



The influence of work motivation and job satisfaction to employee organizational commitment BPR Nusamba Singaparna

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ABSTRACT

Appropriate human resources are very important requirement to create a competitive advantage for a company. The success or failure of company cannot be separated from organizational commitment. This study uses a non-probability sampling technique. The hypothesis analysis method used is multiple. Linear regression to prove the hypothesis that this research has met the validity test, reliability test, classical assumption test and then processed to get the regression equation. The results of the t-test research show that the t-count value is greater than t-table ($8,173 > 1,692$) with a significant value below 0.05, which is 0.000. Therefore, H_0 is accepted, meaning that the work motivation variable partially has a significant effect on the organizational commitment variable. The job satisfaction variable obtained the result of the t-test with a t-count value greater than t-table ($3,387 > 1,692$) with a significant value below 0.05, that is 0.001, therefore it is accepted, meaning that the job satisfaction variable partially has a significant effect on organizational commitment and it can be said that motivation work and job satisfaction together have a significant effect on organizational commitment.

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INTRODUCTION

Currently, companies are required to continue to grow in order to maintain and improving the quality of work and the quantity of work. Development The company is intended so that the company can compete with other companies the like, both internally and externally. Human resources are an important factor to achieve goals companies, both private parties and government parties, the human aspect as labor in an enterprise is very necessary to pay attention to, because it is good poor employee management will have an impact on efforts achievement of predetermined corporate goals.

Commitment to the company as a circumstance, where a employees take sides in a company and its goals, and intend maintain membership in the company. Satisfactory and stable employee

performance results are of course also influenced by the company's good commitment from each employee.

There are several factors that affect employee organizational commitment as stated by Steers and Poter in (Sopiah, 2013:164) namely "*personal factors including work motivation and company factors, namely work motivation and job satisfaction*". This is reinforced by the results of the research of Steven Gondokusumo (2015: 194), and Juris Kenan Dwi Putra (2014: 6) which show that there is an influence of job satisfaction and work motivation on organizational commitment both partially and simultaneously.

Work motivation can be an indicator that makes employees more satisfied in carrying out their activities, work motivation can also be a driver that exists in humans and can direct their behavior to carry out their duties and responsibilities.

Job satisfaction is basically an individual thing, because each individual has a different level of satisfaction that is due to differences in each individual. The definition of job satisfaction according to Luthans in (Adamy, 2016:75) is "*a happy emotional state or a person's positive or pleasant emotions resulting from the assessment of a job or work experience*".

BPR Nusamba Singaparna Tasikmalaya is a company engaged in financial institutions. BPR Nusamba Singaparna Tasikmalaya was established by looking at the opportunities that exist in people who need financial services.

Based on the researcher's initial observations, there are problems regarding work motivation, job satisfaction, and organizational commitment in BPR Nusamba Singaparna Tasikmalaya employees. The importance of work motivation in the company is to spur the enthusiasm of employees to carry out their work well, so that it becomes a satisfaction for the company because employees are active in carrying out their duties and have a major influence on organizational commitment.

Based on the phenomenon related to organizational commitment, it is seen based on an interview with BPR Director Nusamba Singaparna Tasikmalaya, regarding the existence of 4 employees who left during 2021 on the grounds that the commitment is still lacking to the company, especially regarding aspects of compliance with the rules, honesty and discipline at work. The findings of phenomena related to organizational commitment can be explained from staffing data which includes mutations and exits

The highest number of employees in 2019 and 2020 was 2 (two) people and the highest outgoing employees in 2021 were 4 (four) people. So it seems that there are still some indications that can show that organizational commitment is still low.

Employees who are motivated and feel satisfied at work generally do not want to quit the organization where they work (Sapila, 2013). Factors influencing organizational commitment are those of individual variables consisting of abilities and skills, background, and demographics. The second factor that influences organizational commitment is the factor of psychological variables consisting of perception, attitude, personality, motivation, job satisfaction and work stress (Gibson in Azmi, 2012).

An organizational commitment shows the power of a person in identifying involvement in an organization. Therefore, organizational commitment will create a sense of belonging for workers towards the organization. In addition to organizational commitment, the existence of a professional orientation that underlies professional commitment seems to be influenced by motivation and job satisfaction which means that employees will only have a commitment to the organization if they are motivated and feel satisfied with their salary, promotions, leaders, colleagues and working conditions.

From the phenomenon above, the author made a pre-research questionnaire to 48 (forty-eight) employees to complete the data and find out more in-depth about employee job satisfaction at BPR Nusamba Singaparna 5 Tasikmalaya as well as the extent of employee attachment or commitment to the company and the company's commitment to employees.

