

THE INFLUENCE OF EMPLOYEE ENGAGEMENT AND CAREER DEVELOPMENT ON THE ORGANIZATIONAL COMMITMENT OF CIVIL SERVANTS AT THE UPTD PUSKESMAS SUNGAI AMBAWANG

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Abstract. Organizational commitment is a crucial factor for the effectiveness and stability of public service institutions, especially in the health sector. However, disciplinary violations, fluctuations in absenteeism, and low employee engagement indicate that there needs to be more attention to the factors that influence organizational commitment. This study aims to examine the influence of employee engagement and career development on organizational commitment among civil servants at UPTD Puskesmas Sungai Ambawang. This research uses a quantitative approach with an associative design. Data were collected through distributing questionnaires to all civil servants at the Puskesmas. The analysis was conducted with validity, reliability, classical assumption test, and multiple linear regression, as well as simultaneous and partial tests. The results showed that Employee Engagement (X1) and Career Development (X2) have a positive and significant influence on Organizational Commitment (Y) both simultaneously and partially. This research contributes by examining the influence of work engagement and career development on organizational commitment in the public health sector, which is still limited in the existing literature. The findings provide a basis for policy makers in designing better human resource management strategies.

Keywords: Employee Engagement, Career Development, Organizational Commitment

I. INTRODUCTION

Human resources play a very important role compared to other resources owned by an organization. An organization can run well and achieve its goals because of the performance of each component that runs smoothly and supports each other. Human resource management (HRM) is the utilization, development, assessment, reward, and management of individual members of an organization or work group [1]. Human resource management is a field of study that examines human behavior within a specific company or organization [2].

The UPTD Sungai Ambawang Community Health Center in Kubu Raya Regency is a government-owned health facility that plays an important role in providing health services to the community in the Sungai Ambawang District, Kubu Raya Regency, West Kalimantan. This community health center is located on Jalan Trans Kalimantan No. AA88, Sungai Ambawang Kuala Village, and its main task is to provide basic health services for both individuals and the wider community.

The number of outpatient visits at the UPTD Puskesmas Sungai Ambawang in 2021 was 10,742 patients. In 2022, there was an increase of 54.00%, totaling 16,543 patients, and in 2023, there was an increase of 11.78%, totaling 18,492 patients. In addition to serving outpatient patients, the UPTD Puskesmas Sungai Ambawang also provides inpatient services. The number of inpatient services at the UPTD Puskesmas Sungai

Ambawang in 2021 was 130 services, in 2022 increased by 59.23% to 207 services, and in 2023 increased by 61.35% to 334 services.

The data on the number of employees at the UPTD Puskesmas Sungai Ambawang in 2025 shows a total of 69 employees, consisting of 51 civil servants (PNS) and 18 non-PNS. The distribution of employees by field shows that the Head of the Puskesmas consists of 1 civil servant. The Administration field has a total of 9 employees, with 6 civil servants and 3 non-PNS. The Essential UKM (Small and Medium Enterprises) Division has 13 employees, divided between 7 civil servants and 6 non-civil servants. The Development UKM Division has 6 employees, all of whom are civil servants, while the Pharmacy and Laboratory UKP Division has 14 employees, comprising 10 civil servants and 4 non-civil servants. The Network and Networking Division has 9 staff members, consisting of 6 civil servants and 3 non-civil servants. The Building and Equipment Division has 7 staff members, all of whom are civil servants, and the Quality Division has a total of 10 staff members, with 8 civil servants and 2 non-civil servants. This data provides an overview of the diverse staff composition across various divisions at the UPTD Puskesmas Sungai Ambawang.

The Sungai Ambawang Community Health Center implements a three-shift work system to ensure optimal health services for the community. This system is implemented to

guarantee the availability of health workers 24 hours a day, so that services continue to run smoothly and in accordance with patient needs. The shift schedule is as follows: Shift 1: 07:30 – 15:00 WIB, Shift 2: 15:00 – 23:00 WIB, and Shift 3: 23:00 – 07:30 WIB.

The absenteeism rate at the UPTD Puskesmas Sungai Ambawang in Kuburaya District has fluctuated. In 2022, the absenteeism rate decreased by 23.57%, while in 2023, it increased by 13.08%.

