



Effect of Work Placement and Working Conditions on Work Commitment and Work Performance (Study on Service Employees in West Lombok Regency)

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Abstract

The achievement has always been a serious concern for every government agency. Work performance shows the quality and quantity of work achieved by employees in carrying out their duties following their responsibilities. This research aims to analyze the effect of Work Placement and Working Conditions on Commitment and their impact on Work Performance West Lombok District Service Officer. The sample in this study was 91 employees. The data collection used a questionnaire which analyzed using the Structural Equation Model Partial Least Square (SEM-PLS). The study results show that (1) Work Placement has a positive and significant effect on work performance. (2) Working conditions positively and significantly affect work performance. (3) Work placement positively and significantly affects organizational commitment. (4) Working conditions positively and significantly affect organizational commitment. (5) Organizational commitment has a positive and significant effect on work performance.

Keywords: *Work Placement; Working Conditions; Organizational Commitment; Work Performance*

Introduction

The organization only expects the best performance or work from its members, but the results of this work may not necessarily be beneficial for the organization. Without a report on the condition of employee performance, the organization will find it challenging to make clear decisions about which employees should reward and who should receive punishment in line with the achievement of the highs and lows of their work responsibilities.

According to Dessler (2002), Work Performance is the information used to make decisions about promotions and salaries. Mangkunegara (2013) states that work performance results from quality and quantity work achieved by an employee in carrying out his duties following the responsibilities given to him. According to Gibson (2013), work performance is a measure used to compare the results of the implementation of tasks and duties assigned by the organization in a certain period and relatively can be

used to measure organizational performance. Three approaches are often used in the assessment of work performance, namely the Assessment System, Rating System, and System Based on Objectives (Robert, 2005)

According to Robbins (2013), to measure work performance individually, there are six elements: work quality, quantity, timeliness, the effectiveness of the level of use of organizational resources, independence, and work commitment. According to Mangkunegara (2013), the element in assessing or measuring work performance is quality. Work, the quantity of work, reliability, and attitude. Several factors can influence a person's work performance level of achievement. According to Gibson (2013), three factors influence work performance, namely: (1) individual factors include abilities, skills, family background, work experience, social level, and one's demographics, (2) psychological factors include perceptions, roles, attitudes, personality, motivation, and job satisfaction, (3) organizational factors include organizational structure, job design, leadership,

The first factor that can affect work performance is work placement, also known as the organizational factor. According to Sunyoto (2012), Work Placement is filling positions or reassigning employees to new or different tasks/positions. The forms of work placement, according to Hariandja (2002), are promotion (promotion), transfer (mutation), and demotion (demotion). According to Gomes (2013), work placement is one of the essential functions of human resource management that can see from employees placements. If the employee's work placement is not appropriate, the employee's performance will be slower than employees who have relevant work placements.

The research results of Hardono et al. (2018) show that work placement has a significant positive effect on work performance. It is supported by Murad (2012), who explains that proper employee placement is one way that supports the creation of achievement so that this can achieve organizational goals. On the other hand, Christy et al. (2016) carried out different research results, with the results of work placement research having an effect but non-significant on work performance.

The second factor that affects employee work performance is the working condition factor, representing organizational factors. According to Gibson (2013), organizational elements are related to clear job descriptions, challenging work targets, effective work communication patterns, harmonious working relationships, respectful work climate and dynamic, career opportunities, and adequate work facilities. According to Nitisemito (2000), Working conditions are everything around the workers and can affect them in carrying out the tasks they do. According to Josephine (2017), good working conditions can cause employees' concentration at work to increase so that these conditions provide support for employee work performance.

Many previous researchers have carried out studies on the effect of working conditions on work performance. One of which is Willyams (2010), who shows that working conditions have a significant positive impact on work performance. On work performance. Different research results conducted by Hartawati (2020), i.e., working conditions have a non-significant effect on work performance.

The third factor that affects work performance is the organizational commitment factor, representing psychological factors. According to Robbins (2003), organizational commitment is an attitude that reflects feelings of liking or disliking the workplace organization. While according to Mathis and Jackson (2008), organizational commitment is the desire of employees to remain in an organization. Employees who have a high commitment to their organization will work optimally to show optimal performance and always be involved in the organization. Therefore, the increased work commitment of employees will impact the employee's work performance.

