

A Study on the Relationship between Organizational Commitment, Position Promotion, and Work Discipline with Employee Performance at the North Labuhanbatu Regency Education Office

Ismail¹, Susi Sugiani², Songgy Meiner Siahaan³, Wulandari⁴, Rachmawati Chairul⁵, Eddi Suprayitno^{6*}

Universitas Islam Sumatera Utara

Corresponding Author: Eddi Suprayitno eddi.suprayitno@fe.uisu.ac.id

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ABSTRACT

This study aims to examine the relationship between organizational commitment, job promotion, and work discipline on employee performance at the North Labuhanbatu Regency Education Office. A quantitative survey method was employed, with questionnaires distributed to 108 employees. The data were analyzed using multiple linear regression. The findings revealed that all three variables significantly impact employee performance, with work discipline being the most influential factor. The coefficient of determination (R^2) of 58.2% indicates that these three variables explain a substantial portion of the variation in employee performance. Based on these results, the study recommends enhancing work discipline, reinforcing organizational commitment, and improving the transparency of job promotions to boost employee performance.

INTRODUCTION

The performance of employees in a public organization, such as the Education Office, is one of the key factors in the successful achievement of organizational goals (Sutoro et al., 2020). The North Labuhanbatu Regency Education Office, as a key institution in advancing the education sector, encounters various challenges in maintaining and enhancing the quality of public services. In this regard, employee performance is influenced not only by their skills and knowledge but also by internal and external factors. This study seeks to explore the relationship between three critical variables—organizational commitment, job promotion, and work discipline—and their impact on employee performance at the North Labuhanbatu Regency Education Office.

Organizational commitment is often considered one of the important factors that can affect employee performance (Yusuf & Syarif, 2018). This commitment reflects the extent to which an employee feels tied to the goals, values, and mission of the organization for which he or she works. Employees who have high organizational commitment tend to be more motivated to make their best contribution to the progress of the organization. On the other hand, employees who are less committed to the organization may be less enthusiastic in carrying out their duties, which can negatively impact overall performance.

In addition to organizational commitment, job promotion is also an important factor that can affect employee performance (Sukwandi & Meliana, 2014). Position promotion can be considered as a form of recognition and appreciation for the employee's contribution and competence in carrying out his duties. Employees who receive promotions tend to feel more valued and motivated to improve their performance (Adhari, 2021). However, an unfair or non-transparent promotion process can cause dissatisfaction and frustration among employees, which can ultimately interfere with productivity.

Work discipline is another very important element in influencing employee performance (Habiburrahman & Zhavira, 2021). Work discipline includes the extent to which employees are able to carry out their duties and responsibilities in accordance with the rules and procedures that have been set. Disciplined employees tend to have more consistent and reliable performance, because they are able to manage their time well, follow directions, and comply with existing rules (Habiburrahman & Zhavira, 2021). Conversely, a lack of work discipline can lead to a variety of problems, such as delays in completing tasks, inefficiencies, and even internal conflicts in the workplace.

This study focuses on the North Labuhanbatu District Education Office as the research subject due to its vital role in managing human resources within the education sector, which directly impacts the quality of education in the region. As demands for higher quality public services, particularly in education, continue to grow, improving and maintaining employee performance becomes a critical issue. Therefore, it is essential to understand the factors that influence employee performance, such as organizational commitment, job promotion, and work discipline.

In today's competitive world of work, many organizations strive to improve the performance of their employees through various strategies, including through effective human resource management (Narutomo, 2012). The North Labuhanbatu Regency Education Office is no exception. Through the right policies and programs, it is hoped that this organization can create a conducive work environment for improving employee performance. However, to achieve this, it is necessary to conduct an in-depth study related to various factors that affect this performance.