It can be assumed that employee discipline fluctuates from year to year, and employees are still not performing their duties optimally. A high level of commitment will encourage employees to be more disciplined and responsible in carrying out their duties, including arriving on time and reducing absenteeism. Absenteeism or truancy and job transfers are behaviors exhibited by employees to escape from unsatisfactory work [4].

Employees with low employee engagement will tend to be easily attracted to other job opportunities, so it is important for companies to maintain employee engagement [5]. Employees with low commitment will have an impact on turnover, high absenteeism, increased work slack, and a lack of intensity to remain as employees in the organization, low work quality, and a lack of loyalty to the Sopia organization [4].

Based on the results of an interview with Mrs. Sunarti, SKM, Head of the Administrative Subdivision who committed the violation, there are still several employees who lack discipline, such as frequently taking leave during working hours, providing unresponsive service to patients, and leaving work early before the specified time. Actions taken against employees who committed violations include verbal warnings. If employees repeat the same offense, they will receive a written warning. This certainly has a significant impact on the institution, especially at the health center, as suboptimal service can result in a decline in the quality of health care received by the community.

The number of employees who received disciplinary sanctions at the Sungai Ambawang Community Health Center in 2021 was 2 employees who received verbal warnings, in 2022 there were 3 employees who received verbal warnings, and in 2023 there was 1 employee who received a verbal warning. Low work discipline can also be caused by low employee engagement. Employees with high engagement will show dedication, responsibility, and discipline in their work. There is a significant positive relationship between employee engagement and work discipline [5]. Career development has a significant effect on employee work discipline [6]. There is a significant influence between organizational commitment and employee work discipline [7].

The purpose of this study is to examine the influence of employee engagement and career development on organizational commitment among civil servants at the UPTD Puskesmas Sungai Ambawang. This study aims to provide a deeper understanding of the factors that affect employee commitment and to offer recommendations for strategies that can be implemented to enhance organizational commitment in the public service sector.

One of the key factors in creating a productive and sustainable work environment is employee engagement. Employee engagement refers to those who are psychologically present both physically and mentally, feel the atmosphere of the workplace, are connected to their work and workplace, are integrated with their work and workplace, and are focused on completing the roles assigned by the organization and performing well at work [8]. Employee Engagement is the emotional attachment of employees to the organization they work for and the organization's goals Kruse in [9].

A career is a state that reflects an increase in a person's job status within an organization, which occurs in line with the achievement of performance in accordance with the standards or provisions set by the organization. Career development from the employee's perspective provides an overview of future career paths within the organization and indicates the long-term interests of the organization. Career development is a continuous process that individuals go through through personal efforts in order to achieve their career planning goals in line with the conditions of the organization [10]. In general, the career development process begins with employee evaluation [11].

In the employee development process, the aspect of commitment needs more attention. This is because with commitment within employees towards the organization, it is hoped that the organization will retain its high-quality employees. Organizational commitment is the attitude of loyalty of employees towards the organization, by remaining in the organization, helping to achieve the organization's goals, and not wanting to leave the organization for any reason [12].

Employee Engagement has a positive and significant effect on employee performance, which means that the higher the Employee Engagement of employees, the higher the level of employee performance [13]. Career development has a positive and significant effect on employee performance [14]. Organizational commitment has a positive effect on employee performance, both simultaneously and partially [15].

II. RESEARCH METHOD

This study uses an associative method with a quantitative approach. Associative research is research that aims to determine the relationship between two or more variables [16]. The associative method in this study was used to determine the influence of employee engagement and career development on organizational commitment among civil servants at the Sungai Ambawang Community Health Center Technical Implementation Unit (UPTD Puskesmas Sungai Ambawang). The data used consists of primary and secondary data. Primary data is data collected directly by the researcher from the first source or location of the object, while secondary data is data published or used by an organization other than the researcher [16]. The research was conducted by obtaining primary data through interviews with the Head of the Administration Subdivision and distributing questionnaires to all civil servants at the research location. Meanwhile, secondary data came from official UPTD documents covering personnel data, attendance, disciplinary violations, and work performance. The research

