

DOI: <https://doi.org/10.31933/dijemss.v5i4>

Received: 15 May 2024, Revised: 29 May 2024, Publish: 30 May 2024

<https://creativecommons.org/licenses/by/4.0/>

Improving Employee Performance Through Organizational Commitment As Mediating Variable

Wahyu Anggoro¹, Alex Zami², Humairoh³¹ Universitas Persada Indonesia, Jakarta, Indonesia, wahyuanggoro.2166390040@upi-yai.ac.id² Universitas Persada Indonesia, Jakarta, Indonesia, alexzami@upi-yai.ac.id³ Universitas Persada Indonesia, Jakarta, Indonesia, humairoh.2166390042@upi-yai-ac.idCorresponding Author: humairoh.2166390042@upi-yai-ac.id

Abstract: This research aims to analyze the influence of work discipline variables, quality of work life, work motivation and organizational commitment on the performance of employees of PT Wijaya Karya Gedung Gedung both simultaneously and partially. This research method is descriptive and verification with a quantitative approach. A sample of 235 people was determined using a saturated sampling technique. The analysis method uses Structural Equation Modeling (SEM) with Lisrel 8.80 Software. The three exogenous variables, both simultaneously and partially, were proven to be able to influence organizational commitment with a determination value (R^2) = 73%. Partially, the work motivation variable is the variable that most dominantly influences organizational commitment with the most reflective dimensions and indicators, namely the dimension of labor requirements with indicators of labor equipment. Based on the results of the second substructure, the four exogenous variables have a positive and significant effect on employee performance with a determination value (R^2) of 76%. Another important finding from this research is that organizational commitment acts as a complete mediating variable for the three variables in influencing employee performance.

Keywords: Work Discipline, Quality of Work Life, Work Motivation, Organizational Commitment, Employee Performance.

INTRODUCTION

Survey results according to (Werther, Jr. & Davis, 2006), revealed that 74.9% of performance appraisal information was used for competition, 48.4% for performance improvement, 40.4% as feedback for employees, 40.1% for employee placement policies, and the remaining 30.2% is used as documentation of employee performance during a certain period. Employee performance is based on Koopmans and Beek's theory in (Hidayati & Wijono, 2023), namely performance behavior or behavior related to organizational goals, namely firstly performance must be explained by actions and not results, and secondly performance only includes actions that are consistent with goals. organization goals. Third, much of its performance is multidimensional. It is important to know that every person who works for a company must have a commitment to work. If a company has employees who do

not have organizational commitment to work, then the company's goals will not be achieved. Allen and Meyer in (Suhartini, 2020) developed a model of organizational commitment that is most often cited by journalists. That the model is structured into three components: affective, sustainable, and normative.

Work discipline refers to employees' awareness and desire to comply with organizational rules and social norms. This means that discipline is a way managers use to interact with employees, encouraging employees to adjust their behavior according to predetermined rules. Therefore, discipline is a must in any organization. Discipline must be enforced in the organization. This means that without the support of the hard work and discipline of the staff, it will be difficult for the organization to achieve its goals. Discipline is the key to achieving organizational goals.

According to Mc Celland in his work, work motivation is understood as an internal force that encourages individuals to strive to achieve the best performance, achieve optimal and expected results, through hard work and motivation of co-workers (Ansyari & Kasmir, 2018) (Goni et al., 2021). In this research, the quality of work life refers to the theory of Van Laar and Easton in (Atieq, 2021), that the quality of work life is the quality of an individual's life which is influenced by the work context in which the employee works. Employees will evaluate the impact of work on their lives as well as the aspects that constitute a quality working life including general well-being, family and work relationships, job satisfaction, job control, working conditions and workplace stress.

Discipline is defined as a system that contains regulatory policies, procedures that regulate behavior both individually and in groups within an organizational system which is expected to accelerate the achievement of company targets. Another phenomenon is that the quality of work life at PT Wijaya Karya Gedung Gedung still occurs due to employee negligence in carrying out work with discomfort and worry that health insurance and other guarantees such as social security, insurance and pensions are not provided optimally so that it is far from the expected quality of work life. This can reduce employee work motivation which of course can cause employees to be late in completing their work.