Motivation in terms of achievement needs has the highest influence, which is 67.91%. This shows that employees still feel that they do not get the opportunity to be creative and excel. Meanwhile, another dimension where the need for power is about the need to develop power and responsibility which states disapproval by 60.83%, this shows that the need for power given by the company is still lacking. Meanwhile, those who expressed disapproval of the needs of affiliates by 57.50%, this shows that in participating and cooperating, establishing good relations between employees in the company has not gone well.

The level of employee satisfaction on the salary element (pay) in this case the salary received is not proportional to the contribution to work being the highest factor that affects job satisfaction, this can be seen from the respondent's answer who agreed by 64.58%. This identifies that employees at BPR Nusamba Singaparna Tasikmalaya still feel an imbalance between what they do and what they receive. The second highest factor about employee dissatisfaction is work itself in terms of work provided according to ability, which states that 64.16% agree. This is because there are still some employees who are given jobs outside their expertise. Meanwhile, other factors are explained by other dimensions, namely supervision of 63.75%, colleagues of 62.91% and promotion dimension of 49.16%.

Organizational Commitment in this case the dimension about sustainable commitment has the highest influence of 65.00%. This shows that economically, employees do not feel a big loss if they leave this organization. While affective commitments and normative commitments that agree 62.50%, this shows that employees do not have a strong enough sense of attachment to the organization but in this case the moral obligation to stay in the organization is good enough.

Organizational commitment provides a tangible measurement of individual value to the organization and organizational value to the individual. Organizational Commitment can be defined as the degree to which an employee identifies himself with the organization and organizational goals, as well as the employee's expectations to stay in the organization (Robbins in D. Purnamasari, 2015). In an organization, the main concern is how to create harmony and harmony in any implementation of work activities or activities. Harmony and harmony can be created if harmony and cohesion are formed in the work system so as to create a conducive working atmosphere. This will make employees motivated to work optimally which in the end the goals of the organization can be realized with a high level of efficiency and effectiveness.

According to Malayu S.P. Hasibuan (2016: 219) posits that work motivation is the provision of driving force that creates a person's work excitement, so that they are willing to work together, work effectively and integrated with everything and their efforts to reach decisions. The dimensions of work motivation according to T. Hani Handoko (2012: 260) are: Intrinsic motivation and Extrinsic Motivation. The motivation indicator consists of: The work itself, Responsibility, Recognition, Supervision, Interpersonal Relationships, Technical Proficiency. According to Malayu S.P. Hasibuan (2016: 103) Motivation theory is grouped into content theory, process theory, reinforcement theory.

According to Sinambela (2016: 303) that Job satisfaction is a person's feelings towards his work that are produced by his own efforts (internal) and which are supported by things that are external to him (external), for the state of work, the results of work, and the work itself. According to Adamy, (2016: 75) that job satisfaction includes: Intrinsic factors and Extrinsic factors. Indicators of job satisfaction according to Adamy, (2016: 81-82) include: wages, the work itself, promotion opportunities, supervisors, co-workers. According to Robbins in (Adamy, 2016: 81-82) the specific factors that determine employee job satisfaction are: Nature of work, Supervision, Current pay, Promotion opportunities, Relationship with colleagues.

According to Sutrisno (2015: 292) that organizational commitment is a high willingness to strive for the organization and a certain belief in acceptance of organizational values. The commitment to the organization also addresses employee closeness reflecting the strength of employee engagement and loyalty to the organization. Sutrisno (2015: 301) posits that the dimensions of organizational commitment are: Effective Commitment (Indicators are goals and

objectives), Continuous Commitment (Indicators are loyalty and compliance), Normative Commitment (Indicators are exemplary and sacrifice). David in (Sopiah, 2018: 163) revealed that there are four factors that affect employee commitment to the organization, namely: Personal factors (age, gender, level of education, work experience, personality, etc.), job characteristics (scope of position, challenges in work, job conflicts, level of difficulty in work, and others), characteristics of the structure (the size of the organization, organizational form, the presence of trade unions, and others), Work experience (the employee's work experience greatly affects the level of employee commitment to the organization).

RESEARCH METHOD

The type of research used in this study is quantitative method. This study applies a quantitative method that uses the multiple linear regression method to estimate whether there is an influence between dependent and independent variables. survey data collection method in the form of distributing questionnaires to BPR Nusamba Singaparna Tasikmalaya employees with a total of 48 people. The purpose of using the questionnaire is to dig deeper into respondents' answers about variables. The sampling technique with probability sampling or the method is simple saturated so that the respondents in this study are the entire population. The analysis methods to be used are validity test, reliability test, classical assumption test, multiple linear analysis and hypothesis test.

