

## Company Work Culture and Organizational Commitment in Human Resource Performance Development Honda Auto Serang

Aloysius Suko Hardono <sup>1)</sup> & Hendar <sup>2)</sup>

<sup>1)</sup> Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [suko.hardono@gmail.com](mailto:suko.hardono@gmail.com)

<sup>2)</sup> Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [hendar@unissula.ac.id](mailto:hendar@unissula.ac.id)

**Abstract.** *Human resource performance refers to the effective achievement of work results, both in quantity and quality, by individuals or groups within an organization, in accordance with their responsibilities and authority, to accomplish organizational goals. This study aims to analyze the mediating role of organizational commitment between work culture and human resource performance. The total population comprised 140 employees, from which a sample of 103 employees, or 73.57%, was drawn. Primary data were collected directly from employees through questionnaires. The data analysis method employed in this research was multiple linear regression, utilizing SmartPLS 3.0 software. The results indicate that the influence of work culture on human resource performance through the mediating role of organizational commitment yields a path coefficient (O) of 0.238. The generated t-statistic is 4.135 (which is > 1.96), and the p-value is 0.000 (which is < 0.05). These findings demonstrate a positive and moderate significant relationship.*

**Keywords:** *Human Resource Performance; Organizational Commitment; Work Culture.*

### 1. Introduction

In today's era of globalization, human resources play a crucial role at PT. Anindita Niaga Galantri Banten (Honda Auto Serang). Rapidly evolving technology demands that human resources be able to keep up and compete to achieve company goals. A company's success is also influenced by individual and team performance.

The performance of human resources (HR) for Honda Auto Serang is very crucial and important because it is based on a competitive automotive business and is oriented towards customer service.(Pahira & Rinaldy, 2023)In "The Importance of Human Resource Management (HRM) in Improving Organizational Performance," they emphasize that to achieve maximum organizational performance, every organization must strive to achieve its goals by utilizing its available resources.(Supriadi, 2020)emphasized that human resource

development has a positive and significant influence on employee performance. He argued that effective HR development is crucial for improving employee performance, which in turn will improve overall organizational performance. HR performance for Honda Auto Serang is crucial in providing the best customer service because it depends on customer satisfaction. Well-trained, friendly, and responsive HR will create a positive customer experience. Employees with in-depth product knowledge and good communication skills will increase customer trust and brand loyalty. Increased sales and targets are closely related to the performance of an effective sales team that can achieve sales targets. Motivated employees, with strong negotiation skills, and a good understanding of the market will increase sales volume. Quality after-sales service is crucial in the automotive dealership business, such as service and spare parts. The application of new and modern technology. Adaptive and fast-learning HR will help Honda Auto Serang remain relevant and competitive in the use of digital systems in sales and service, requiring HR who master new technologies.

Honda Auto Serang is engaged in the automotive business of Honda brand cars which was established on August 26, 2014, on an area of 9,987 m<sup>2</sup>. Honda Auto Serang has a comfortable and modern showroom of 546 m<sup>2</sup> that displays the latest Honda products for consumers. For after-sales services, it has a service facility with an area of 1,323 m<sup>2</sup> equipped with a total of 13 work bays (9 general repair bays, 2 periodic maintenance bays, and 2 quick service bays), 2 washing bays, 1 final inspection bay, and 1 wheel alignment bay. Honda Auto Serang also has a parts warehouse area of 121 m<sup>2</sup> that ensures the availability of Honda spare parts more complete and faster for consumers in its work area. Facilities available to consumers are a waiting lounge, internet zone, private zone, smoking room, cafe zone, newspaper and magazine and kids zone. Honda Auto Serang has met the requirements in terms of location, facilities and other support to provide services to customers both in the service sector and sales of new cars. The dealership is supported by professional and trained personnel, demonstrating a focus on human resource quality to provide the best service. Other important factors include neatness, punctuality, quality, quantity, and job knowledge.

Organizational work culture can influence the development of human resources within an organization. Organizational culture is the shared values, beliefs, assumptions, and behaviors that define an organization's identity. Culture is crucial in shaping the success or failure of an organization, and leaders must understand and be able to manage culture to create a healthy and productive work environment.(Schein, 2017). Based on research conducted by(Yani et al., 2024) The results showed that organizational culture significantly influences employee performance at PT. Jaya Abadi Pustaka. This indicates that companies with an organizational culture and the ability to implement its values will have an impact on employee performance.