The phenomenon of work motivation in one of the construction companies, PT Wijaya Karya Bangunan Gedung, is that there is no pressure from organizational management, making employees less active in doing their work. This could be influenced by several things, perhaps the absence of bonuses, awards or appreciation from superiors. can slow down employee performance and productivity within the company. Productivity results in the last two years have decreased quite significantly, namely in 2021. From this existing phenomenon, the author seems to see a connection between existing employee performance and work discipline, quality of work life, work motivation, organizational commitment, and employee performance. This is confirmed by (Górny, 2017) stating that to increase production capacity in a business unit, a proper working environment is needed so that it provides comfort in working, the working environment is ensured to be safe for workers so that the expected performance can be realized.

According to (Griffin, 2016), management is defined as the process of planning, organizing, coordinating and controlling resources with the aim of achieving targets effectively and efficiently. Efficiency means that goals can be achieved according to plan, while effectiveness means that existing tasks are carried out accurately, organized and according to schedule. (Syahputra & Aslami, 2023) conveys a different view from (Terry & Rue, 2016), defining management as a special process that includes planning, organizing and monitoring activities aimed at setting and achieving predetermined goals, by utilizing human resources and other resources. Armstrong in (Aula, 2022), argues that Human Resource Management practices cover all aspects related to the way individuals work and are managed in organizations. This includes strategic activities of performance management, learning and development, rewards management, employee relations, employee welfare, health and safety,

and the provision of employee services. Yeithzal said in (Sinambela, 2018): "Human Resource Management is a branch of management science that involves aspects of planning, organizing, implementing and controlling related to the management of individuals in organizations."

Apart from that, there are three types of performance, namely: task performance, contextual performance, and contraproductive work behavior. The first dimension, task performance, is a person's ability to perform a task (e.g. competency). Job performance includes job-specific job competencies, job-specific, job competencies, written and oral communication, supervision/leadership, and management. In this research, employee performance refers to Koopman's theory (Koopmans et al., 2014), namely that individual performance is measured based on standards or benchmarks set by the company. According to Allen & Mayer in (Yusuf & Syarif, 2018) the meaning of organizational commitment (3 aspects: emotional commitment, continuity commitment, and normative commitment, with 18 index items) as a sense of identity, starts from the attachment of the individual who is trying. Do what is in the best interest of the organization by getting involved through activities and continuing to participate in the goals of the business organization.

In this research, the quality of work life aspect refers to Van Laar and Easton's theory (Easton & Laar, 2012) whose dimensions are general well-being, housework and office work, career and job satisfaction, workplace control, working conditions and work stress. Based on the theoretical study above, it can be synthesized that the quality of work life (6 dimensions: general welfare, home and office work, career and job satisfaction, workplace control, working conditions and work stress with 23 item indicators) is an organization that has a safe and healthy, adequate and fair compensation, guarantees, participation, objective treatment, balance between career and job satisfaction, workplace, working conditions and work stress so that general welfare can be achieved.

Based on the theoretical study above, it can be synthesized that work motivation (3 dimensions: ability to achieve, need for affiliation and need for power with indicators of 12 items) is a drive from within an employee that generates, positive reinforcement, directs employees to do what they want to lead to achievement and performance results by paying attention to three emotional needs, namely achievement, power and affiliation along with the company's organizational goals. According (Sinambela, 2018) in (Tajudin & Supriadi, 2021) there are five indicators of work discipline, namely: (5 aspects: frequency of attendance, level of vigilance, respect for work standards, respect for work rules, and work ethic with 10 "item" indicators) are a management action. running the organization from the bottom up, working together to encourage its members to comply with various applicable legal and regulatory standards and sanctions for those who violate.