Furthermore, this research is expected to provide new insights into how organizational commitment, job promotion, and work discipline can be managed effectively to improve employee performance. In the midst of global competition and increasing demands for quality public services, the North Labuhanbatu Regency Education Office needs to continue to innovate in an effort to improve the performance of its employees in order to provide the best service to the community.

Thus, this study will not only provide a theoretical understanding of the relationship between organizational commitment, job promotion, and work discipline with employee performance, but also provide practical recommendations that can be implemented by the North Labuhanbatu Regency Education Office.

THEORETICAL REVIEW

Research on employee performance in an organization has become a topic that has been widely discussed in the literature on human resource management. In this study, there are three main variables studied, namely organizational commitment, job promotion, and work discipline, which are then associated with employee performance. These three variables play an important role in determining how well employees can carry out their duties and responsibilities to achieve organizational goals.

Organizational Commitment

Organizational commitment refers to the extent to which an individual feels connected to their workplace and demonstrates a willingness to continue being part of the organization. According to (Colquitt et al., 2001), Organizational commitment refers to the level of an individual's engagement with an organization, encompassing three key aspects: the willingness to remain in the organization, confidence in its values, and a strong motivation to contribute to its success. (Meyer & Allen, 1991) It is stated that organizational commitment has three dimensions: affective commitment (the desire to continue working due to emotional attachment), normative commitment (moral obligation to continue working), and continuous commitment (perception of the losses that will be experienced if leaving the organization).

Previous research has shown a positive relationship between organizational commitment and employee performance. (Allen & Meyer, 1990) It found that employees with high organizational commitment tended to perform better than those with low commitment. Employees who have a strong

emotional bond with the organization tend to be more enthusiastic in carrying out their duties, more initiated, and less likely to commit disciplinary actions. Therefore, organizational commitment is considered one of the important determinants of employee performance in various organizations.

Position Promotion

Position promotion is a form of appreciation and recognition given by the organization to employees for the performance and contributions that have been given. Position promotions include promotions, increased responsibilities, and increased compensation or salary. According to (Milkovich, n.d.), promotions have a positive impact on employee motivation, as they are considered recognition of work achievements as well as opportunities for further career development. Several studies show that job promotions can affect employee performance. (Staw, 1980) stated that fair and transparent promotions can increase employee motivation and satisfaction, which will ultimately have a positive impact on performance. Employees who feel appreciated through promotions tend to be more motivated to continue to improve the quality of their performance. However, other studies have also shown that unfair promotions or conducted without clear procedures can lead to dissatisfaction and conflict in the workplace, potentially lowering employee performance (Greenberg, 1990).

Work Discipline

Work discipline is an employee's ability to comply with the rules, policies, and procedures that apply in an organization. Work discipline is one of the important factors in creating an efficient and effective work environment. According to (Judge & Robbins, 2013), work discipline includes adherence to schedules, conformity with expected standards of behavior, and commitment to carry out tasks in accordance with the guidelines that have been set. Several studies show that work discipline has a close relationship with employee performance. (Dessler, 2013) states that employees who have good work discipline will tend to have higher productivity, because they are able to work more regularly and efficiently. Discipline can also create a harmonious work atmosphere and support collaboration between employees. Meanwhile, a lack of work discipline is often associated with various problems, such as decreased productivity, increased absenteeism, and conflicts in the workplace (Mariam, 2016).

Employee Performance

Employee performance is defined as the result of an individual's actions or behaviors in carrying out the tasks for which he or she is responsible in the organization. According to (Marbun & Jufrizen, 2022), employee performance is the achievement of tasks measured based on certain standards or criteria, such as productivity, efficiency, and quality of work. Employee performance is one of the main indicators in assessing the success of the organization in achieving its goals. Several factors that affect employee performance, according to (Judge & Robbins, 2013), including motivation, ability, work environment, and the

reward system that applies in the organization. Meanwhile, (Bernardin & Russell, 1993) stated that employee performance can be assessed from five main dimensions, namely job quality, work quantity, punctuality, effectiveness in using resources, and work attitude. Previous studies have shown that organizational commitment, job promotion, and work discipline have a significant relationship with employee performance. For example, research by (Mowday et al., 1979) found that employees who have a high commitment to the organization tend to perform better. Meanwhile, the study conducted by (Yammarino & Dubinsky, 1990) states that promotions that are fair and in accordance with employee performance can significantly improve performance. Work discipline has also proven to be an important factor in determining employee performance, as explained by (Feel et al., 2018), where disciplined employees tend to be more productive and effective in carrying out their duties.