In research conducted by(Adilah et al., 2023)resulted in an analysis that whether or not company culture is followed will not have a major impact on productivity.

Organizational commitment is an important foundation for effective human resource development. Honda Auto Serang canBuilding a strong commitment can improve employee

performance, create a positive work environment, and provide the best service to customers. Organizational commitment according to experts.(Robbins & Timothy, 2008)states that organizational commitment is a condition where an employee sides with the organization's goals and has a desire to maintain membership in the organization.(Luthans, 2011) Organizational commitment is defined as a strong desire for someone to maintain membership in an organization. From the definitions above, it can be stated that organizational commitment is an attitude of liking the company and a willingness to exert a high level of effort to achieve the company's goals.(Gede Riana et al., 2020a).

Organizational commitment is stated to have a significant influence on organizational performance. This can be seen from the research results.(Angraini et al., 2021)It was concluded that the organizational commitment variable had a positive and significant effect on employee performance at the Regional Personnel and Training Agency of Enrekang Regency. Other research findings that showed a significant influence on organizational performance were conducted by(Adriansyah, 2020)Organizational commitment has a positive and significant effect on employee performance at Amir Hamzah University.

## **2. Research Methods**

This research is a type of explanatory research. According to(Sugiono, 2013)Explanatory research is research that explains the relationship between the variables studied and their relationships. These variables include organizational work culture, organizational commitment, and human resource performance.

Data sources for this study include primary and secondary data. According to(Sugiono, 2013)Primary data is a data source that directly provides data to data collectors. The data is collected by researchers themselves from primary sources or the research objects themselves. This primary data includes organizational commitment, work culture, and human resource performance.

## **3. Results and Discussion**

### **3.1. Respondent Characteristics**

The characteristics of respondents have diverse backgrounds, therefore this study focuses more on gender, age, length of service of employees while working in the company and level of education of the samples taken.

#### **Descriptive Statistical Analysis**

This Descriptive Statistical Analysis can serve to generally describe respondents' answers, as shown in Appendix 1, through a questionnaire distributed to Honda Auto Serang employees. The research questionnaire was conducted to obtain a comprehensive overview of the variables in the study, namely work culture, organizational commitment, and human resource performance.

To make it easier to receive general responses from respondents to the questionnaire that has been given, the researcher uses the following formula:

$$I = R / K$$

$$I = (\text{Maximum score} - \text{Minimum score}) / \text{Number of categories}$$

$$= (5-1) / 3$$

$$= 1.3$$

From the results of the formula above, the interval obtained from the average criteria can be described as follows:

Low: 1.00 - 2.30

Medium: 2.31 - 3.61

Height: 3.62 - 5.00

The following presents descriptive statistics about respondents' answers that have been obtained in the field from respondents.

## Work Culture

Table

Descriptive analysis of Work Culture variables

Variables	Code	Indicator	Average	Standard Deviation	Criteria
Work Culture	BK1	I am involved in the business process and participate in achieving the company's predetermined goals.	4.107	0.520	Tall
	BK2	I was involved in the decision making process	4.155	0.435	Tall
	BK3	I got the opportunity for training	4,049	0.581	Tall
	BK4	I always take care of all the company assets used	4,097	0.407	Tall
	BK5	I uphold the values adopted by the organization, both written and unwritten.	4,078	0.569	Tall

Source: 2025 Data Processing Results

The indicators measured in the work culture variable are how employees perceive the work environment, engagement, and organizational values. The average score for all Work Culture indicators (BK1 to BK5) averaged above 4,000 (ranging from 4,049 to 4,155). All work culture indicators can be categorized as "High."

Employees were generally positive and agreed with statements about the company's work culture. They were given the opportunity to receive training on their work (BK3) and were encouraged to consistently uphold the company's values (BK5), ensuring that all assets were properly utilized and maintained (BK4). This ultimately resulted in employees feeling involved in business processes (BK1) and decision-making at work (BK2).

The standard deviation value indicates the level of consistency of the responses, where lower values (such as 0.407 for BK4) indicate higher consistency, while higher values (such as 0.581 for BK3) indicate slightly greater variation in the responses.

In the "Criteria" column, all of which show a "High" value, indicating that in general, respondents view all aspects of work culture measured as being at a good or desirable level.