The research results show that work discipline has a positive and significant impact on employee performance (Iptian et al., 2020) (Chrisnanto & Riyanto, 2020). Apart from that, work discipline also has a positive and significant effect on organizational commitment (Mangkunegara & Octorend, 2015). Quality of work life also has a positive and significant influence on organizational commitment (Karoso et al., 2022), as well as a positive and significant influence on employee performance (Asharini et al., 2018). Lastly, work motivation partially has a positive and significant impact on organizational commitment (Mangkunegara & Octorend, 2015) and employee performance (Chrisnanto & Riyanto, 2020). And organizational commitment influences work performance (Chrisnanto & Riyanto, 2020) (Pratama et al., 2021).

In this research, quality of work life refers to the theory of (Easton & Laar, 2012), quality of work life is the quality of an individual's life which is influenced by the work context in which the employee works. Employees will evaluate the impact of work on their lives as well as the aspects that constitute a quality work life including general well-being, family and work relationships, job satisfaction, job control, working conditions, and

workplace stress. According to research by (Yanthi et al., 2018) (Kiki & Yani, 2023) the results show that work motivation and work discipline have a partial positive and significant effect on employee performance. The result study (Soythong, 2023) organizational commitment has a positive and significant influence on employee performance.

The model justification framework above aims to show and support that there is a claim of significant influence between employee performance variable as variable Y (dependent variable) and organizational commitment as variable Z (mediator variable), work discipline, work motivation and quality of work life as variables X (independent variable). So the problem formulation of this research is:

1. Does work discipline influence organizational commitment?
2. Does quality of work life affect organizational commitment?
3. Does work motivation influence organizational commitment?
4. Do work discipline, quality of work life and work motivation influence organizational commitment?
5. Does work discipline influence employee performance?
6. Does quality of work life at work have an effect on employee performance?
7. Does work motivation influence employee performance?
8. Does organizational commitment influence employee performance?
9. Do work discipline, quality of work life, work motivation, and organizational commitment have a positive effect on employee performance?

METHOD

This research uses the hypothesis testing method. That data analysis is used to describe the causal relationship of several variables by hypothesis testing. Researchers use a survey method using a questionnaire. The population studied in this research includes expert staff and supervisors and above at PT Wijaya Karya Gedung Gedung, Tbk Jakarta. with a total of 568 minus 278 staff, namely 290 people in 2022, minus the retirement of 5 employees (50 samples for the pre-survey) so that the sample is 235 samples. The sampling technique used is a sampling technique in which all members of the population are sampled (saturated sample). The data analysis method used in this research to carry out model testing and data processing is the Structural Equation Model (SEM). Analysis using SEM was carried out with the help of the Lisrel program. To calculate the reliability of research instrument variables, researchers used the SPSS program.