RESULTS AND DISCUSSIONS

Characteristics of Respondents

Table 1. Characteristics of respondents by gender

No	Gender	Frequency	Percentage
1	Man	20	41,67%
2	Woman	28	58,33%

The table above shows that the respondents consisted of men and women. Where respondents who were male were 20 people (41.67%) and respondents who were female were 28 people (58.33%). It can be concluded that most of the questionnaires in this study were filled out by female respondents

Table 2. Characteristics of respondents by age

No	Age	Frequency	Percentage
1	< 20 Years	-	-
2	21-30 Years	28	58,33%
3	31-40 Years	12	25,00%
4	> 40 Years	8	16,67%

The table above shows that respondents consisted of 28 people between the ages of 21-30 years (58.33%), the ages between 31-40 years as many as 12 people (25.00%), more than 40 years as many as 8 people (16.67%), and none of the respondents under the age of 20 years. It can be concluded that most of the questionnaires in this study were filled out by respondents aged 21-30 years.

Table 3. Characteristics of respondents by education

No	Education	Frequency	Percentage
1	High School/Equivalent	21	43,75%
2	Diploma	17	35,42%
3	Undergraduate	10	20,83%
4	Postgraduate	-	-

The table above shows that the respondents' education consisted of high school / equivalent as many as 21 people or 43.%, Diploma as many as 17 people or 35.42%, Undergraduates as many as 10 people or 20.83% and no respondents with postgraduate education. It can be concluded that most of the questionnaires in this study were filled out by respondents with high school/equivalent education.

Table 4. Characteristics of respondents based on work experience

No	Work Experience	Frequency	Percentage
1	< 3 Years	7	14,58%
2	3-5 Years	18	37,50%
3	> 5 Years	23	47,91%

The table above shows that the respondent's work experience consisted of less than 3 years as many as 7 people or 14.58%, 3 - 5 years as many as 18 people or 37.50%, more than 5 years as many as 23 people or 47.91%. It can be concluded that most of the questionnaires in this study were filled out by respondents with work experience of more than 5 years.

Validity Test

Table 5. Motivational variable validity testing (X1)

No	r count	r table	Status
1	0,632	0,2787	Valid
2	0,845	0,2787	Valid
3	0,664	0,2787	Valid
4	0,538	0,2787	Valid
5	0,826	0,2787	Valid
6	0,406	0,2787	Valid

From the table above, it can be seen that all statements have a correlation coefficient greater than 0.2787 which is the minimum limit of an item called valid. Thus it can be concluded that all statement items for the motivation variable (X1) are valid.

Table 6. Job satisfaction variable validity testing (X2)

No	r count	r table	Status
1	0,813	0,2787	Valid
2	0,659	0,2787	Valid
3	0,555	0,2787	Valid
4	0,659	0,2787	Valid
5	0,811	0,2787	Valid
6	0,682	0,2787	Valid
7	0,832	0,2787	Valid
8	0,813	0,2787	Valid
9	0,804	0,2787	Valid
10	0,659	0,2787	Valid

From the table above, it can be seen that all statements have a correlation coefficient greater than 0.2787 which is the minimum limit of an item called valid. Thus it can be concluded that all statement items for the job satisfaction variable (X2) are valid.

Table 7. Organizational commitment variable validity testing (Y)

No	r count	r table	Status
1	0,788	0,2787	Valid
2	0,892	0,2787	Valid
3	0,340	0,2787	Valid
4	0,604	0,2787	Valid

5	0,811	0,2787	Valid
6	0,633	0,2787	Valid

From the table above, it can be seen that all statements have a correlation coefficient greater than 0.2787 which is the minimum limit of an item called valid. Thus it can be concluded that all statement items for the organizational commitment variable (Y) are valid

Reliability Test

Table 8. Reliability test result

Variabel	Cronbach's Alpha	Status
Motivation	0,743	Reliabel
Job Satisfaction	0,898	Reliabel
Organizational Commitment	0,788	Reliabel

The results of the reliability test show that all variables have an Alpha coefficient of more than 0.7. That way it can be concluded that all research variables are reliable and can be used as research instruments.

Multiple Regression Analysis

Multiple Regression Analysis is used to prove the correctness of research hypothesis. In this study, multiple linear regression analysis was used to determine whether or not there was an influence of work motivation (X1), job satisfaction (X2), on organizational commitment (Y). The test results of multiple linear regression analysis can be seen in the following.

Table 9. Multiple regression analysis result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	-2,653	1,385		
Motivation	,822	,101	,696	8,173	,000
Job Satisfaction	,175	,052	,288	3,387	,001

a. Dependent Variable: Komitmen

Unstandardized Coefficients part B that the multiple linear regression equation is obtained as follows:

$$Y = -2,653 + 0,822X_1 + 0,175X_2 + e$$

The regression equation above shows the relationship between the free variable and the partially bound variable of the equation, it can be concluded that:

1. The constant = -2.653 The constant of -2.653 states that if there is no increase in the value of the variables of work motivation, job satisfaction or expressed 0 (zero) then, the employee's work value is -2.653.
2. The work motivation coefficient (X1) of 0.822 states that each addition of a one-unit of work motivation then, gives an increase in a score of 55 of 0.822 on organizational commitment if the work motivation variable is expressed as 0 (zero).
3. The regression coefficient of job satisfaction (X2) of 0.175 states that each addition of one-unit of job satisfaction then, gives a score increase of 0.175 on organizational commitment if the job satisfaction variable is stated to be 0 (zero).

