

**THE EFFECT OF WORK COMMITMENT AND JOB SATISFACTION  
ON EMPLOYEE WORK SPIRIT AT THE REGIONAL SECRETARIAT  
OF CENTRAL TAPANULI DISTRICT**

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**ABSTRACT**

This study aims to determine the effect of work commitment and job satisfaction on employee morale at the Regional Secretariat of Central Tapanuli Regency. This study used a quantitative approach with a descriptive approach. The sample size consisted of 91 respondents. The results showed a regression equation of  $Y = 98.226 + 0.242x_1 + 0.502x_2$ , indicating that work commitment and job satisfaction influence work morale. A t-test revealed a calculated t-value of 2.366 for work commitment, greater than the t-table of 1.987. This indicates that work commitment influences work morale. Furthermore, a t-test revealed a calculated t-value of 5.862 for work satisfaction, greater than the t-table of 1.987. This indicates that job satisfaction influences work morale at the Regional Secretariat of Central Tapanuli Regency. The calculated F value of 43.339 is greater than the F table value of 3.10. This indicates that work commitment and job satisfaction influence work morale in the Central Tapanuli Regency Regional Secretariat. This means that  $H_a$  is accepted and  $H_0$  is rejected.

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**INTRODUCTION**

Work passion is a form of internal drive that arises from within an individual to complete work optimally, enthusiastically, and responsibly. High work passion is demonstrated through activeness, discipline, creativity, and consistency in achieving organizational targets. Employees with high work passion generally work with initiative and dedication, while employees with low work passion tend to demonstrate suboptimal performance, high absenteeism, and low participation in organizational activities. One factor that can influence work passion is work commitment. Work commitment is a form of emotional, psychological, and moral attachment an employee has to the organization where they work. This commitment reflects the extent to which an employee feels a sense of responsibility, loyalty, and concern for the organization's

goals and values. In the context of a public organization such as the Regional Secretariat, work commitment is demonstrated not only through adherence to rules and procedures, but also through a sincere desire to make a maximum contribution to the overall success of the organization.

Employees with a high level of work commitment tend to demonstrate positive attitudes at work, such as working with discipline, upholding professional ethics, possessing a passion for public service, and being willing to dedicate extra time and energy to completing important tasks. They are less likely to give in to pressure, more resilient to work stress, and take the initiative to find solutions when faced with obstacles. This commitment typically grows from the alignment of personal values with organizational values, as well as the belief that their presence within the institution makes a real and meaningful contribution.

In addition to work commitment, job satisfaction is also a key determinant that significantly influences employee morale. Job satisfaction can be defined as the positive or negative feelings employees experience toward their jobs, arising from their assessment of various aspects of the work environment. The level of job satisfaction reflects the extent to which employees' expectations or hopes for their jobs are met, both materially and non-materially.

Several important aspects that contribute to job satisfaction include a fair and competitive pay or compensation system, a safe and conducive work environment, harmonious interpersonal relationships between employees, superiors, and coworkers, opportunities for self-development, and a sense of fairness in the implementation of organizational policies. When employees perceive that they are rewarded commensurate with their contributions and workload, they feel valued and motivated to work with greater enthusiasm.

Preliminary research indicates that some employees' work morale is still suboptimal. This is reflected in several indicators such as low on-time attendance, late completion of tasks, lack of initiative, and minimal participation in internal office activities. Furthermore, there is a tendency for decreased work motivation, especially in certain work units with high workloads but not balanced by an adequate reward system.

On the other hand, differences in work attitudes were found between employees who demonstrate high loyalty to the organization and those who are passive and less concerned with the organization's performance. Employees with high commitment appear more responsible, work enthusiastically, and are willing to help colleagues without waiting for orders. However, there are also employees who simply follow orders, lack initiative, and don't demonstrate a sense of belonging to the institution. This indicates significant variation in levels of work commitment among employees.

