engagement. The research context described in this study also indicates practical concerns related to employee discipline, attendance, compensation, psychological support, and career opportunities. Employees were observed to experience reduced motivation, particularly when incentives and recognition were perceived as inadequate, while some employees displayed lower levels of vigor, dedication, and absorption when working under substantial workloads with limited managerial support.

Differences in employment status may further complicate these organizational dynamics. Employees with greater employment security, facilities, and benefits tend to demonstrate stronger organizational commitment, whereas contract employees may experience uncertainty regarding their future in the organization. Such uncertainty may reduce loyalty, motivation, work engagement, and ultimately employee performance. At the same time, performance problems observed in the research setting include lateness, absenteeism, inadequate work discipline, and ineffective communication among employees. These conditions suggest that improving employee performance requires more than strengthening organizational commitment alone; organizations also need to understand the psychological processes that convert commitment into productive employee behavior.

Previous studies have generally recognized the importance of organizational commitment, motivation, and work engagement in explaining employee performance. Nevertheless, empirical findings are not entirely consistent. Some studies have identified a significant relationship between organizational commitment and performance, whereas others have reported weaker or insignificant relationships when contextual conditions such as workload, leadership style, and reward systems are considered. Similarly, the effects of motivation and work engagement may vary according to the type of motivation, job characteristics, and organizational culture. These inconsistencies indicate that examining only

direct relationships may provide an incomplete understanding of employee performance, particularly within the distinctive organizational environment of the healthcare sector.

An additional research gap concerns the simultaneous examination of motivation and work engagement as dual mediators. Previous research has frequently focused on direct relationships among organizational commitment, motivation, engagement, and employee performance or has employed only one mediating variable. Research simultaneously examining two distinct psychological pathways, motivation and work engagement, remains relatively limited, particularly in healthcare-related organizations in developing-country settings. By incorporating both mediators into a single conceptual framework, the present study seeks to provide a more comprehensive explanation of the process through which organizational commitment is converted into employee performance. Motivation represents employees' drive to act, whereas work engagement captures the depth of their psychological involvement in work; therefore, the two mechanisms may complement each other in explaining performance outcomes.

Accordingly, this study aims to examine the relationship between organizational commitment and employee performance and to investigate the mediating roles of motivation and work engagement in that relationship. The study contributes theoretically by developing an integrated framework that explains employee performance through two psychological pathways rather than relying solely on a direct-effect model. Practically, the findings are expected to provide healthcare-sector management with insights for designing human resource policies that strengthen employee commitment while simultaneously improving motivation and work engagement through appropriate compensation, recognition, career development, supportive leadership, and a conducive working environment.

METHODS

Research Design and Setting

This study employed a quantitative associative research design using a survey method to examine the relationships among organizational commitment, motivation, work engagement, and employee performance. Survey research enables researchers to systematically collect standardized responses from a group of respondents and quantitatively analyze relationships among the variables under investigation (Neuman, 2013). The study was conducted in a private hospital in South Jakarta, Indonesia, with employees serving as the unit of analysis. The research model was specifically designed to examine both the direct effect of organizational commitment on employee performance and the indirect effects through motivation and work engagement as mediating variables.

Population and Sampling Technique

The population comprised all active employees working at the selected private hospital, including both permanent and contract employees. The respondents were selected using purposive sampling, a non-probability sampling technique in which participants are selected according to criteria relevant to the objectives of the study. The inclusion criteria required respondents to have worked at the organization for at least one year and to remain actively

involved in their daily work activities. These criteria were established to ensure that respondents had sufficient experience with the organization and were capable of providing informed assessments of organizational commitment, motivation, work engagement, and employee performance.

Prior to the main data collection process, a preliminary survey was conducted to assess the feasibility of the research instrument and confirm the suitability of the sampling criteria. Following this stage, questionnaires were distributed to employees who met the predetermined inclusion criteria.

Data Collection and Research Instrument

The study primarily used primary data obtained through a structured questionnaire. The questionnaire was developed based on indicators representing the four constructs included in the conceptual model: organizational commitment, motivation, work engagement, and employee performance. Responses were measured using a five-point Likert scale, ranging from strongly disagree to strongly agree. This scale was employed to capture respondents' level of agreement with each statement representing the constructs examined in the study.

In addition to primary data, secondary data were used to provide contextual support for the empirical analysis. These data included organizational documents related to employee performance and attendance evaluations. The use of both questionnaire responses and organizational documentation provided additional contextual information regarding employee behavior and performance within the research setting.