population consisted of 50 civil servants, with a saturated sampling technique, which is a technique for determining a sample when all members of the population are used as samples [17]. The sample in this study consisted of all civil servants (PNS) except the Head of the Sungai Ambawang UPTD, totaling 50 employees. The independent variables in this study were Employee Engagement and Career Development, while the dependent variable was Organizational Commitment. The measurement used a Likert scale with five response levels ranging from strongly agree to strongly disagree [16]. The research instruments were tested for validity using the product moment correlation and reliability with Cronbach's Alpha, with a cut-off value of 0.6 for reliability [16]. Classical assumption tests included normality tests with Kolmogorov-Smirnov, linearity tests, and multicollinearity tests that examined the correlation between independent variables [16]. Data analysis was conducted using multiple linear regression to determine the influence of independent variables on the dependent variable [16]. A simultaneous test (F-test) was conducted to examine the combined influence of Employee Engagement and Career Development on Organizational Commitment, with the hypothesis that the two variables have a combined influence if the calculated F value is greater than the table F value at a significance level of 0.05 [16]. Furthermore, a partial test (t-test) was used to measure the influence of each independent variable on the dependent variable separately, with the condition that the calculated t must be greater than the table t for the influence to be considered significant [16].

III. RESULT AND DISCUSSION

TEST RESEARCH INSTRUMENTS

Validity Test

Validity testing was conducted by correlating all scores of the questionnaire statements or questions, then comparing the test results (r count) with the r table value. The r table value can be obtained using the formula $df = n$ (number of samples) - 2 = 50 - 2 = 48, with a significance value of 0.05, so the r table value is 0.278. The results of the validity test for each statement in all variables can be seen in Table 3.1 below:

TABLE 3.1
VALIDITY TEST RESULTS

Variable	Indikator	r value	r table	Description
Employee Engagement (X1)	X1.1	0,718	0.278	Valid
	X1.2	0,571		Valid
	X1.3	0,629		Valid
	X1.4	0,762		Valid
	X1.5	0,479		Valid
	X1.6	0,524		Valid
	X1.7	0,575		Valid
	X1.8	0,689		Valid
	X1.9	0,674		Valid
	X1.10	0,570		Valid
Career Development (X2)	X2.1	0,740	0.278	Valid
	X2.2	0,753		Valid
	X2.3	0,765		Valid
	X2.4	0,786		Valid
	X2.5	0,733		Valid

Organizational Commitment (Y)	X2.6	0,429	0.278	Valid
	X2.7	0,639		Valid
	X2.8	0,790		Valid
	X2.9	0,780		Valid
	X2.10	0,788		Valid
	Y.1	0,571		Valid
	Y.2	0,754		Valid
	Y.3	0,792		Valid
	Y.4	0,772		Valid
	Y.5	0,805		Valid
	Y.6	0,549		Valid
	Y.7	0,383		Valid
	Y.8	0,546		Valid
	Y.9	0,725		Valid
	Y.10	0,398		Valid
	Y.11	0,570		Valid
	Y.12	0,777		Valid
	Y.13	0,713		Valid
	Y.14	0,638		Valid
	Y.15	0,635		Valid

Source: Processed Data, 2025

Based on the validity test results in Table 3.1 above, it can be seen that all statement items of all variables have a calculated r value > r table of 0.278. Thus, all statement items of all variables in this study can be declared valid.

Reliability Test

The reliability test in this study used the Cronbach's Alpha method, whereby an item can be considered reliable if it has a Cronbach's Alpha significance value of 0.60. The results of the reliability test can be seen in Table 3.2 below:

TABLE 3.2
RELIABILITY TEST RESULTS

Variable	Cronbach's Alpha	Description
Employee Engagement (X1)	0,820	Reliable
Career Development (X2)	0,898	
Organizational Commitment (Y)	0,907	

Source: Processed Data, 2025

Based on the reliability test results for all variables in Table 3.2 above, it can be seen that the Cronbach's Alpha value for all variables is greater than 0.60. Thus, it can be concluded that all measurement items for all variables in this study are reliable.

CLASSICAL ASUMPTION TEST

Normality Test

The normality test conducted in this study aims to analyze whether the data in the study is normally distributed or not. The method used in the normality test in this study is the Kolmogorov-Smirnov method. Based on the results of the analysis using SPSS, the normality test results can be seen in Table 3.3 below:

TABLE 3.3
NORMALITY TEST RESULTS

Test	Value
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N (Sample)	50
Test Statistic (Kolmogorov-Smirnov Z)	.078
Asymp.Sig (2-tailed)	.200 ^c

Source: Processed Data, 2025

Based on the normality test results in Table 3.3 above, the Asymp. Sig. (2-tailed) value was 0.200, which is greater than 0.05. Therefore, it can be concluded that the data in this study is normally distributed.