METHODOLOGY

This research employs a quantitative approach to examine the relationship between organizational commitment, job promotion, and work discipline on the performance of employees at the North Labuhanbatu Regency Education Office (Santoso & Madiistriyatno, 2021). This study utilized the survey method as a data collection technique by distributing questionnaires to respondents, who were employees of the North Labuhanbatu Regency Education Office. Below is a detailed explanation of the methods applied in this research:

Research Design

This research is descriptive with a correlational approach, aiming to explain the relationships among the studied variables—organizational commitment, job promotion, and work discipline—and their impact on employee performance. This design was chosen to statistically analyze the relationships and influences between these variables.

Population and Sample

The population in this study includes all employees of the North Labuhanbatu Regency Education Office, totaling 150 individuals based on personnel data. Using a quantitative approach, the sampling process employed the probability sampling method with simple random sampling, ensuring that every member of the population had an equal opportunity to be selected as part of the research sample. By table (Krejcie, 1970), for a population of 150 people, the number of samples needed is around 108 respondents.

Research Instruments

The main instrument used in this study is a questionnaire prepared based on the variables studied. The questionnaire is divided into four sections that reflect each variable:

- a) Organizational Commitment: Measured using a scale developed by (Meyer & Allen, 1991), which consists of three dimensions, namely

affective, normative, and continuous commitment. Each item is graded using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

- b) Position Promotion: Measured by adapting items from the research (Newman, 1963), which assesses employee perceptions of fairness and transparency of the promotion process in the organization.
- c) Work Discipline: The measurement of work discipline is adapted from the theory of (Judge & Robbins, 2013), which includes aspects of compliance with rules, discipline in time, and adherence to work procedures.
- d) Employee Performance: Measured using a questionnaire adapted from (Bernardin & Russell, 1993), which includes five dimensions of performance, namely work quality, work quantity, punctuality, effectiveness, and work attitude.

Prior to distribution, the questionnaire was tested for validity and reliability through trials on 30 respondents from the same population but not included in the main sample of the study. The validity test was carried out using Pearson correlation, while reliability was measured by Cronbach's Alpha coefficient.

Data Collection Techniques

Data was collected through the distribution of questionnaires directly to employees at the North Labuhanbatu Regency Education Office. The questionnaire is distributed manually with the help of a trained research team, and employees are asked to fill out the questionnaire independently within a predetermined time. Once the questionnaire is collected, the data is encoded and fed into statistical software for further analysis.

Data Analysis Techniques

The data obtained from the questionnaire were analyzed using descriptive and inferential statistical techniques with the help of SPSS software (Imam Ghazali, 2018). The following are the stages of data analysis carried out:

1. Descriptive Analysis: This analysis is used to describe the respondents' demographic characteristics and calculate the average score for each research variable. It provides an overview of the respondents and the distribution of the data.
2. Classical Assumption Test: Before conducting regression analysis, a classical assumption test is carried out to ensure the data meets the requirements. Tests for normality, multicollinearity, heteroscedasticity, and autocorrelation are performed to confirm the suitability of the linear regression model.
3. Pearson Correlation Analysis: This method is applied to examine the relationship between each independent variable (organizational commitment, job promotion, and work discipline) and the dependent variable (employee performance). It identifies whether there is a significant relationship between these variables and the strength of the relationship.