### Organizational Commitment

Table

Descriptive analysis of Organizational Commitment variables

Variables	Code	Indicator	Average	Standard Deviation	Criteria
Organizational Commitment	KO1	I want to be involved in various processes in the company	4.136	0.484	Tall
	KO2	I want to develop skills for the advancement of the company	4,078	0.496	Tall
	KO3	I carry out the obligations given by the company	4.155	0.412	Tall
	KO4	I will remain in the company as long as I am given the appropriate rights and obligations.	4,097	0.616	Tall
	KO5	I would feel at a loss if I left the company	4,078	0.552	Tall

Source: 2025 Data Processing Results

The organizational commitment variable measures the extent to which employees feel committed to and loyal to the organization. All organizational commitment indicators (KO1 to KO5) have an average score above 4,000 (ranging from 4,078 to 4,155). Based on the "Criteria" column, all organizational commitment indicators can be categorized as "High."

Employees have a high level of commitment to the organization, this can be seen from the willingness of employees to develop skills or abilities (KO2). With the willingness of employees to develop in the company, they will feel that they have a company and will remain in the company (KO5) because the company also always provides employee rights according to the achievements produced (KO4) so that employees are willing to be involved in various processes in the company according to their respective sections (KO1) and have a high awareness in carrying out their duties and responsibilities as employees in their respective sections (KO3).

The standard deviation values indicate the level of consistency of responses. Indicator KO3 ("I carry out the obligations given by the company") has the lowest standard deviation (0.412), indicating that respondents' responses are highly consistent on this aspect. Meanwhile, KO4 ("I will remain with the company as long as I am given appropriate rights and obligations") has the highest standard deviation (0.616), indicating that there is more variation in respondents' views on this issue than the other indicators.

Respondents viewed all aspects of organizational commitment measured as being at a good level.



## Human Resources (HR) Performance

Table

Descriptive analysis of Human Resource Performance variables

Variables	Code	Indicator	Average	Standard Deviation	Criteria
HR Performance	KJ1	The work I do is in accordance with work standards	4,049	0.510	Tall
	KJ2	I have the ability to achieve the set targets	3,981	0.462	Tall
	KJ3	I always complete tasks and responsibilities according to the time given	4,087	0.421	Tall
	KJ4	I lose if I don't come to work	3,942	0.479	Tall
	KJ5	I am able to work together to complete work with other coworkers.	4,068	0.401	Tall

Source: 2025 Data Processing Results

This variable measures how employees assess their personal performance at work. The average results obtained for all human resource performance indicators (KJ1 to KJ5) show very high average values (ranging from 3,942 to 4,087). Based on the "Criteria" column, all HR Performance indicators are categorized as "High."

Employees assess that their personal performance still needs to be improved in terms of consistent attendance (KJ4) because it will affect the ability to achieve the targets that have been set (KJ2). Basically, employees will only pursue the standard targets that have been previously set (KJ1), this can actually be maximized again because in terms of employee ability, they are able to cooperate well with other employees (KJ5) so that tasks and responsibilities can be completed according to the time that has been set (KJ3).

The standard deviation indicates the level of consistency of responses. Indicator KJ5 ("I am able to work collaboratively with other coworkers") has the lowest standard deviation (0.401), indicating that respondents' responses are highly consistent and agree with this aspect. Meanwhile, KJ1 ("The work I do meets work standards") has the highest standard deviation (0.510), indicating greater variation in respondents' views on this issue compared to the other indicators.

From this data, it can be concluded that respondents view all aspects of HR performance measured as being at the desired level.

### Classical Assumption Test Analysis

The results of the classical assumption test in this case Multicollinearity and Heterocollinearity were obtained as follows:

The VIF value is used to measure how much the variance of a variable's regression coefficient will increase due to multicollinearity. The higher the VIF value, the greater the multicollinearity problem. Commonly used standards for VIF limits are:

- VIF < 5: Generally considered to indicate the absence of serious multicollinearity problems. This is the most frequently used threshold in many social and behavioral science disciplines.
- VIF < 10: Some researchers use a looser threshold, but a VIF above 5 is cause for concern.

- VIF > 10: Universally considered to indicate severe multicollinearity problems.

a. Data obtained in each indicator group

- For Work Culture (BK):

- BK1: 2,647
- BK2: 3,014
- BK3: 1,762
- BK4: 3,041
- BK5: 2,746

From the data for Work Culture, all VIF values for the Work Culture indicators are below 5, this indicates that there are no multicollinearity problems among the existing items.