Linearity Test

The linearity test conducted in this study aims to analyze whether there is a linear relationship between the independent and dependent variables. The method used is the Test for Linearity. Based on the results of the analysis using SPSS, the results of the linearity test can be seen in Table 3.4 below:

TABLE 3.4
LINEARITY TEST RESULTS

Variable	Deviation From Linearity Sig	Description
Organizational Commitment * Employee Engagement	.085	Linier
Organizational Commitment * Career Development	.151	

Source: Processed Data, 2025

Based on the results of the linearity test conducted on the Career Development and Organizational Commitment variables in Table 3.4 above, the significance value of Deviation from Linearity between the variables Employee Engagement and Organizational Commitment is $0.085 > 0.05$, and the significance value of Deviation from Linearity between the variables Career Development and Organizational Commitment is $0.151 > 0.05$, so that between the variables Employee Engagement (X1), Career Development (X2), and Organizational Commitment (Y) can be interpreted as having a linear relationship.

Multicollinearity Test

Based on the results of the analysis using SPSS, the results of the multicollinearity test can be seen in Table 3.5 below:

TABLE 3.5
MULTICOLLINEARITY TEST RESULTS

Variable	Tolerance	VIF
Employee Engagement (X1)	.611	1.637
Career Development (X2)	.611	1.637

Source: Processed Data, 2025

Based on the results of the multicollinearity test in Table 3.5 above, the results can be explained as follows:

1. The Tolerance value for the Employee Engagement (X1) variable is 0.611, which is greater than 0.10. It also has a VIF value of 1.637, which is less than 10.00.
2. The Tolerance value for the Career Development (X2) variable is 0.611, which is greater than 0.10. It also has a VIF value of 1.637, which is less than 10.00.

Based on the explanation provided above and referring to the basis for decision-making, it can be concluded that there is no multicollinearity between the two independent variables.

MULTIPLE LINEAR REGRESSION ANALYSIS

Based on the results of the analysis using SPSS, the regression coefficient results can be seen in Table 3.6 below:

TABLE 3.6
RESULTS OF MULTIPLE LINEAR REGRESSION ANALYSIS

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.055	4.285	.000
Employee Engagement	.399	4.657	.000
Career Development	.242	2.670	.010

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

Based on the results of the multiple linear regression analysis in Table 3.6 above and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 1.055 + 0.399X_1 + 0.242X_2$$

- a. The constant (a) is 1.055, which means that if the variables Employee Engagement (X1) and Career Development (X2) are zero, then Organizational Commitment (Y) will increase by 1.055 units.
- b. The coefficient of Employee Engagement (X1) is 0.399 and is positive, meaning that if Employee Engagement increases, Organizational Commitment will increase by 0.399 units. Assuming that the higher the level of employee engagement, the more likely it is to trigger an increase in organizational commitment. Conversely, the lower an employee's level of employee engagement, the more likely it is that organizational commitment will decrease.
- c. The Career Development Coefficient (X2) is 0.242 and has a positive value, meaning that if Career Development increases, Organizational Commitment will increase by 0.242 units. Assuming that the better and higher the level of career development of an employee, the more likely it is to trigger an increase in organizational commitment. Conversely, the worse and lower the level of career development of an employee, the more likely it is to trigger a decrease in organizational commitment.

CORRELATION AND DETERMINATION COEFFICIENT (R²)

The correlation coefficient is used to determine the strength of the relationship between two or more variables, which can also determine the direction of the relationship between the two variables. The technique used is the Product Moment correlation. The results of the correlation coefficient test can be seen in Table 3.7 below:

TABLE 3.7

RESULTS OF CORRELATION COEFFICIENT AND DETERMINATION (R^2) TEST

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.607	.590	.45854

Predictors: (Constant), Career Development, Employee Engagement

Source: Processed Data, 2025

Based on the results of the correlation coefficient test in Table 3.7 above, it can be seen that the correlation coefficient (R) value is 0.779, which means that the relationship between Employee Engagement and Career Development on Organizational Commitment has a strong relationship, because the value is in the interval 0.60-0.799.