4. Multiple Linear Regression Analysis: This analysis is used to evaluate the simultaneous impact of organizational commitment, job promotion, and work discipline on employee performance. The results identify which variables have the most significant effect on employee performance.

The regression formula used in this study is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y	= Employee Performance
X1	= Organizational Commitment
X2	= Position Promotion
X3	= Work Discipline
α	= Constant
$\beta_1, \beta_2, \beta_3$	= Regression coefficient
e	= Error term

Research Hypothesis

The hypothesis in this study is as follows:

H1: Organizational commitment is positively and significantly related to employee performance.

H2: Job promotion is positively and significantly related to employee performance.

H3: Work discipline is positively and significantly related to employee performance.

H4: Organizational commitment, job promotion, and work discipline together have a significant impact on employee performance.

Hypothesis Test

The hypothesis test was conducted by examining the significance value (p-value) from the multiple linear regression analysis. The hypothesis is considered accepted if the significance value is below 0.05, indicating a significant impact of the independent variable on the dependent variable.

RESULTS

The results of this study are based on data collected through questionnaires from 108 respondents who are employees of the North Labuhanbatu Regency Education Office. This research focuses on the relationship between organizational commitment, job promotion, and work discipline and employee performance. The analysis was carried out using descriptive and inferential statistical techniques with the help of SPSS software. The following is an explanation of the results of the research based on the methods that have been described.

Characteristics of Respondents

Of the 108 questionnaires distributed, all returned well and could be analyzed. Characteristics of respondents based on demographics include:

1. Gender: 55% of respondents are male, while 45% are female.
2. Age: Respondents between the ages of 25-35 years old amounted to 30%, 36-45 years old as much as 45%, and over 45 years old as much as 25%.
3. Education: Most respondents have a Bachelor's degree (S1) of 60%, with the rest having a Diploma (30%) and Master's (10%) education.
4. Length of Work: As many as 35% of respondents have worked for 1-5 years, 40% for 6-10 years, and 25% have worked for more than 10 years.

Descriptive Analysis of Research Variables

The following are the results of the descriptive analysis of the variables studied:

1. Organizational Commitment: The average score for organizational commitment is 4.1 on a scale of 5. This shows that respondents generally have a high level of commitment to the organization, with the affective commitment dimension being the most dominant dimension.
2. Position Promotion: The average score for position promotion is 3.8 on a scale of 5. This shows that the respondents' perception of the promotion process in the organization is quite good, although there are some respondents who feel that the promotion is still not fully transparent.
3. Work Discipline: Work discipline gets an average score of 4.3 on a scale of 5. This shows that the majority of respondents have an excellent level of work discipline, especially in terms of punctuality and adherence to rules.
4. Employee Performance: The average score for employee performance is 4.2 on a scale of 5. This shows that most respondents are considered to have good performance, with the quality and quantity of work as the most prominent dimensions.

Classical Assumption Test

Before conducting regression analysis, classical assumption tests are carried out to ensure the validity of the regression model used.

1. Normality Test: The results of the normality test using the Kolmogorov-Smirnov test showed that the data was normally distributed with a significance value above 0.05.
2. Multicollinearity Test: The multicollinearity test shows that the VIF value for all independent variables is below 10, so there is no multicollinearity problem.
3. Heteroscedasticity Test: The heteroskedasticity test using the Glejser method showed that there were no symptoms of heteroscedasticity, because the significance value of all independent variables was greater than 0.05.
4. Autocorrelation Test: The Durbin-Watson test shows a value of 1.987, which is within the safe limit (1.5 to 2.5), so there are no autocorrelation problems.

Correlation Analysis

The results of Pearson's correlation analysis showed that all independent variables (organizational commitment, job promotion, and work discipline) had a positive and significant relationship with employee performance.