- For Organizational Commitment (OC):

- KO1: 2,413
- KO2: 1,815
- KO3: 1,846
- KO4: 4,541
- KO5: 4,006

From the data above, it is known that all VIF values for the Organizational Commitment indicator are also below 5, this indicates that there is no problem regarding multicollinearity.

- For HR Performance (HRD):

- KJ1: 2,749
- KJ2: 2,922
- KJ3: 2,953
- KJ4: 2.107
- KJ5: 3.113

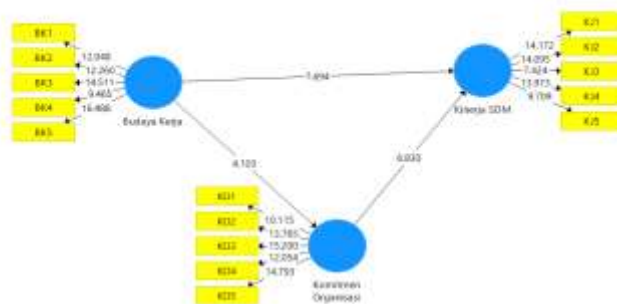
From the HR Performance data, all VIF values generated for the HR Performance indicators are also below 5. This condition indicates that there is no problem of multicollinearity for all related parts.

Based on the VIF analysis, it was found that there were no concerning multicollinearity issues among the indicators in each construct (Work Culture, Organizational Commitment, and HR Performance) in the model. All VIF values were below the general threshold of 5. This condition indicates that the indicators were quite independent of each other in explaining the variance of the construct.

## Hypothesis Test Analysis

### Hypothesis Testing (Bootstrapping)

#### Figure Hypothesis Testing Results



Source: 2025 Data Processing Results

Testing the significance of the above hypothesis was obtained from bootstrapping data processing in SmartPLS. The test used a significance criterion of p-value <0.05 and a significance value of 5%. The Part Coefficient was assessed if the t-statistic was >1.96. To determine the magnitude of the relationship, the path coefficient can be seen with criteria <0.30 indicating a weak value, 0.30-0.60 with a moderate value, and >0.60 including very strong.

There are three direct hypotheses in this research model, namely:

1. H0: Work culture does not have a significant effect on HR performance.  
H1: Work culture has a significant influence on HR performance
2. H0: Work culture does not have a significant effect on organizational commitment.  
H2: Work culture has a significant influence on organizational commitment
3. H0: Organizational commitment does not have a significant effect on HR performance.  
H3: Organizational commitment has a significant effect on HR performance.

#### Path Coefficients Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Culture -> HR Performance	0.517	0.519	0.067	7,694	0.000
Work Culture -> Organizational Commitment	0.480	0.496	0.117	4.103	0.000
Organizational Commitment -> HR Performance	0.496	0.495	0.073	6,830	0.000

Source: 2025 Data Processing Results



Based on table the following data processing results were obtained:

### 1. First Hypothesis Testing Results

In the first test to test whether there is a significant influence between work culture on human resource performance. From the test results show a strong influence ( $O = 0.517$ ) and  $t$ -statistic  $7.694 > 1.96$  with a  $p$ -value of  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_1$  is accepted. Based on this data it can be concluded that work culture has a strong, positive and significant influence on human resource performance, thus the first hypothesis is accepted where if work culture increases then human resource performance also increases.

### 2. Results of the Second Hypothesis Test

The second hypothesis tests whether there is a significant influence between work culture and organizational commitment. The results obtained indicate that there is a strong influence ( $O = 0.480$ ) and a  $t$ -statistic of  $4.103 > 1.96$  with a  $p$ -value of  $0.000 < 0.05$ , so  $H_0$  is rejected and  $H_2$  is accepted. From this data, it can be concluded that work culture has a strong, positive, and significant relationship with organizational commitment. This second hypothesis can be accepted, so if work culture improves, it will also increase organizational commitment.

### 3. Results of the Third Hypothesis Test

The third hypothesis tests whether there is a significant influence between organizational commitment and human resource performance. The results obtained indicate that there is a strong influence ( $O = 0.496$ ) and  $t$ -statistic  $6.830 > 1.96$  with a  $p$ -value of  $0.000 < 0.05$ , so  $H_0$  is rejected and  $H_3$  is accepted. From this data, it can be concluded that organizational commitment has a strong, positive and significant relationship influence on human resource performance, therefore this third hypothesis can be accepted, so if organizational commitment increases, human resource performance will also increase.