Studies on the effect of organizational commitment on work performance have been carried out by many previous researchers, one of which is Syukriadi (2019), who researched with research results showing that organizational commitment has a significant positive effect on work performance, the same

results were also carried out by Azmi & Ansori (2020).) with research results showing that organizational commitment has a significant positive effect on work performance. The results of different studies were carried out by Jayanti (2016), with research results showing that organizational commitment has a non-significant impact on work performance.

It is known that work placement can affect organizational commitment. According to Mathis & Jackson (2009), the suitability of work placement can increase organizational commitment because the appropriate work placement will cause employees to feel more appreciated for their ability to carry out work. They were based on the results of research conducted by Lukito et al. (2019) on employees of PT. Suminsura Mesindolestari Medan, with data analysis using SPSS, the results of his study indicate that Work Placement has a significant positive effect on organizational commitment. Parera (2021) also carried out the same study results that Work Placement significantly affects organizational commitment. Still, there are different research results conducted by Purwanto (2017), indicating that work placement does not affect organizational commitment.

In addition to work placement, working conditions can affect organizational commitment. According to Fene (2017), employees who feel excellent or supportive of working conditions can increase organizational commitment because the employee feels like returning the favor for what the organization provides. Furthermore, based on the research results conducted by Prasetyo (2020), his study shows that working conditions have a significant positive effect on organizational commitment. However, there are different results of research conducted by Rumoning (2018) showing that working conditions have no impact on organizational commitment. It is also supported by the study results by Santoni et al. (2021), indicating that working conditions do not affect organizational commitment.

The Regional Work Units (SKPD) of the West Lombok Regency Government can carry out Work performance-related work placement, working conditions, and organizational commitment. Researchers found some of the phenomena related to the above variables regarding Employee Work Performance at the West Lombok Regency Office. Based on the results of interviews with the Head of BKD of West Lombok Regency, there were still employees who had work performance scores below the standard or less than 86.00 percent. 47 percent. There are 51.95% of employees at the West Lombok Regency Office who have the latest education level, namely high school.

This research aims to analyze the significance of the influence of Work Placement and Working Conditions on Commitment and its Impact on the Work Performance of West Lombok District Service Officer.

Literature Review

According to Hasibuan (2012: 63), Employee placement is a follow-up to the selection, namely placing the accepted employee candidate (passing the section) in the position/job that requires it and at the same time delegating authority to that person. Therefore, the placement must base on the job description and specifications.

Placement of employees required education and alternative education, job knowledge, job skills (physical, mental and social skills), and work experience. Therefore, the placement process will be very decisive in getting competent employees needed by the organization (Suwatno, 2013).

Robbins (2013) says that the physical environment (physical environment) is physical conditions such as temperature, noise, lighting, and water quality that can affect performance and attitudes. The quote explains that employees who usually work hard under unfavorable conditions such as high temperatures, lack of lighting, air pollution, or cramped and messy workspace lack privacy (employees do not have their desks/cupboards) compared to living rooms. Physical work that is safe, healthy, and enjoyable, so that it can affect performance.

Sofyandi (2008:82) defines the work environment as where employees do their daily work. Sedarmayanti (2013) states that "the work environment measure through indicators of the physical and non-physical work environments." The physical work environment is all conditions in the material form around the worker's place that can affect the employee either directly or indirectly. According to Kussriyanto (Eka and Subowo, 2005), the physical work environment is one factor that affects an employee's performance. An employee who works in a physical work environment that supports him to work optimally will produce a good performance. The non-physical work environment is all conditions related to work relationships, both relationships with superiors.

According to Sopiiah (2008:157), organizational commitment is the psychological bond of employees in the organization. According to Rivai (2006: 248), "employee work commitment is a condition where an employee sided with a particular organization and its goals and intends to maintain membership. So an employee's involvement in his work is active, not passive. According to Mar'at (2000:87), "An employee's commitment is influenced by several factors such as motivation, compensation, training, leadership functions, the climate of cooperation, morale, and conflicts that occur in an office."

Bashaw in Sopiiah (2008:156) suggests that organizational commitment has three indicators: 1) Willingness of employees, 2) Loyalty of employees, 3) Pride of employees in the organization. Therefore, from some of the expert opinions above and the facts that occur in the field, it can conclude that a high employee commitment to work has the following indicators: 1) work involvement, 2) employee loyalty and, 3) employee pride in the organization.