The measurement model consisted of four latent constructs: organizational commitment (OC), motivation (M), work engagement (WE), and employee performance (P). Based on the PLS model developed in the study, organizational commitment was positioned as the exogenous variable, employee performance as the endogenous variable, while motivation and work engagement were specified as mediating variables. The model therefore allowed the study to simultaneously estimate the direct relationship between organizational commitment and employee performance and the indirect relationships through the two mediators. The empirical model used six indicators for organizational commitment, six indicators for motivation, three indicators for work engagement, and six indicators for employee performance.

Data Analysis

Data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS software. SEM-PLS was selected because it enables the simultaneous estimation of relationships among latent constructs, including both direct and indirect effects. The method is also appropriate for mediation analysis and does not strictly require multivariate normality.

The analytical procedure consisted of two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer-model assessment was conducted to evaluate the validity and reliability of the measurement

instrument, while the inner-model assessment was conducted to evaluate the explanatory power of the structural relationships and test the proposed hypotheses.

For the measurement model, convergent validity was evaluated using outer loading values and the Average Variance Extracted (AVE). Indicators were considered acceptable when their outer loading values exceeded 0.50, while an AVE value greater than 0.50 indicated adequate convergent validity. Construct reliability was evaluated using Cronbach's Alpha and Composite Reliability, with values above 0.70 considered acceptable. The study also employed the Fornell–Larcker criterion to assess discriminant validity by comparing the square root of each construct's AVE with its correlations with other constructs.

The structural model was subsequently evaluated using the coefficient of determination (R^2), path coefficients, and significance testing through the bootstrapping procedure. The R^2 values were used to determine the proportion of variance in the endogenous constructs explained by their respective predictors. Hypothesis testing was based on the estimated path coefficients, t-statistics, and p-values. At a 5% significance level, a relationship was considered statistically significant when the t-statistic exceeded 1.96 and the p-value was below 0.05.

Mediation Analysis

Mediation analysis was performed to determine whether motivation and work engagement transmit the effect of organizational commitment to employee performance. The analysis therefore estimated two indirect pathways: organizational commitment → motivation → employee performance and organizational commitment → work engagement → employee performance. The indirect effects were evaluated together with the direct path from organizational commitment to employee performance to determine whether mediation was present and to identify the relative contribution of each mediator. This dual-mediation specification was consistent with the main objective of the study, which was to explain how organizational commitment is transformed into employee performance through distinct psychological mechanisms.

RESULTS AND DISCUSSION

The analysis was conducted using Structural Equation Modeling with the Partial Least Squares approach. The evaluation began with the measurement model to determine whether the constructs used in the study met the requirements of validity and reliability. The results show that all constructs achieved satisfactory values for Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). As presented in Table 1, the AVE values ranged from 0.604 to 0.731, all exceeding the minimum criterion of 0.50. Likewise, Cronbach's Alpha and Composite Reliability values were above 0.70 for all constructs. These findings indicate that the measurement instruments demonstrated adequate convergent validity and internal consistency.

Table 1. Construct Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE	Conclusion
Work Engagement	0.816	0.891	0.731	Reliable and Valid
Motivation	0.896	0.92	0.658	Reliable and Valid
Organizational Commitment	0.872	0.906	0.621	Reliable and Valid
Employee Performance	0.868	0.901	0.604	Reliable and Valid

Source: SmartPLS output, processed by the researchers.

Discriminant validity was subsequently examined using the Fornell–Larcker criterion. The results presented in Table 2 show the relationship between each construct and the other constructs included in the model. Based on the assessment reported in the study, the measurement model fulfilled the required discriminant validity criteria and was therefore considered suitable for further structural analysis.

Table 2. Discriminant Validity Based on the Fornell–Larcker Criterion

Construct	Work Engagement	Motivation	Organizational Commitment	Performance
Work Engagement	0.855			
Motivation	0.731	0.811		
Organizational Commitment	0.803	0.766	0.788	
Performance	0.778	0.728	0.732	0.777

Source: SmartPLS output, processed by the researchers.