Table

Summary of Hypothesis Test Results

Hypothesis		Results	Information
<b>H1</b>	If the work culture improves, then human resource performance will also improve.	$O=0.517$ , $t$ -statistic= $7.694$ , value= $0.000$	accepted
<b>H2</b>	If work culture improves, then organizational commitment also increases.	$O=0.480$ , $t$ -statistic= $4.103$ , value= $0.000$	accepted
<b>H3</b>	If organizational commitment increases, then human resource performance also increases.	$O=0.496$ , $t$ -statistic= $6.830$ , value= $0.000$	accepted

Source: 2025 Data Processing Results

### Indirect Effect Hypothesis Testing

The indirect effect hypothesis test was conducted using SmartPLS software, where organizational commitment acts as a mediator between work culture and human resource performance. The following data were obtained from the test results.

Table

**Results of Indirect Effect Hypothesis Test**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic ( O/STDEV )	p-values
Work Culture -> Organizational Commitment -> HR Performance	0.238	0.243	0.058	4.135	0.000

*Source: 2025 Data Processing Results*

Based on the data results above, it is known that the influence of work culture on human resource performance through the role of organizational commitment in its mediation produces a path coefficient (O) = 0.238. The resulting t-statistic value is  $4.135 > 1.96$  and p-value  $0.000 < 0.05$ . From the results of this calculation, it is known that the role of organizational commitment in mediating work culture and human resource performance has a moderate influence relationship, thus the fourth hypothesis can be accepted, where there is an influence of work culture on human resource performance through the role of organizational commitment.

### 3.2. Discussion and Evaluation of Hypothesis

#### The Influence of Work Culture on Human Resource Performance

Based on the results of the tests conducted, it can be proven that corporate work culture is an important factor and can improve human resource performance. Similar research has also been conducted by(Zaky et al., tt)In his research, he concluded that a strong and positive organizational culture influences employee performance in the manufacturing industry in Indonesia.

The relationship between work culture and HR performance is not accidental. It's a powerful finding, and therefore, company management must consistently identify, strengthen, and maintain the elements of work culture that currently contribute to strong HR performance.

Investing in developing a work culture is a good thing for the future, aiming to shape and develop a company's work culture, including providing training to internalize corporate values, rewarding and recognizing employees, and creating a supportive work environment. A company's work culture can also provide a sound foundation for improving human resource performance, where the company's vision, mission, and values can be communicated clearly and consistently to all employees. Thus, work culture is an important part of creating good, skilled, and reliable human resource performance.

#### The Influence of Work Culture on Organizational Commitment

The results of the tests conducted showed that company work culture is an important factor and can increase organizational commitment. Similar research was also conducted by(Arachim, 2018)where it can be concluded that there is a very significant positive

relationship between work culture and organizational commitment among MNC Play Media Samarinda employees.

The relationship between work culture and employee organizational commitment is significant. Therefore, companies should prioritize developing and maintaining a positive work culture. High employee commitment correlates with productivity, better employee retention, and a healthier overall work environment. Companies should also address areas within the work culture that may be hindering organizational commitment. These could include a lack of transparency, excessive workloads, a lack of promotion opportunities, or leadership issues.

Company leaders can play an active role in communicating the values and importance of work culture to all employees, thereby creating collective awareness and encouraging participation from all parties in shaping the desired culture. This research provides evidence that work culture is a significant driver of organizational commitment. Companies can view work culture as a strategic investment that will positively impact the success and sustainability of the organization.

### **The Influence of Organizational Commitment on Human Resource Performance**

The results of the tests conducted showed that organizational commitment is an important factor and can improve human resource performance. Similar research was also conducted by (Angraini et al., 2021) regarding the influence of organizational commitment on employee performance at the Regional Personnel and Training Agency of Enrekang Regency. It can be concluded that the organizational commitment variable has a positive and significant influence on employee performance at the Regional Personnel and Training Agency of Enrekang Regency.

From the research results obtained, it is known that organizational commitment is an important part in creating high and quality human resource performance, therefore any effort that increases employee commitment will have a positive impact on the overall performance of human resources in the company. Committed employees will be more loyal, take initiative, and dedicated to achieving company goals, which will directly improve performance. Companies need to proactively identify factors in the work environment that contribute most to employee commitment, including supportive and inspirational leadership, career development opportunities, recognition and appreciation for contributions, a strong company culture and clear values, a healthy and fair work-life balance.