According to Hasibuan (2013: 105), Defining work performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity as well as timing. Meanwhile, Sutrisno (2011) defines work performance as follows: Work performance is the result of work that has been achieved by someone from the level of work behavior in carrying out work activities. It means that the work activities carried out by employees so far have produced a proud achievement.

Government Regulation of the Republic of Indonesia Number 46 the Year 2011 Regarding the Work Performance Assessment of Civil Servants, it is used to improve the implementation of the Civil Servants assessment. Appraisal of work performance of Civil Servants carried out systematically, emphasizing the level of achievement of the employee's work targets or the level of achievement of work results that have been prepared and mutually agreed upon between the Civil Servant and the Appraisal Officer. Based on article 4 PP No. 46 the Year 2011, civil servant performance appraisal divides into 2 (two) elements, namely Employee Work Target, including Quantity, Quality, Time, and Cost. Work behavior has service orientation, integrity, commitment, discipline, cooperation and Leadership

Komaruddin, quoted by Suwatno (2013: 24), explains that placing employees in the correct positions will impact every employee. They can work efficiently, develop themselves to excel and feel satisfied. Yana Octaria (2000:33) explains that the proper employee placement is one way that supports the creation of achievement so that this can achieve company goals because it gets the right people, where these people can meet current and future needs. The future of the company and improve future work performance. The results of research conducted by Azizah, Hamid, and Susilo (2015) indicate a significant positive effect of employee placement on employee work performance. This study also shows that the dominant variable that affects employee performance is the employee placement variable.

H1: Work Placement has a significant effect on Work Achievement on Service Employees in West Lombok Regency.

Working conditions are one of the factors that are quite influential on the work done by employees. A comfortable, safe and supportive working environment will make employees enthusiastic

and passionate about work, which can positively influence their performance. With enthusiasm and passion in work, employees feel satisfied at work. On the other hand, a work environment that poses a lot of risks or is unsafe and does not support the implementation of assigned tasks will lead to a decrease in morale and enthusiasm for work, the possibility of task errors, and decreased work productivity (Nitisemito, 1996: 183). Based on Mansur's research (2019), working conditions in the form of work facilities that are suitable for use and maintenance will help a smooth work of processes within an organization.

H2: Working Conditions have a significant effect on Work Achievement on Service Employees in West Lombok Regency.

According to Mangkuprawira (2002:166), employee placement is the assignment or reassignment of an employee to a new job. Line managers make most placement decisions. Usually, in consultation with higher-level line managers, the employee provider decides the future Placement for each employee.

Employees will have a high commitment in line with work placements that match their competencies. It will lead the employee to produce the maximum performance expected by the organization or agency where he works. Organizational commitment and work placement are two very influential things on employee job satisfaction which, in the end, will significantly support employee performance (Erlinda et al., 2021).

H3: Work Placement significantly affects Commitment to Service Employees in West Lombok Regency.

Hersey in Musparni (2011:25) said that commitment has a relationship with work climate. The work climate factor is the atmosphere surrounding employees and can affect them in carrying out the assigned tasks, for example, cleanliness, lighting, air, and security. The employee who receives a salary reward following his educational qualifications will increase his work commitment. Based on the expert opinion above, one of them is the work motivation factor. Therefore, work motivation can positively affect employee work commitment.

H4: Working Conditions have a significant effect on the commitment to Service Employees in West Lombok Regency

Workers or employees become actors who support the achievement of goals, have thoughts, feelings, and desires that can influence their attitudes towards work. This attitude will determine work performance, dedication, and love for the job assigned to him. In general, many employees have a low commitment to the goals set by the organization. They are less compliant with leadership policies, so work performance decreases, and they do not have the desire to work longer at the company. However, from employees to the company, they were increasing high work passion indirectly spurring work performance, level of work performance, and a strong desire to remain a member and work for the company (Pardede & Herlina, 2017).

H5: Commitment significantly affects Work Performance for Service Employees throughout West Lombok Regency.