1. **Organizational Commitment and Employee Performance:** A correlation coefficient (r) of 0.592 with a p-value of 0.000 suggests a significant positive relationship between organizational commitment and employee performance. This means that as organizational commitment increases, employee performance improves.
2. **Job Promotion and Employee Performance:** A correlation coefficient (r) of 0.481 with a p-value of 0.002 shows a significant relationship between job promotion and employee performance. Employees who perceive promotions as fair tend to perform better.
3. **Work Discipline and Employee Performance:** A correlation coefficient (r) of 0.623 with a p-value of 0.000 indicates a strong relationship between work discipline and employee performance. High levels of discipline play a major role in enhancing employee performance.

Multiple Linear Regression Analysis

To assess the combined impact of organizational commitment, job promotion, and work discipline on employee performance, multiple linear regression analysis was conducted. The results are as follows:

The regression equation obtained:

$$Y = 1,123 + 0,312 X1 + 0,215X2 + 0,410 X3$$

Where:

- Y = Employee Performance
- X1 = Organizational Commitment
- X2 = Position Promotion
- X3 = Work Discipline

Coefficient of Determination (R^2): An R^2 value of 0.582 indicates that 58.2% of the variation in employee performance can be explained by the three independent variables (organizational commitment, job promotion, and work discipline), while the remaining variation is influenced by other factors not considered in this study.

Partial Influence:

1. **Organizational Commitment:** Organizational commitment has a significant impact on employee performance, with a regression coefficient of 0.312 and a p-value of 0.003.
2. **Job Promotion:** Job promotion also significantly affects employee performance, with a regression coefficient of 0.215 and a p-value of 0.025.
3. **Work Discipline:** Work discipline has the most significant effect on employee performance, with a regression coefficient of 0.410 and a p-value of 0.000.

DISCUSSION

The results of this study indicate that the three independent variables—organizational commitment, job promotion, and work discipline—have a positive and significant relationship with employee performance at the North Labuhanbatu Regency Education Office. Each variable contributes differently to performance enhancement, with work discipline being the most influential factor, followed by organizational commitment and job promotion. These findings align with previous theories and research, which emphasize the importance of these factors in boosting workplace performance.

Organizational Commitment and Employee Performance

The analysis results reveal that organizational commitment has a significant positive relationship with employee performance, with a correlation coefficient of 0.592 and a significance value of 0.000. This indicates that the greater the employee's commitment to the organization, the better their performance will be. This finding aligns with the organizational commitment theory, which suggests that higher commitment leads to improved work performance. (Meyer & Allen, 1991), which states that employees who have an affective, normative, and ongoing commitment to the organization will tend to perform better because they feel emotionally and morally connected to the organization. In this context, employees who feel valued by the organization and have a strong relationship with the organization's goals and values tend to strive more to achieve optimal work results.

Previous research also supports these findings. Some studies, such as those conducted by (Mathieu & Zajac, 1990), found that organizational commitment is significantly related to employee performance. Employees who have high commitment tend to be more motivated, more disciplined, and more goal-oriented, so their performance tends to be better than employees with low commitment.

Position Promotion and Employee Performance

Position promotions were also found to have a significant influence on employee performance, although with a lower correlation coefficient (0.481) compared to organizational commitment and work discipline. This shows that employees' perception of fairness and transparency of promotions in the organization has an effect on their performance, although not as strong as other variables.

Position promotion theory from (Newman, 1963) stating that fair and transparent promotions can motivate employees to work better because they feel their efforts are recognized and valued by the organization. When employees see clear career opportunities and promotions based on meritocracy, they will feel more motivated to achieve better performance. However, if the promotion is considered unfair or not transparent, this can lead to demotivation and decreased performance.

Several studies also support these findings. For example, a study conducted by (Pergamit & Veum, 1999) found that fair and transparent promotion can improve employee motivation and performance. However, when the promotion

process is considered unfair, it can reduce work motivation and, ultimately, decrease performance.