Partial Test (T test)

From the table above we can see that the significance value < 0.05 and the calculated value of t calculated > t of the table 1.692. Then there is the influence of the variable X on the variable Y.

1. Based on table 13. above, The calculated t value of the work motivation variable is greater than the table t ($8.173 > 1.692$) with a significant value below 0.05 i.e. 0.000. Therefore, H_a is accepted, meaning that the work motivation variable (X1) partially has a significant effect on the organizational commitment variable (Y) at BPR Nusamba Singaparna Tasikmalaya.
2. Based on table 13. above, The calculated t value of the job satisfaction variable (X2) which is 3.387 is greater than the table t ($3.387 > 1.692$) with a significant value below 0.05 which is 0.001. Therefore, H_a is accepted, meaning that the job satisfaction variable (X2) partially has a significant effect on the organizational commitment variable (Y) at BPR Nusamba Singaparna Tasikmalaya.

Simultaneous Test (F Test)

Table 10. F Test
ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	365,394	2	182,697	213,996	,000 ^a
Residual	38,418	45	,854		
Total	403,813	47			

a. Predictors: (Constant), Kepuasan, Motivasi

b. Dependent Variable: Komitmen

Based on table 14. above that the value of the test result f (simultaneously) obtained F count 213.996 while F table is 3.27 then the value of F count $>$ f table with a significant degree smaller than 0.05 which is 0.001. So it can be concluded that H_a is accepted, the variables of work motivation and job satisfaction together have a significant influence on organizational commitment.

Discussion

The Effect of Work Motivation on Organizational Commitment (H1)

Based on the results of significance testing, it shows that there is a probability value of 0.00 ($0.000 > 0.05$). This value can prove that H1 is accepted which means that the Work Motivation Variable has a positive effect on the organizational commitment of BPR Nusamba Singaparna Tasikmalaya.

The Effect of Job Satisfaction on Organizational Commitment (H2)

Based on the results of significance testing, it shows that there is a probability value of 0.001 ($0.001 < 0.05$). This value can prove that H2 is accepted which means that the Job Satisfaction Variable has a positive effect on the organizational commitment variable at BPR Nusamba Singaparna Tasikmalaya.

Based on the calculation results in the ANOVA Table

It is known that F count is 213.996 while F Table is 3.27 or sig (.000a) \leq alpha (α) (0.05). Based on the calculation results, it turns out that F count is greater than F Table (F count $>$ F Table) or $213.996 > 3.27$ then the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. The acceptance of the alternative hypothesis (H_a) shows that at a 95% confidence level there is a significant influence on Work Motivation and Job Satisfaction simultaneously on Organizational Commitment in BPR Nusamba Singaparna Tasikmalaya employees. This means that if work motivation and job satisfaction increase, organizational commitment will increase, and vice versa if work motivation and job satisfaction decrease, organizational commitment will decrease. This shows that with the motivation and satisfaction in working at BPR Nusamba Singaparna Tasikmalaya, the higher the commitment of employees at BPR Nusamba Singaparna Tasikmalaya.

CONCLUSION

There is an influence of work motivation on the organizational commitment of BPR Nusamba Singaparna Tasikmalaya. Work Motivation is influenced by several indicators, such as: Intrinsic Motivation and Extrinsic Motivation. Work Motivation helps achieve Organizational Commitment in BPR Nusamba Singaparna Tasikmalaya employees. The cause of Work Motivation affects Organizational Commitment in BPR Nusamba Singaparna Tasikmalaya employees, namely because Work Motivation is an existing driver for employees and can direct their behavior to carry out their duties and responsibilities. In addition, the work motivation of the company becomes the job satisfaction expected by employees for optimal results. There is an effect of job satisfaction on the organizational commitment of BPR Nusamba Singaparna Tasikmalaya. Job Satisfaction is influenced by several indicators, such as: Intrinsic factors and Extrinsic factors. Job Satisfaction is very helpful in achieving Organizational Commitment to BPR Nusamba Singaparna Tasikmalaya employees. The cause of Job Satisfaction affects Organizational Commitment in BPR Nusamba Singaparna Tasikmalaya employees, namely because job satisfaction felt by employees is very influential in increasing organizational commitment. Job Satisfaction is a happy emotional state or a person's positive or pleasant emotions resulting from the assessment of a job or work experience.

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