Methods of Research

The sample in this study were Civil Servants in West Lombok Regency who worked internally or in the office and had Eslon IV positions and above and had been transferred or promoted with a total of 91 people. The tool used to collect data is a questionnaire. According to Arikunto (2010), a questionnaire is a written statement used to obtain information from the respondent in the sense of a personal report or things that he knows. Data Analysis Procedure using the Partial Least Squares (PLS) method. The PLS

method is a method that combines the properties of the principal components and multiple linear regression. The PLS method aims to estimate and analyze the dependent variable from the independent variables. In this case, PLS reduces the dimensions of the independent variables by forming new variables, which are linear combinations of independent variables with smaller sizes (Abdi, 2010). The number of samples is not significant and does not require normality requirements and other strict conditions following various parameters of statistical approaches. PLS analysis can work, both on formative and reflective indicators, which are reflective in this study. The needle is as if the latent variable influences the variable. It results in a one-hand change that will change other indicators in the same direction.

Result

The discriminant validity test shows whether an indicator of a specific latent variable is different from the indicators of other latent variables. The indicator is considered feasible to explain the latent variable.

Table 1. Values Square of Average Variance Extracted (AVE)

Variable	Work Placement (X1)	Working Condition (X2)	Organizational Commitment (Z)	Work Performance (Y)
Work Placement (X1)	0.788*			
Working Condition (X2)	0.818	0.851*		
Organizational Commitment (Z)	0.810	0.813	0.709*	
Work Performance (Y)	0.769	0.796	0.808	0.793*

Each variable has a value greater than each correlation between variables. The cross-loading value is more than 0.7 in one variable so that all variables in the t research model are valid.

The composite reliability test can be seen from the Cronbach Alpha and the Composite Reliability values. A construct is reliable if it has a Cronbach Alpha value > 0.60 and a Composite Reliability value > 0.70.

Table 2. Construct Reliability Test Results

Variable	Alpha Cronbach	Composite Reliability	Description
Work Placement (X1)	0.831	0.936	Reliable
Working Condition (X2)	0.951	0.959	Reliable
Organizational Commitment (Z)	0.922	0.874	Reliable
Work Performance (Y)	0.934	0.944	Reliable

Cronbach's Alpha value > 0.60 and Composite Reliability value > 0.70. So that all variables in this study are reliable.

The test hypotheses to predict causal relationships between variables carry Structural model testing, the significance value, and the R-Square research model. Structural model testing aims for predictive relevance and looks at the magnitude of the structural path coefficient.

Table 3. R Square

Dependent Variable	R-Square
Organizational Commitment (Z)	0.731
Work Performance (Y)	0.731

Based on the calculations, the R-Square value is 0.731, meaning work placement and working conditions affect organizational commitment and work performance relevance to 73.1%.

According to Hartono in Jogiyanto (2011), the p-value can prove the supported hypothesis. If the p-value is lower than alpha 0.05, it states that the theory is acceptable.

Table 4. Structural Model (Inner Model)

Relationship Between Variables	Path Coefficient	T-Statistics	P-value	Description
Work Placement → Work Performance	0.353	2,565	0.011	Significant positive
Working Conditions → Work Performance	0.277	2.085	0.038	Significant positive
Work Placement → Organizational Commitment	0.428	2,362	0.019	Significant positive
Working Conditions → Organizational Commitment	0.470	2,606	0.009	Significant positive
Organizational Commitment → Work Performance	0.283	1,997	0.046	Significant positive

The first hypothesis states that Work Placement positively and significantly affects Work Performance. The test results on the parameter coefficients between work placement and work performance indicate a positive influence with a coefficient value of 0.353 and a p-value of 0.011, indicating a positive and significant effect. The p-value is below the value of = 0.05. Thus Hypothesis 1 is accepted. It shows that Work Placement has a positive and significant impact on work performance.

The second hypothesis states that working conditions positively and significantly affect work performance. The test results on the parameter coefficients between working conditions and work performance indicate a positive influence with a coefficient value of 0.277 and a p-value of 0.038, indicating a positive and significant effect. The p-value is below the value of = 0.05. Thus Hypothesis 2 is accepted. It suggests that working conditions positively and significantly impact work performance.

The third hypothesis states that Work Placement positively and significantly affects organizational commitment. The test results on the parameter coefficients between work placement and organizational commitment show a positive influence with a coefficient value of 0.428 and a p-value of 0.019, indicating a positive and significant effect. The p-value is below the value of = 0.05. Thus Hypothesis 3 is accepted. It shows that Work Placement positively and significantly impacts organizational commitment.