## **THEORETICAL BASIS**

### **Work Commitment**

According to Sudarmanto (2015:102) work commitment is "An individual's ability and willingness to align his behavior with the needs, priorities, and goals of the organization and act for the goals or needs of the organization". While Purwanto and Sulistyastuti (2017:151) state: Commitment refers to the sincerity of a personnel to carry out the tasks given to him seriously, have motivation from within himself to carry out his duties and use all his potential to achieve the results as charged by the organization to the personnel. According to Robbins (2015:170) employee work commitment is "A condition in which an employee has a strong desire to maintain membership in the company". According to Wibowo (2017:189), there are three types of commitment:

1. Affective Commitment, which is the desire to remain a member of the organization due to emotional attachment to and involvement with the organization.
2. Continuance Commitment, which is the desire to remain a member of the organization due to concern for the costs associated with leaving.
3. Normative Commitment, which is the desire to remain a member of the organization due to a sense of obligation.

To measure organizational commitment, four indicators developed by Mowday and Porter (in Makarim, 2018:21) are used:

1. Strong desire to remain a member.
2. Shared organizational values.
3. Shared organizational goals.

### **Job satisfaction**

According to Colquitt, LePine, Wesson (in Wibowo, 2017:131), job satisfaction is "level of pleasant feelings obtained from the assessment of one's work or experience." other words, job satisfaction reflects how we feel about our work and what we think about it. According to Hasibuan (2017:202), job satisfaction is: An emotional attitude that is pleasant and loves work. This attitude is reflected in work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside of work, and a combination of inside and outside of work. According to Afandi, (2018:74), job satisfaction is "A positive attitude of the workforce including feelings and behavior towards their work through the assessment of one's work as a sense of appreciation in achieving one of the important values of work." There are five factors that influence employee job satisfaction, according to Mangkunegara (2017: 120), including:

1. Salary or welfare (pay).  
A form of financial compensation received by employees over a specific period of time, or their contribution to achieving organizational goals, designed and managed with fair and equitable principles.
2. Promotion opportunities.  
The process of transferring and placing an employee in a higher-level position that offers greater challenges, responsibilities, authority, status, and rewards than their previous position.
3. Co-workers.  
The opportunity for employees to collaborate with other employees, allowing them to exchange ideas and discuss problems encountered at work.
4. Quality of supervision.  
The ability of supervisors, acting as supervisors, to provide technical assistance and behavioral support to employees, as well as the participation created by supervisors, can have a substantial impact on employee job satisfaction.
5. Type of work or the job itself.  
Employee attitudes toward job characteristics such as skill variety, task identity, significance, and work feedback.

According to Afandi (2018:82), indicators of job satisfaction are as follows:

1. Work  
Does the content of a person's work contain satisfying elements?
2. Wages  
Does the amount of pay a person receives as a result of performing their work align with perceived fairness and needs?
3. Promotions

The possibility of a person's development through promotion. This relates to whether or not there are opportunities for career advancement during employment.

4. Supervisors

Someone who consistently gives orders or instructions during work.

5. Coworkers

A person constantly interacts with others during work. A person may find their coworkers pleasant or unpleasant.

### **Spirit at work**

According to Hasibuan (2017:94), work enthusiasm is "a person's desire and commitment to do their job well and with discipline to achieve maximum performance." According to Siagian (2018:57), employee work enthusiasm "indicates the extent to which employees are passionate about carrying out their duties and responsibilities within the company." According to Sastrohadiwiryo (2015:35), work enthusiasm is defined as "a positive psychological state when work enthusiasm creates a sense of pleasure that encourages someone to work diligently and consistently to achieve the goals set by the company." According to Mangkunegara (2017:180), work enthusiasm is "a description of a feeling somewhat related to the nature/soul of group enthusiasm, joy/activity, and for groups of workers, it indicates the climate and atmosphere of the workforce." According to Nawawi (2015:68), factors influencing work enthusiasm are:

1. A person's interest in the work they do.

A person who is interested in their work will be able to increase their work enthusiasm.

2. High Salary or Wage Factor

A job with a high salary or wage can certainly increase employee morale.

3. Social Status of the Job

Jobs with high social status and a high position can be a determining factor in increasing work morale.