Based on the results of the coefficient of determination (R^2) test in Table 3.7 above, it can be seen that the R-Square value is 0.607, which means that the variables Employee Engagement and Career Development in explaining their influence on Organizational Commitment are 60.7% ($1 \times 0.607 \times 100\%$), while the remaining 39.3% of Organizational Commitment is influenced and explained by other variables outside this study.

SIMULTANEOUS TEST (F TEST)

Simultaneous testing (F test) conducted in a study aims to analyze whether the independent variables in a hypothesis collectively have a significant effect on the dependent variable. Based on the results of simultaneous hypothesis testing (F test) using SPSS, the simultaneous test results can be seen in Table 3.8 below:

TABLE 3.8
RESULTS OF SIMULTANEOUS EFFECT TEST (F TEST)

Model	Sum of Squares	Mean Square	F	Significance
Regression	15.257	7.629	36.282	.000 ^b
Residual	9.882	.210		

Dependent Variable: Organizational Commitment

Predictors: (Constant), Career Development, Employee Engagement

Source: Processed Data, 2025

Based on the results of the simultaneous test (F test) in Table 3.8 above, the calculated F value is $36.282 > f$ table 3.18 and the significance value is $0.000 < 0.05$. Therefore, it can be concluded that the variables Employee Engagement and Career Development simultaneously have a positive and significant influence on Organizational Commitment. This indicates that employee engagement and career development together contribute to forming strong commitment within the organization. The synergy between these two factors strengthens the relationship between employees and the organization, which is crucial for achieving common goals.

PARTIAL TEST (t Test)

Partial tests (t-tests) conducted in a study aim to test the effect of each independent variable individually on the dependent variable in a hypothesis. Based on the results of the partial hypothesis test (t-test) using SPSS, the partial test results can be seen in Table 3.9 below:

TABLE 3.9
RESULTS OF PARTIAL EFFECT TEST (t-TEST)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.055	4.285	.000
Employee Engagement	.399	4.657	.000
Career Development	.242	2.670	.010

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

Based on the partial hypothesis testing (t-test) in Table 3.9 above, the calculated t-value will be compared with the t-table value. The t-table value is 1.675. The results of the t-test (partial) in Table 3.9 can be explained as follows:

1. The calculated t-value for the Employee Engagement (X1) variable is $4.657 > t$ -table value of 1.675 and the significance value is $0.000 < 0.05$, so it can be said that in this study, the Employee Engagement (X1) variable partially has a positive and significant effect on Organizational Commitment (Y). This means that the higher the level of employee involvement in their work and the organization, the greater their commitment to the organization. This result is also supported by research conducted by [18] and [19], which shows that there is a significant positive influence of employee engagement on organizational commitment. Strong employee engagement typically reflects a sense of responsibility, loyalty, and high motivation, thereby encouraging increased loyalty and contribution from employees to the organization.
2. The t-value of the Career Development (X2) variable is $2.670 > t$ -table value of 1.675 and the significance value is $0.010 < 0.05$, so it can be said that in this study, the Career Development (X2) variable partially has a positive and significant influence on Organizational Commitment (Y). The results of this study are also supported by [20], which indicates that there is a significant influence between career development and organizational commitment. This suggests that opportunities for employees to develop their careers through training, promotion, or skill development will enhance their sense of belonging and loyalty to the organization.

IV. CONCLUSIONS

Based on the analysis and discussion, it can be concluded that the results of the simultaneous influence test (F-test) show that Employee Engagement and Career Development together have a positive and significant impact on organizational commitment at the Sungai Ambawang UPTD Puskesmas. The results of the partial influence test (t-test) indicate that Employee Engagement has a significant effect on organizational commitment at the Sungai Ambawang UPTD Puskesmas, and Career Development also has a significant effect on organizational commitment. This study provides significant benefits for both employees and the community. For employees, the findings highlight the importance of high employee engagement and good career development

opportunities in enhancing their commitment to the organization. Employees who feel engaged and have clear career paths tend to be more loyal, disciplined, and responsible, which in turn will reduce absenteeism and improve work quality. For the community, the improvement in organizational commitment at the Sungai Ambawang UPTD Puskesmas will positively affect the quality of healthcare services provided. More engaged and career-developed employees will be more motivated to provide better and more professional services, which will ultimately enhance the quality of healthcare for the community.

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