RESULTS AND DISCUSSION

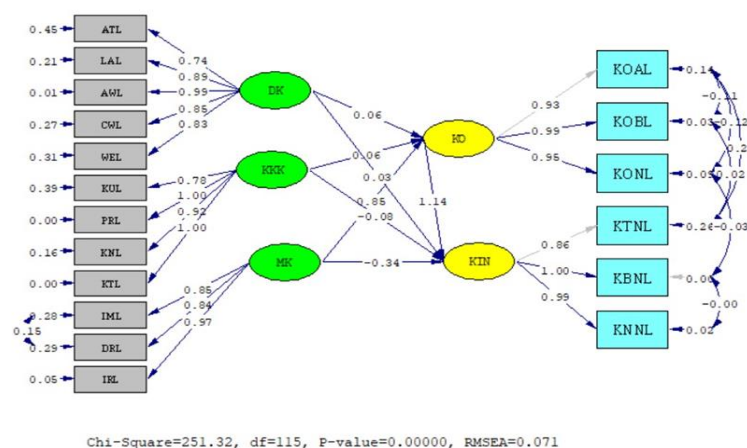


Figure 1. Standardized Research Output Results

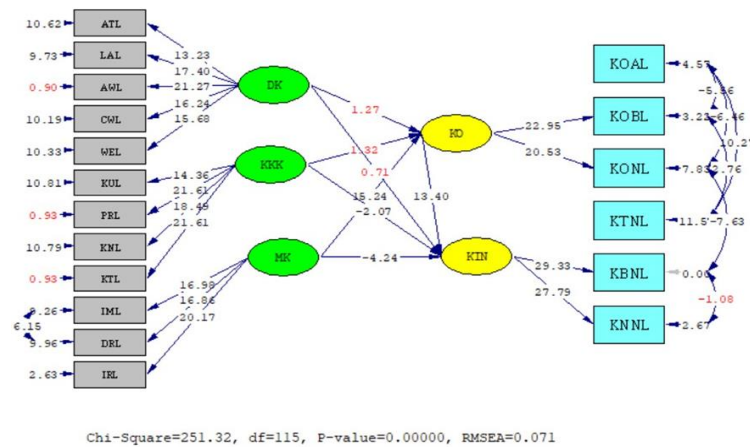


Figure 2. t-Value Research Output Results

Sub Structural Equation 1:

$$KO = 0.057 \cdot DK + 0.059 \cdot KKK + 0.85 \cdot MK, \text{ Errorvar.} = 0.27, R^2 = 0.73$$

(0.045)
(0.045)
(0.056)
(0.038)

1.27
1.32
15.24
7.00

Sub Structural Equation 2:

$$KIN = 1.14 \cdot KO + 0.027 \cdot DK - 0.078 \cdot KKK - 0.34 \cdot MK, \text{ Errorvar.} = 0.24, R^2 = 0.76$$

(0.085)
(0.038)
(0.038)
(0.080)
(0.031)

13.40
0.71
-2.07
-4.24
7.83

Table 1. Good Fit Measurement Model

Fit Indeks	Fit Criteria	Result	Conclusion
RMSEA	$\leq 0,08$	0,071	Good Fit
GFI	$\geq 0,90$	0,89	Marginal Fit
TLI/NNFI	$\geq 0,90$	0,97	Good Fit
NFI	$\geq 0,90$	0,97	Good Fit
RFI	$\geq 0,90$	0,96	Good Fit
CFI	$\geq 0,90$	0,98	Good Fit

Source: Data processed by researchers, 2024.

Table 2. Direct and Indirect Influence on Employee Performance

Influence	Direct (D) on Employee Performance	Indirect (I) Through Organizational Commitment	Result
Work discipline --> Employee performance	$(0,03)^2$ 0,0009	$(0,06 \times 1,14)$ 0,0684	I>D (mediating)
Quality of Work Life --> Employee Performance	$(-0,08)^2$ 0,0064	$(0,06 \times 1,14)$ 0,0684	I>D (mediating)
Work motivation --> Employee performance	$(-0,34)^2$ 0,115 =	$(0,85 \times 1,14)$ 0,969	I>D (mediating)

Source: Data processed by researchers, 2024.

The six measures of the level of suitability obtained have good fit measurement models, including RMSEA, NNFI, NFI, RFI, CFI, and GFI marginal fit measurement models. The results of the analysis above show that the organizational commitment variable in this study is a full mediating variable on the influence of work discipline, quality of work life, and work motivation on employee performance.

It can be seen that the path coefficient for the work discipline variable on organizational commitment is 0.06 with a calculated t value of $1.27 < t \text{ table } 1.96$. then the hypothesis, H_0 is

accepted and **H1 is rejected**. Work discipline has no effect on organizational commitment, so it can be said to be ineffective. The magnitude of the path coefficient indicates the magnitude of the contribution of discipline to organizational commitment of $(0.06)^2 = 0.0036$. Work discipline variable with aspects and indicators that best reflect aspects of respect for work standards (compliance with work standards) with a factor loading of 0.99 with a useful advice index with a factor loading of 0.72.

The quality of work life variable based on organizational commitment is 0.06 with a calculated t value of $1.32 < t$ table 1.96. Thus, the quality of work life in the workplace has no effect on organizational commitment, in other words hypothesis 2 H_0 is accepted and **H2 is rejected**. Then it can be said that it didn't work. The magnitude of the path coefficient shows that the contribution of quality of work life to organizational commitment is $(0.06)^2 = 0.0036$. The quality of work life variable with the most reflective dimensions and indicators is the home & office work dimension and the working conditions dimension at 100% with the superior recognition indicator and external satisfaction indicator at 74%.