4. Work Atmosphere and Relationships at Work.

Recognition and appreciation can increase work morale.

5. Work Goals.

A noble goal can boost a person's work morale. Work morale doesn't always exist within an employee.

According to As'ad (2015:46), there are four indicators of work morale:

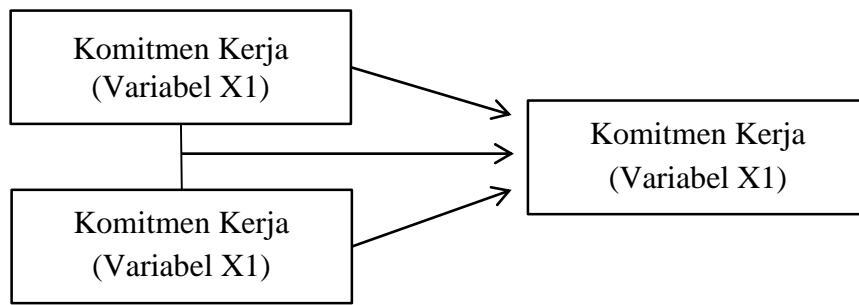
1. Work discipline, which is the effort to comply with company-issued regulations for employees to implement.

2. Work accuracy, which is the extent to which employees demonstrate a sense of precision in their work, resulting in very few errors.

3. Work passion, which is the employee's strong desire to complete their tasks.

4. Work diligence, which is the employee's sincere effort in carrying out their duties and responsibilities.

To make it easier to understand the framework of this research, it can be seen in Figure 2.1.



**Figure 1** Research Framework

### RESEARCH METHODOLOGY

The type of research used in this study is a quantitative research method with a descriptive approach. The study population amounted to 216 people. The sampling in the study was determined based on the Slovin formula obtained a total of 43 people. Data were collected through observation, interviews, questionnaires. The data analysis technique used was multiple linear regression analysis with the help of the SPSS statistical data processing application.

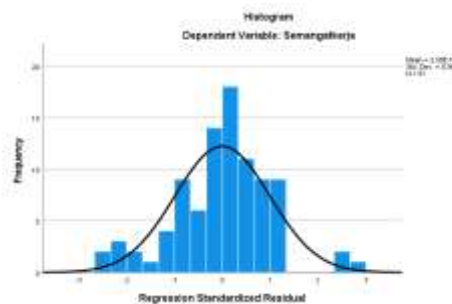
### RESEARCH RESULTS

#### Classical Assumption Test

##### 1. Data Normality Test

Normality test using graphical approach and Kolmogorov-Smirnov approach.

##### a. Graphic analysis.



**Figure 2** Normal Histogram Graph PP Plot

The histogram shows a normally distributed variable. This is indicated by the data distribution not skewed to the left or right. The P-P plot shows that the points are spread around and follow the diagonal line, thus concluding that the data obtained are normally distributed.

##### a. Statistical Analysis.

**Table 1.** Results of the Kolmogorov-Smirnov Normality Test

		Unstandardized Residual
N		91
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	43.69290246
Most Extreme Differences	Absolute	.084
	Positive	.075

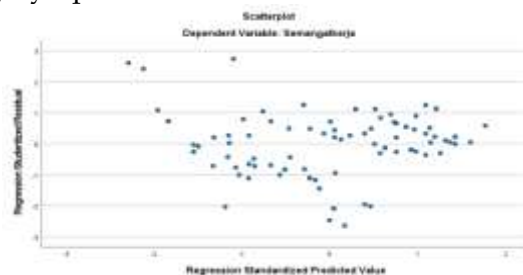
	Negative	-0.084
Test Statistic		.084
Asymp. Sig. (2-tailed) <sup>c</sup>		.122
Monte Carlo Sig. (2-tailed) <sup>d</sup>		.105
	99% Confidence Interval	Lower Bound .097 Upper Bound .113

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

It is known that Asymp. Sig is 0.122 > probability 0.05 and the Kolmogorov Smirnov Z value is 0.084 < the Z value for sig 5% which is 1.97 which means that both variable data are normally distributed.