Managers can also play an active role in understanding the importance of building and maintaining employee commitment. They can provide leadership training that focuses on skills for motivating, listening, and supporting employees. Managers, in this case, act as the direct link between the company and employees, and their interactions significantly influence levels of commitment.

### **The Indirect Effect of Work Culture on Human Resource Performance Through Organizational Commitment as a Mediator**

The test results show that commitment significantly mediates the relationship between work culture and human resource performance. In this case, work culture contributes to higher human resource performance largely because it is able to increase employees' organizational commitment. This is consistent with previous research conducted by (Sabda Gumelar et al., 2022) His research found that organizational commitment mediates the positive influence of organizational culture on employee performance. A positive organizational culture increases employee commitment, which in turn improves employee performance.

The results of this study confirm that work culture is not only directly important but also indirectly influences human resource performance through organizational commitment. This provides a more comprehensive picture of how work culture "works" within organizations.

While work culture has been shown to be an effective starting point for human resource performance (through Organizational Commitment), investing in building and maintaining a positive work culture should be seen as a fundamental long-term strategy. Companies can ensure that work culture initiatives are designed to support and enhance employee commitment. This could mean involving employees in decision-making, providing a sense of ownership, or creating a fair and transparent environment that will result in better human resource performance.

### **4. Conclusion**

This study aims to analyze organizational commitment to improving human resource performance. Based on the research problem formulation, it can be concluded that: 1. Work culture has a positive influence on human resource performance. Under these conditions, there is a strong tendency that as work culture levels increase, human resource performance also tends to improve, and vice versa. 2. Work culture has a positive influence on organizational commitment, with this condition meaning that there is an influence between work culture and organizational commitment, if there is an increase in one variable it will be related to an increase in the other variable. 3. Organizational commitment has a positive influence on human resource performance. This condition indicates that if there is an increase in organizational commitment, there will be an increase in human resource performance. 4. Organizational commitment plays a crucial role in mediating the relationship between work culture and human resource performance. This study found that improving work culture through organizational commitment will result in improved human resource performance.

## 5. References

### Journals:

- Adilah, S., Halin, H., & Kurniawan, M. (2023). Pengaruh Budaya Kerja dan Kepuasan Kerja terhadap Kinerja Pegawai PT Kereta Api Indonesia Divre III Palembang. *Eksis: Jurnal Ilmiah Ekonomi dan Bisnis*, 14(1), 99. <https://doi.org/10.33087/eksis.v14i1.338>
- Adriansyah, T. (2020). 10824-Article Text-3949-1-10-20201211-4. *PENGARUH KOMITMEN ORGANISASI DAN KINERJA PADA PEGAWAI ( STUDI PADA UNIVERSITAS AMIR HAMZAH )*.
- Andriani, C., & Onsardi. (2020). *PENGARUH KOMPENSASI, PELATIHAN KERJA DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN MARKETING. 1*.
- Angraini, R., Parawangi, A., & Mustari, N. (2021). *PENGARUH KOMITMEN ORGANISASI TERHADAP KINERJA PEGAWAI DI BADAN KEPEGAWAIAN DAN DIKLAT DAERAH KABUPATEN ENREKANG* (Vol. 2, Nomor 3). <https://journal.unismuh.ac.id/index.php/kimap/index>
- Arachim, D. (2018). *Hubungan Antara Budaya Kerja Dengan Komitmen Organisasi Karyawan*. 6(1), 132–141.
- Dessler, G. (2017). *Human Resource Management, 15 Edition*. <http://www.pearsonmylabandmastering.com>
- Gede Riana, I., Mutiasa Sari, R., & Putra, U. (2020). *MEDIASI MOTIVASI KERJA PADA HUBUNGAN KOMPENSASI DENGAN KOMITMEN ORGANISASIONAL* (Vol. 8, Nomor 1).
- Pahira, S. H., & Rinaldy, R. (2023). Pentingnya Manajemen Sumber Daya Manusia (MSDM) Dalam Meningkatkan Kinerja Organisasi. *COMSERVA: Jurnal Penelitian dan Pengabdian Masyarakat*, 3(03), 810–817. <https://doi.org/10.59141/comserva.v3i03.882>
- Putu Kawiana, I. G., Sri Cempaka, N. M., Gede Supartha, W., & Komang Candra Dewi, L. (2023). Peran Komitmen Organisasi Pada Pengaruh Knowledge Management dan Motivasi Kerja Terhadap Kinerja Karyawan di PT Limajari Interbhuana Bali. *jesya*, 6(2), 2024–2040. <https://doi.org/10.36778/jesya.v6i2.1258>
- Robbins, S., & Timothy, J. (2008). *Organizational Behavior, 12th ed.*
- Sabda Gumelar, A., Widjajani, S., & Saur Utomo, A. (2022). *Ade Sabda Gumelar 441 | Page The Influence of Organizatinal culture on Employee Performance Mediated Commitment Organisasional (Study on Employee BMT Binamas Purworejo)*.
- Schein, E. H. . (2017). *Organization culture and leadership*. Wiley.
- Sembiring, W. S. (2020). *PENGARUH BUDAYA KERJA DAN KOMITMEN TERHADAP KINERJA KARYAWAN (STUDI KASUS PADA PERAWAT DI RUMAH SAKIT MILIK PEMERINTAH)*. Vol 6 no 1.