It can be seen that the path coefficient for the work motivation variable towards organizational commitment is 0.85 with a calculated t value of $15.24 > t$ table 1.96. Thus, work motivation has a significant positive effect on organizational commitment or in other words, hypothesis 3 H_0 is rejected and **H3 is accepted**. The magnitude of the path coefficient shows the magnitude of the contribution of work motivation to organizational commitment of $(0.85)^2 = 0.7225$. The work motivation variable with the energy demand dimension and the work completion index is the dimension that is most reflected and the index has a loading factor dimension of 0.97 and a factor loading index of 0.79.

Work discipline, quality of work life and motivation as simultaneously have a significant influence on organizational commitment. These results can be seen in the path coefficient of 0.73 with a calculated t value of $7.00 > F$ table 2.64, so the three variables above are known to have a significant influence on organizational commitment, in other words hypothesis 4 H_0 is rejected and **H4 is accepted**. These results show that three exogenous variables simultaneously and partially have the ability to influence organizational commitment with a contribution value (R^2) = 73%. Partially, the work motivation variable is the variable that most dominantly influences organizational commitment with the dimensions and indicators that most clearly reflect it, especially the dimension of energy needs with the work equipment index.

It can be seen that the path coefficient for the work discipline variable on employee performance is 0.03 with a calculated t value of $0.71 < t$ table 1.96. Thus hypothesis 5 H_0 is accepted and **H5 is rejected**. Hypothesis: Thus, work discipline is proven to have no effect on employee performance, so it can be said to be unsuccessful. The magnitude of the path coefficient shows the magnitude of the contribution of work discipline to employee performance of $(0.03)^2 = 0.0009$.

It can be seen that the path coefficient for the quality of work life variable on employee performance is (-0.08) with a calculated t value of $(-2.07) > t$ table 1.96, thus hypothesis 6 H_0 is rejected and **H6 is accepted**. Thus, the quality of work life is proven to have an influence (negative) and significant on employee performance, so it can be said that there is an influence. The magnitude of the path coefficient shows that the direct contribution of quality of work life to employee performance is $(0.08)^2 = 0.0064$.

It can be seen that the path coefficient of the work motivation variable on employee performance is (-0.34) with a calculated t value of $(-4.24) > t$ table 1.96, so hypothesis 7 H_0 is rejected and **H7 is accepted**. It can be said that there are negative results and impacts significant. The magnitude of the path coefficient shows the magnitude of the direct contribution of work motivation to employee performance of $(-0.34)^2 = 0.1156$. Thus, work motivation is proven to have a significant (negative) effect on employee performance.

It can be seen that the path coefficient of the organizational commitment variable on employee performance is 1.14 with a calculated t value of 13.40 > from t table 1.96. Hypothesis 8 H_0 is rejected and **H8 is accepted**, so it can be said that organizational commitment is proven to have a positive and significant effect on employee performance. The magnitude of the path coefficient shows the magnitude of the contribution of organizational commitment to employee performance of $1.142 = 1.2996$.

Work discipline, quality of work life, work motivation and organizational commitment to employee performance have a path coefficient of 0.76 with a calculated t value of 7.83 > F table 2.40, so hypothesis 9 H_0 is rejected **H9 is accepted** so that the four variables above are proven simultaneously shows that the four exogenous variables have a positive and significant effect on employee performance with a determination value (R^2) = 76%. Partially, organizational commitment has the greatest influence on the most reflective dimensions and indicators, especially the dimensions of sustainable involvement and indicators with the organization. Meanwhile, the variables quality of work life and work motivation have a negative influence. The variable that has the greatest influence on employee performance is the organizational commitment variable.