## 2. Heteroscedasticity Test

The heteroscedasticity test is used to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the unequal variance of the residuals for all observations in the regression model. A prerequisite that must be met in a regression model is the absence of heteroscedasticity symptoms.



**Figure 3.** Heteroscedasticity Test Results

It can be seen that the points are spread randomly and are spread both above and below zero on the Y axis, so it can be concluded that there is no heteroscedasticity problem.

## 3. Multicollinearity Test.

**Table 2.** Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Komitmen Kerja	.650	1.538
	Kepuasan Kerja	.650	1.538

The tolerance value for each variable (Work Commitment is 0.650 and Job Satisfaction is 0.650). The VIF value for each variable is 1.538 and 1.538. Based on the results above, the calculation of the tolerance value is more than 0.10 and the VIF value does not exceed 10. These results can be concluded that there is no multicollinearity in all variables in the regression model.

## 4. Multiple Linear Regression

**Table 3.** Regression Coefficient and T-Test Output (Hypothesis Test)

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	98.226	32.041		3.066	.003		
	Komitmenkerja	.242	.102	.222	2.366	.020	.650	1.538
	Kepuasankerja	.502	.086	.550	5.862	.000	.650	1.538

a. Dependent Variable: Semangatkerja

The SPSS output in Table 3 can be explained as follows:

1. If Work Commitment (X1) is 0 and Job Satisfaction (X2) is 0, then Work Morale (Y) will be 98.226 units.
2. If Work Commitment (X1) is increased by 1 unit and Job Satisfaction (X2) is 0, then Work Morale (Y) will increase by 98.468 units.
3. If Work Commitment (X1) is 0 and Job Satisfaction (X2) is increased by 1 unit, then Work Morale (Y) will increase by 98.728 units.
4. If Work Commitment (X1) is increased by 1 unit and Job Satisfaction (X2) is increased by 1 unit, then Work Morale (Y) will increase by 98.97 units.

### T-Test (Partial Test)

Based on Table 3 above, the following explanation can be obtained:

1. Work Commitment Variable
  - a. Conventional testing found that at a two-tailed error level of  $\alpha = 0.025$  ( $df = 88$ ) with a t-value of 1.98729 and a calculated t-value of 2.366. Since the calculated t-value is greater than the calculated t-value, it can be concluded that Work Commitment has a positive effect on employee morale at the Regional Secretariat of Central Tapanuli Regency.
  - b. SPSS testing, with a significance probability (P-value) of 0.020, is less than 0.05. Therefore,  $H_0$  is rejected and  $H_a$  is accepted. Therefore, it can be concluded that Work Commitment has a significant effect on employee morale at the Regional Secretariat of Central Tapanuli Regency.
2. Job Satisfaction Variable
  - a. Conventional testing found that at an error level of  $\alpha = 0.025$  (two-tailed test) with  $df = 50$  ( $53-2-1$ ), the t table was 1.98729 and the calculated  $t = 5.862$ . Since the calculated  $t >$  t table, it can be said that Job Satisfaction has a positive effect on employee morale at the Regional Secretariat of Central Tapanuli Regency.
  - b. From the results of the SPSS test, namely by looking at the probability of significance (P-value) = 0.001, which is less than 0.05, it can be said that Job Satisfaction has a significant effect on employee morale at the Regional Secretariat of Central Tapanuli Regency.

### Anova Test (Simultaneous Test)

Table 4. ANOVA Test Results (Simultaneous Test)

ANOVA <sup>a</sup>						
Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	169236.472	2	84618.236	43.339	.000 <sup>b</sup>
	Residual	171816.275	88	1952.458		
	Total	341052.747	90			

- a. Dependent Variable: Semangatkerja
- b. Predictors: (Constant), Kepuasankerja, Komitmenkerja

Based on Table 4.17 above, the following explanations can be obtained:

- a. From the results of conventional testing at a significance level of 0.05 with a df numerator of 2 and a df denominator of 88 (obtained from the results of df,  $(n-k-1) = (91-2-1) = 88$ ), the F table is 3.10 and the calculated F is 43.339. Since the calculated  $F > F$  table, it can be concluded that Work Commitment and Job Satisfaction have a positive effect on employee morale at the Regional Secretariat of Central Tapanuli Regency.
- b. From the results of the SPSS test, namely by observing the probability of significance (P-value) = 0.001, which is less than 0.05, it can be concluded that Work Commitment and Job Satisfaction have a significant effect on employee morale at the Regional Secretariat of Central Tapanuli Regency.