- Supriadi, A. (2020). PENGARUH PENGEMBANGAN SUMBER DAYA MANUSIA TERHADAP KINERJA PEGAWAI PADA KANTOR DINAS PEMADAM KEBAKARAN DAN PENYELAMATAN KABUPATEN WAJO. *Jurnal Ilmiah Administrasi Publik dan Bisnis*, 2(1). <https://ojs.lppmuniprima.org/index.php/jiapb>
- Suryosukmono, G., & Widodo, S. (2020). Analisis Pengaruh Kepuasan Kerja dan Iklim Etika Terhadap Komitmen Organisasi dan Kinerja Karyawan (Studi Kasus Pada Kantor Pusat PT Bank Rakyat Indonesia Tbk). Dalam *Jurnal Manajemen dan Bisnis Sriwijaya* (Vol. 18, Nomor 1). <http://ejournal.unsri.ac.id/index.php/jmbs>
- Yani, R. L., Loliyana, R., Enzovani, S., & Qodri, L. (2024). The Mediating Role of Work Commitment on the Effect of Organizational Culture and Leadership on Employee Performance at Pt. Jaya Abadi Library. *GEMA : Jurnal Gentiaras Manajemen dan Akuntansi*, 16(1), 81–95. <https://doi.org/10.47768/gema.v16i1.202407>
- Zaky, M., Sunan, U., & Djati Bandung, G. (t.t.). PENGARUH BUDAYA ORGANISASI TERHADAP KINERJA KARYAWAN: STUDI KASUS PADA INDUSTRI MANUFAKTUR DI INDONESIA. Dalam *KOMITMEN: Jurnal Ilmiah Manajemen* (Vol. 2, Nomor 1).

#### Books:

- Ghazali, I. (2018). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25 Edisi 9 Tahun 2018- Badan Penerbit Undip Semarang*. 9.
- Gujarati, D. N. . (2003). *Basic econometrics* (4 ed.). McGraw Hill.
- Handayani, R. (2020). *Metodologi Penelitian Sosial, Trussmedia Grafika, Banguntapan, Bantul, Yogyakarta*.
- Luthans, Fred. (2011). *Organizational behavior : an evidence-based approach*. McGraw-Hill Irwin.
- Mangkunegara, A. A. P. (2021). *Buku Manajemen Sumber Daya Manusia Perusahaan, PT. Remaja Rosdakarya, Bandung*.
- Mathis & Jackson. (2023). *Human Resource Management*.
- Sinaga, O. S. (2020). *Manajemen Kinerja Dalam Organisasi, Yayasan Kita Menulis, Cetakan 1*.
- Sugiono. (2013). *METODE PENELITIAN KUANTITATIF, KUANTITATIF DAN R&D, Penerbit Alfabeta Bandung*.
- Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia, Cetakan ke - 9, Penerbit Kencana*.
- Suwanto. (2019). *Budaya Kerja Guru, Penerbit Gre Publishing, 2019*. 1.
- Sweeney, P. D., & Dean, B. (2002). *Organizational Behavior Solution for Management, New York: Mc Graw-Hill Company*.
- Tuala, R. P. (2020). *Budaya Organisasi dan Kepemimpinan di Lembaga Pendidikan Islam, Penerbit Pustaka Media, Bandar Lampung*.