CONCLUSION

Performance of employees of PT Wijaya Karya Gedung Gedung, Tbk is influenced by all variables together, namely work motivation, quality of work life and organizational commitment. Of all the variables, the most dominant is organizational commitment which is influential and significant as a mediator so it can be said that the mediator functions well on employee performance and the test results also show that there is an indirect influence of work discipline, quality of work life and work motivation on employee performance together with the mediator of organizational commitment. Efforts that can be carried out include improving work discipline, namely tightening the frequency of attendance, increasing vigilance with full calculation and accuracy, complying with work standards, work regulations, and finally work ethics in maintaining harmony among employees. Improving the quality of work life, namely when employees exceed their work targets, help the company achieve its goals, and prove their abilities, they must be rewarded. This achievement-based reward system can help encourage employee performance productivity.

It is hoped that PT. Wijaya Karya Gedung Gedung, Tbk can implement an assessment system starting from work discipline towards good employee performance through quality of work life by the company organization in order to strengthen work motivation in organizational commitment as a mediator which will provide increased employee performance. The results of the research show that employees cannot feel comfortable with the quality of work life. Therefore, with attention from the company organization and strengthened by commitment. Organizationally as a mediator, it is hoped that the company PT Wijaya Karya Bangunan Gedung Tbk can improve facilities and strengthen cooperation between employees by means of mutual respect, respect, openness and building better communication. Variables in work discipline, quality of work life and work motivation as simultaneously with organizational commitment which are mediators can also function as boosters to employee performance but do not fully function optimally so it can be recommended to add or change other variables and mediators for further research so that they can contribute to improvement Employee performance is even better.

REFERENCE

Ansyari, D., & Kasmir. (2018). Pengaruh Motivasi Kerja McClelland , Kepemimpinan Transformasional dan Lingkungan Kerja Non Fisik Terhadap Kinerja Aparatur Sipil Negara pada Direktorat Jenderal Ketahanan dan Pengembangan Akses Industri Internasional. *Swot*, 8(2), 263–274.

- Asharini, N. A., Hardyastuti, S., & Irham, I. (2018). The Impact of Quality of Work Life and Job Satisfaction on Employee Performance of PT. Madubaru PG-PS Madukismo. *Agro Ekonomi*, 29(1), 146. <https://doi.org/10.22146/ae.31491>
- Atieq, M. Q. (2021). Hubungan Kualitas Kehidupan Kerja dan Etos Kerja terhadap Keterikatan Kerja Pada Karyawan Generasi Z. *Jurnal Inspirasi Bisnis Dan Manajemen*, 4(2), 175. <https://doi.org/10.33603/jibm.v4i2.3981>
- Aula, S. (2022). *Manajemen Sumber Daya Manusia (Sebuah Konsep dan Teori)*. EUREKA.
- Chrisnanto, C., & Riyanto, S. (2020). The Effect of Work Discipline, Organizational Commitment and Work Motivation on Employee Performance of the Directorate General of Construction Development Minister For Public Works and Housing Republic of Indonesia. *International Review of Management and Marketing*, 10(5), 159–164. <https://doi.org/10.32479/irmm.10474>
- Easton, S., & Laar, D. (2012). User Manual for the Work-Related Quality of Life (WRQoL) Scale. A Measure of Quality of Working Life. In *University of Portsmouth*. University of Portsmouth.
- Goni, H. G., Manoppo, W., & Rogahang, J. (2021). Pengaruh Motivasi Kerja terhadap Peningkatan Kinerja Karyawan pada PT. Bank Rakyat Indonesia Cabang Tahuna. *Productivity*, 2(4), 330–335. <https://ejournal.unsrat.ac.id/v3/index.php/productivity/article/view/35047>
- Górny, A. (2017). The use of working environment factors as criteria in assessing the capacity to carry out processes. *MATEC Web of Conferences*, 94. <https://doi.org/10.1051/mateconf/20179406011>
- Grtiffin, R. W. (2016). *Fundamentals of management* (8th ed.). Cengage Learning.
- Hidayati, D. A. F., & Wijono, S. (2023). Pengaruh Harga Terhadap Kepuasan Pelanggan Pada Usaha Jasa Laundry Gaul Samarinda Tahun 2023. *Jurnal Inovasi Penelitian*, 3(10), 7951–7962.
- Iptian, R., Zamroni, & Efendi, R. (2020). The Effect of Work Discipline and Compensation on Employee Performance. *International Journal of Multicultural and Multireligious Understanding*, 7(8), 145–152. <http://ijmmu.comhttp://dx.doi.org/10.18415/ijmmu.v7i8.1812>
- Karoso, S., Riinawati, R., Ilham, R. N., Rais, R. G. P., & Latifa, D. (2022). Analyzing the Relationship of Work Environment and Quality of Work Life on Employee Performance: The Mediating Role of Organizational Commitment. *Journal of Madani Society*, 1(3), 167–173. <https://doi.org/10.56225/jmsc.v1i3.140>
- Kiki, K., & Yani, A. (2023). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Negeri Sipil (Pns) Pada Satuan Polisi Pamong Praja Kota Tanjungpinang. *Manajerial Dan Bisnis Tanjungpinang*, 6(2), 127–135. <https://doi.org/10.52624/manajerial.v6i2.2416>
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., van Buuren, S., van der Beek, A. J., & de Vet, H. C. W. (2014). Improving the Individual Work Performance Questionnaire using Rasch analysis. *Journal of Applied Measurement*, 15(2), 160–175. <https://doi.org/10.1136/oemed-2013-101717.51>
- Mangkunegara, A. P., & Octorend, T. R. (2015). Effect of Work Discipline, Work Motivation and Job Satisfaction on Employee Organizational Commitment in the Company (Case Study in PT. Dada Indonesia). *Universal Journal of Management*, 3(8), 318–328. <https://doi.org/10.13189/ujm.2015.030803>
- Pratama, R. H., Erlina, R., & Jimad, H. (2021). Effect Of Quality Of Work Life And Work Stress On Employee Performance Through Organizational Commitments As Intervening Variables At The Branch Offices Of PT. Bank West Java And Banten. Tbk In Sumatera. *International Journal of Environmental, Sustainability, and Social Science*, 2(2), 172–180. <https://doi.org/10.38142/ijesss.v2i2.244>