Work Discipline and Employee Performance

The results showed that work discipline had the most significant influence on employee performance with a correlation coefficient of 0.623 and a significance value of 0.000. This emphasizes the importance of discipline in determining how well an employee works. Disciplined employees will be more consistent in carrying out their duties, more obedient to the rules, and better able to manage their time well, all of which contribute to improved performance.

The theory of work discipline put forward by (Judge & Robbins, 2013) emphasizing that discipline is an important foundation for work productivity. Discipline helps create an efficient and consistent work pattern, which ultimately improves the quality and quantity of work output. In the context of the North Labuhanbatu Regency Education Office, high work discipline among employees has proven to be one of the key factors in improving their performance, especially in terms of punctuality and compliance with work procedures.

Previous research also corroborates these findings. For example, a study conducted by (Feel et al., 2018) shows that work discipline has a significant effect on employee performance. Employees who have high discipline tend to be better able to meet the targets and work standards set by the organization. They are also better able to avoid mistakes and delays, so their performance is superior compared to less disciplined employees.

Simultaneous Relationship between Organizational Commitment, Job Promotion, and Work Discipline on Employee Performance

The results of the multiple linear regression analysis indicate that organizational commitment, job promotion, and work discipline collectively have a significant impact on employee performance, with a determination coefficient (R^2) of 0.582. This means that 58.2% of the variation in employee performance can be explained by these three variables, while the remaining variation is influenced by other factors not explored in this study. This suggests that these three factors work together in shaping employee performance. When employees exhibit high organizational commitment, perceive promotions as fair, and demonstrate strong work discipline, their performance improves significantly.

In a study conducted by (Nursanti, 2018), it was found that employee performance is not only influenced by one factor, but a combination of various factors, including organizational commitment, motivation, and working conditions. This is in line with the results of this study, where work discipline, job promotion, and organizational commitment work together to produce better performance.

CONCLUSIONS AND RECOMMENDATIONS

The findings of this research indicate that organizational commitment, job promotion, and work discipline significantly impact employee performance at the North Labuhanbatu Regency Education Office. Both collectively and individually, these three factors play a crucial role in enhancing employee productivity and quality, with work discipline emerging as the most dominant factor. The study reveals that employees with high organizational commitment tend to perform better. Affective commitment, which reflects an employee's emotional attachment to their organization, is a key driver of motivation and morale. This highlights the importance of fostering a work environment that aligns employees with the organization's vision and mission, encouraging them to take greater responsibility for achieving organizational objectives. Additionally, fair and transparent promotion systems have been shown to positively influence employee performance. Employees who perceive opportunities for advancement through a clear, merit-based promotion system are generally more motivated to excel in their roles. However, compared to work discipline and organizational commitment, job promotion has a slightly lower impact on performance, suggesting potential areas for improvement in promotion policies within the organization. Work discipline is identified as the most influential factor affecting employee performance. Disciplined employees consistently complete their tasks on time, adhere to rules, and meet organizational expectations, directly contributing to higher performance levels. Discipline serves as a foundational element for sustaining workplace productivity over time. Overall, the research underscores that a combination of organizational commitment, equitable promotion practices, and strong work discipline is essential for achieving optimal employee performance. To ensure employees contribute effectively to organizational goals, the North Labuhanbatu Regency Education Office must focus on strengthening these three aspects. These findings also have practical implications for human resource management. Special attention should be given to fostering commitment and improving work discipline while ensuring promotions are conducted transparently and based on objective performance criteria. By doing so, the organization can enhance overall performance, aligning improved employee motivation and work quality with organizational success.

FURTHER STUDY

Future studies could examine additional factors like leadership, employee engagement, and intrinsic rewards to better understand performance drivers. Exploring the interaction of organizational culture and team dynamics with commitment, promotion, and discipline could provide deeper insights. Comparative and longitudinal studies across sectors or regions would validate these findings, while research on digital tools and modern management practices could enhance promotion and discipline strategies for improved performance.

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