After the measurement model was considered adequate, the analysis proceeded to the structural model. The explanatory power of the model was evaluated through the coefficient of determination. Work engagement obtained an R^2 value of 0.645, indicating that 64.5% of its variance could be explained by organizational commitment. Motivation recorded an R^2 value of 0.587, meaning that organizational commitment explained 58.7% of the variation in employee motivation. Employee performance produced an R^2 value of 0.667, indicating that 66.7% of its variance could be explained by the variables incorporated into the model. These values demonstrate that the structural model has a relatively strong ability to explain employee performance and its psychological antecedents.

Table 3. Coefficient of Determination

Endogenous Construct	R^2	Adjusted R^2
Work Engagement	0.645	0.644
Motivation	0.587	0.586
Employee Performance	0.667	0.664

Source: SmartPLS output, processed by the researchers.

The hypothesis testing results provide a clearer picture of the relationships among the constructs. Organizational commitment showed a positive coefficient of 0.160 on employee performance, but the relationship was not statistically significant, with a t-statistic of 1.909 and a p-value of 0.056. In contrast, motivation had a positive and significant effect on employee performance, with a coefficient of 0.281, a t-statistic of 4.501, and a p-value below 0.001. Work engagement also had a positive and significant effect on employee performance, with a larger coefficient of 0.444 and a t-statistic of 7.162. Organizational commitment was found to have strong positive effects on both motivation and work engagement.

Table 4. Hypothesis Testing Results

Hypothesis	Relationship	Coefficient	t-statistic	p-value	Result
H1	Organizational Commitment and Employee Performance	0.160	1.909	0.056	Not Supported
H2	Motivation and Employee Performance	0.281	4.501	0.000	Supported
H3	Work Engagement and Employee Performance	0.444	7.162	0.000	Supported
H4	Organizational Commitment and Motivation	0.803	28.22	0.000	Supported
H5	Organizational Commitment and Work Engagement	0.766	21.649	0.000	Supported

Source: SmartPLS output, processed by the researchers.

The finding that organizational commitment did not directly influence employee performance suggests that commitment alone is not sufficient to produce better work outcomes. Employees may have a strong sense of loyalty, emotional attachment, and responsibility toward the organization, but these attitudes do not necessarily translate immediately into higher performance. The result implies that commitment needs to be accompanied by other psychological conditions that encourage employees to devote greater effort and involvement to their work. The original study similarly explains that commitment may remain an organizational attitude unless it is supported by motivation and work engagement.

This finding is particularly relevant in the healthcare sector. Employees work under conditions that demand accuracy, discipline, responsiveness, and considerable psychological endurance. Under such conditions, an employee may remain loyal to the organization but still experience difficulties in maintaining optimal performance when motivation and engagement are insufficient. The results therefore indicate that the contribution of organizational commitment to performance is better understood through the psychological processes that occur between the two variables.

A different pattern appears in the relationship between organizational commitment and motivation. Organizational commitment had a strong and significant influence on motivation, with a coefficient of 0.803. This finding indicates that employees who feel attached to their

organization and identify with its values are more likely to develop stronger motivation to perform their work. Employees who feel valued and perceive themselves as an important part of the organization tend to demonstrate greater enthusiasm, persistence, and willingness to contribute to organizational objectives.

The result is consistent with the conceptualization of organizational commitment proposed by Allen and Meyer (1990). Their three-component model explains that employees may remain connected to an organization because of emotional attachment, moral obligation, or consideration of the costs associated with leaving. When these forms of commitment are developed positively, they may strengthen employees' willingness to invest effort in their work. In this context, commitment becomes an important foundation from which work motivation develops.

Motivation itself was found to significantly improve employee performance. The coefficient of 0.281 indicates that employees with stronger motivation tend to demonstrate better performance. This result is consistent with Rivai (2015), who views motivation as an internal drive that directs individuals toward the achievement of specific goals. In practical terms, motivated employees are more likely to work with greater focus, initiative, persistence, and responsibility.

The role of motivation becomes especially important in healthcare-related organizations because employees are expected to maintain both productivity and service quality. Their work often requires accuracy, discipline, and sustained attention. The findings therefore support earlier studies included in the research document that identified motivation as an important factor in improving the performance of both medical and non-medical hospital employees, including Basir (2022), Chaerudin (2023), Dina (2024), Fahlefi and Sulistriani (2024), and Firzanah (2024).

Work engagement also emerged as an important determinant of employee performance. Its coefficient of 0.444 was higher than that of motivation, indicating that work engagement had the stronger direct relationship with performance in the model. Employees who are highly engaged tend to demonstrate greater energy, dedication, and concentration while carrying out their responsibilities. This finding is consistent with the concept introduced by Schaufeli and Bakker (2004), who describe work engagement through vigor, dedication, and absorption.