### **The Effect of Work Commitment on Work Morale**

The results of the study show that Work Commitment has an effect on Employee Work Spirit. The t-test conducted gives the result that the calculated t value  $>$  t table ( $2.366 > 1.98729$ ) with a significant level of 0.020 smaller than 0.05, thus  $H_0$  is rejected and  $H_a$  is accepted, which means that Work Commitment has a Positive and Significant Effect on Employee Work Spirit at the Regional Secretariat of Central Tapanuli Regency, thus the proposed hypothesis is proven and can be accepted as true. The results of this study are in line with the results of research conducted by Sulya Rahayu Ningsih. et al. (2024). In his study entitled The Effect of Work Commitment and Communication on Employee Work Spirit at PT. Perkebunan Nusantara IV (Persero) Adolina Perbaungan. From the results of the study, it is known that the commitment variable ( $X_1$ ) has an effect on employee work spirit at PT. Perkebunan Nusantara IV (Persero) Adolina Perbaungan.

### **The Influence of Job Satisfaction on Work Morale**

The results of this study indicate that Job Satisfaction Influences Employee Work Morale. With the t-test conducted, it gives the result that the calculated t value  $>$  t table ( $5.862 > 1.98729$ ) with a significant level of 0.001 or less than 0.05, thus  $H_0$  is rejected and  $H_a$  is accepted which means Job Satisfaction Has a Positive and Significant Influence on Employee Work Morale at the Regional Secretariat of Central Tapanuli Regency, thus the proposed hypothesis is proven and can be accepted as true. The results of this study are supported by research results that are in accordance with research conducted by Al Hakim, Woro Utari, C. Sri Hartati. (2022) their research entitled The Influence of Job Satisfaction, Work Environment, and Leadership on Employee Work Morale at CV. Zaroha Kopi Liberika Meranti. the results of the study show that Satisfaction has a significant influence on employee work morale at CV. Zaroha Kopi Liberika Meranti.

### **The Influence of Work Commitment and Job Satisfaction on Work Morale**

The results of this study indicate that Work Commitment and Job Satisfaction have a joint or simultaneous effect on employee Work Spirit at the Regional Secretariat of Central Tapanuli Regency. With the F test conducted, the results show that the calculated F value  $>$  F table ( $43.339 > 3.10$ ) with a significant level of 0.001 or less than 0.05, thus it can be said that Work Commitment and Job Satisfaction have a Positive and

Significant effect on employee Work Spirit at the Regional Secretariat of Central Tapanuli Regency, thus the proposed hypothesis is proven and can be accepted as true.

### CONCLUSION

From the research conducted and based on the results described in the previous chapter, the researcher can provide the following conclusions and recommendations:

1. The regression equation obtained is  $Y = 98.226 + 0.242X_1 + 0.502X_2$ . This indicates that there is an influence on the dependent variable (Work Morale), which is determined by the independent variable, Work Commitment ( $X_1$ ), with a regression coefficient of 0.
2. The research results found that Work Commitment has a positive effect on employee Work Morale, as evidenced by the t-table value of 1.987 and the calculated t-value of 2.366.
3. The test results prove that the Job Satisfaction variable influences employee Work Morale, as evidenced by the t-table value of 1.987 and the calculated t-value of 5.862. Because the calculated t value is greater than the table t value with a significance level of  $0.001 < 0.05$ ,
4. The results of this research hypothesis testing prove that the variables of Work Commitment and Job Satisfaction simultaneously influence employee morale, as seen from the F table value of 3.10 and the calculated F value of 43.339. Because the calculated F value is greater than the table F value with a significance level of  $0.001 < 0.05$ ,

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