- Sinambela, L. P. (2018). *Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid Untuk Meningkatkan Kinerja*. Bumi Aksara.
- Soythong, K. (2023). The Effect of Quality of Work Life and Organizational Commitment to Employee Performance: A Case Study of Transportation Business in Nakhon Phanom Province of Thailand. *Journal of Roi Kaensarn Academi*, 8(5), 414–433.
- Suhartini, Y. (2020). Analisis Dimensi Komitmen Organisasional yang Mempengaruhi Organizational Citizenship Behavior Karyawan PT KAI DAOP VI Yogyakarta. *Akmenika: Jurnal Akuntansi Dan Manajemen*, 15(2), 93–108. <https://doi.org/10.31316/akmenika.v15i2.1000>
- Syahputra, D. R., & Aslami, N. (2023). Prinsip-Prinsip Utama Manajemen George R. Terry. *Manajemen Kreatif Jurnal (MAKREJU)*, 1(3), 51–56.
- Tajudin, & Supriadi, T. (2021). Pengaruh Disiplin Kerja dan Motivasi terhadap Kinerja Karyawan PT. Suara Bersama, Jakarta. *Jurnal Mitra Manajemen*, 12(1), 29–38. <https://journal.universitassuryadarma.ac.id/index.php/jmm/article/view/630>
- Terry, G. R., & Rue, L. W. (2016). *Prinsip-prinsip manajemen / George R. Terry ; penerjemah: J. Smith D.F.M.* Bumi Aksara.
- Werther, Jr., W. B., & Davis, K. (2006). *Human Resources & Personnel Management* (5th Editio). McGraw Hill.
- Yanthi, P. B. O. N., Parma, I. P. G., & Heryanda, K. K. (2018). Pengaruh Disiplin Kerja Dan Motivasi terhadap Kinerja Karyawan pada PT. XL AXIATA Cabang Singaraja. *Bisma: Jurnal Manajemen*, 5(2), 93–100. <https://doi.org/10.33753/mandiri.v2i1.29>
- Yusuf, R. M., & Syarif, D. (2018). Komitmen Organisasi. In *Makassar: Nas Media Pustaka*.