In a healthcare work environment, these characteristics are particularly important. Vigor helps employees maintain energy when facing demanding workloads, dedication encourages them to perceive their work as meaningful, and absorption enables them to remain focused on completing their responsibilities. Employees who experience these conditions are therefore more likely to maintain better performance even when dealing with operational pressures.

Organizational commitment was also found to significantly strengthen work engagement. The coefficient of 0.766 indicates that employees who identify strongly with the organization tend to become more involved in their work. This result suggests that commitment creates a sense of belonging, whereas work engagement reflects how that sense of belonging is expressed through daily work behavior. Employees who believe in

organizational values and feel emotionally connected to the organization are more likely to invest their energy and attention in the tasks they perform.

The mediation analysis provides the most important contribution of this study. Motivation was found to mediate the relationship between organizational commitment and employee performance. The indirect effect through motivation was 0.226. Since the direct influence of organizational commitment on performance was not statistically significant, the results indicate that motivation plays a full mediating role. In other words, organizational commitment becomes meaningful for employee performance when it is accompanied by a stronger willingness to work, persist, and achieve organizational goals.

A similar but stronger pattern was found for work engagement. The indirect effect of organizational commitment on employee performance through work engagement was 0.340. This value was higher than the indirect effect through motivation. The result indicates that work engagement also functions as a full mediator and, compared with motivation, provides a stronger psychological explanation for how commitment is translated into performance.

These findings suggest that organizational commitment should not be viewed as an endpoint in human resource management. Commitment becomes more valuable when employees are psychologically prepared to act on it. Motivation encourages employees to exert effort, while work engagement reflects a deeper level of involvement in which employees bring energy, enthusiasm, and concentration into their work. The stronger mediating effect of work engagement indicates that active involvement in work may be more influential than motivation alone in transforming commitment into better performance.

From a managerial perspective, the findings imply that healthcare organizations should not concentrate solely on creating loyal employees. Management also needs to ensure that committed employees remain motivated and actively engaged in their work. This can be achieved through fair compensation, performance-based incentives, recognition, opportunities for career development, supportive leadership, meaningful job design, and adequate organizational support. Attention to employee well-being and work-life balance is also important because sustained engagement is difficult to maintain when employees experience excessive work pressure. The recommendations presented in the original study similarly emphasize the need for an integrated approach to organizational commitment, motivation, work engagement, and employee development.

The results show that the relationship between organizational commitment and employee performance is not simply direct. Employees who are committed to the organization are more likely to perform well when their commitment is accompanied by motivation and a high level of work engagement. Among the two mediating mechanisms, work engagement demonstrates the stronger role. This finding reinforces the importance of creating a work environment in which employees not only remain attached to the organization but also feel energized, involved, and psychologically connected to the work they perform.

CONCLUSION

The findings indicate that organizational commitment has a positive but insignificant direct effect on employee performance. However, organizational commitment significantly

strengthens both work motivation and work engagement. Motivation has a positive and significant effect on employee performance, while work engagement also contributes positively and shows a stronger effect than motivation. The mediation analysis confirms that both motivation and work engagement fully mediate the relationship between organizational commitment and employee performance. This suggests that organizational commitment alone is insufficient to improve performance unless it is translated into stronger motivation and deeper employee engagement. Among the two mediators, work engagement demonstrates the stronger mediating effect, indicating that employees who are energetic, dedicated, and deeply involved in their work are more capable of converting organizational commitment into superior performance. Overall, the study highlights the importance of psychological mechanisms in explaining how organizational commitment contributes to employee performance.

Based on these findings, hospital management should strengthen organizational commitment through job security, recognition, career development, and a supportive work environment. Employee motivation should be improved through fair compensation, performance-based incentives, transparent promotion opportunities, and motivational leadership. Management should also foster work engagement by creating meaningful jobs, providing appropriate autonomy, ensuring adequate resources, and supporting work-life balance. Employees are encouraged to maintain professionalism, develop competencies, strengthen teamwork, and actively seek performance feedback. Future studies should include additional variables such as leadership, job satisfaction, workload, organizational support, and organizational justice. Researchers are also encouraged to examine more complex mediation or moderation models, use longitudinal or mixed-method designs, compare different organizational sectors, and consider demographic characteristics as control or moderating variables.

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