The fourth hypothesis states that working conditions positively and significantly affect organizational commitment. The test results on the parameter coefficient between working conditions and organizational commitment indicate a positive influence with a coefficient value of 0.470 and a p-value of 0.009, indicating a positive and significant effect. The p-value is below the value of = 0.05. Thus H4 is accepted. It shows that working conditions positively and significantly affect organizational commitment.

The fifth hypothesis states that organizational commitment positively and significantly affects work performance. The test results on the parameter coefficients between organizational commitment to work performance indicate a positive influence with a coefficient value of 0.283 and a p-value of 0.046, indicating a positive and significant effect. The p-value is below the value of $= 0.05$. Thus Hypothesis 5 is accepted. It suggests that organizational commitment has a positive and significant impact on work performance.

Discussion

The results have proven that Work Placement positively and significantly affects Work Performance. The results of this study are supported by research conducted by Lestari (2017), Anita et al. (2013), Eko (2015), Rahmawati (2015), Hardono (2019), Sumanti (2018), Romanti (2016), Maulana (2019), Azizah (2015) Murad (2012) and Ermianti (2018) that there is a positive and significant effect of work placement on work performance. This result is also following Suwatno's statement that Work Placement must be done correctly, with the right or appropriate job position both in terms of knowledge, skills, and attitudes will have a good impact on work performance, employees will more easily overcome problems in work/tasks because already have competence following their field,

The results have proven that working conditions positively and significantly affect work performance. The results of this study are supported by research conducted by Alfian (2020), Nurrohmah (2015), Hayani (2021), Artawati (2019), Soelahan (2009), Willyams (2010), Nurasanah (2010), Habibah (2020), Suparna (2021) and Nurmasari (2018) that there is a positive and significant effect of working conditions on work performance. This result is also supported by Moekijat's (2003) statement that good working conditions are expected for every employee in completing their tasks/work. With a supportive room, employees will feel more comfortable at work, the availability of work facilities that can help,

The results have proven that Work Placement positively and significantly affects organizational commitment. The results of this study are supported by research conducted by Afrilyan (2017), Yati (2017), Sudiana (2018), Parera (2021), and Lukito (2019), namely that there is a positive and significant effect of work placement on organizational commitment. This result is also supported by Erlinda et al. (2021) statement. Employees will have a high responsibility in line with work placements that match their competencies. It will lead the employee to produce maximum performance or what is expected by the organization or agency where he works.

It is also following the theory put forward by Mathis & Jackson (2009) that the suitability of work placement can increase organizational commitment because the appropriate work placement will cause employees to feel more valued for their abilities in carrying out their work.

The results have proven that working conditions positively and significantly affect work performance. The results of this study are supported by research that has been carried out by Santoni (2021), Putra (2020), Prasetyo (2020), Shadri (2021); namely, there is a positive and significant relationship between working conditions and organizational commitment. This result is also supported by the statement Fene (2017) that employees who are given excellent or supportive working conditions can increase organizational commitment because the employee feels like returning the favor for what the organization provides. By providing supportive working conditions, the employee will feel happy in his work. He will think that the organization provides what he needs so that the employee will have the desire to remain in the organization.

The results have proven that organizational commitment positively and significantly affects work performance. The results of this study are supported by research that has been carried out by Sengkeh (2017), Tarigan (2019), Pardede (2017), Dewanggana (2016), Hayani (2021), Siregar (2021), and Yusanto (2021), namely, there is a positive and significant influence organizational commitment to work

performance. These results follow the theory put forward by Mathis & Jackson (2008) that employees who have a high obligation to their organization will work optimally to show optimal performance and try always to be involved in the organization. High employee work commitment will have an impact on achievement. An employee who has a high responsibility will lead to better work performance. With employees' willingness to realize organizational goals, the employee must be willing to learn and carry out obligations and obey the rules in the organization. Therefore, the organizational goals will achieve by the higher the organizational commitment.

Conclusion

Work placement and working conditions has a positive and significant effect on work performance. Work placement and working conditions has a positive and significant effect on organizational commitment. Organizational commitment has a positive and significant effect on work performance.

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