

The Role of Organizational Commitment and Employee Compensation in Increasing Employee Productivity In The Pharmaceutical Industry

Asep Sutarman¹; Nardi Sunardi²

¹Universitas Muhammadiyah Prof. Dr. HAMKA, Email: asep_sutarman@uhamka.ac.id

²Universitas Pamulang, Email: dosen01030@unpam.ac.id

ARTICLES INFORMATION

ABSTRACT



JURNAL ILMIAH MANAJEMEN FORKAMMA

Vol.6, No.1, November 2022
 Halaman : 54 - 64

ISSN (online) : 2599-171X
 ISSN (print) : 2598-9545

The purpose of this study is to investigate the role of salary and organizational commitment in boosting employee productivity. 300 people were used as a study sample. To evaluate study data and test research hypotheses, Structural Equation Modeling using SMART PLS version 8.0 was employed. According to the study's findings, direct remuneration had the greatest impact on enhancing staff productivity. According to the indirect impact study, organizational commitment remains an essential variable since it has a positive but not statistically significant effect on staff productivity. It is envisaged that this research would make a significant contribution to pharmaceutical industry stakeholders in terms of increasing corporate productivity. In addition to salary, further study is planned to investigate the possibilities of additional indicators that might boost employee productivity.

Keyword :

*Organizational commitment;
 compensation; employee work
 productivity.*

JEL. classification :

A14, D04, H25

Permalink:

DOI: 10.32493/frkm.v6i1.25636

Article info :

Received : Agustus 2022

Revised : Oktober 2022

Accepted : November 2022

Licenses :



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

Contact Author :

© LPPM & PRODI MM UNPAM

JL.Surya Kencana No.1 Pamulang Tangerang
 Selatan – Banten

Telp. (021) 7412566, Fax (021) 7412491

e-mail : forkamma@unpam.ac.id

A. INTRODUCTION

The beginning of 2020 will be a tough year for the world. Including Indonesia as a country affected by the coronavirus infection (Covid-19). Likewise, the industrial world is part of those who feel the negative impact of the Covid-19 virus. The pharmaceutical industry is one of those who feel the impact. However, the pharmaceutical industry does not only have a negative impact but a positive impact is also felt by an increase in orders for various types of medicines. Drugs are substances or mixtures of substances, including biological products, that are used to alter or research physiological systems or pathological states in the context of establishing a diagnosis, prevention, treatment, recovery, or health improvement in humans (Ministry of Health, 2016).

The negative impact of the spread of the Covid-19 virus in Indonesia is more felt by human resources (HR) in the pharmaceutical industry, where they have to work extra in serving and meeting the needs of medicines needed by the community to cope with the dangers of the spread of the Covid-19 virus. Human resources are part of the visible assets needed for the development and progress of the company. Human resources that are managed properly will produce resources that have sustainable competitive advantages with individual and organizational productivity (Buller & McEvoy, 2012); (Sampurno, Aji, & Dewi, 2010).

Several previous studies have shown that human and social factors influence organizational performance through several indicators, including; core competencies, dynamic capabilities, social networks, or learning capabilities of the organization (King & Zeithaml, 2001); (Kang & Kim, 2012); (Collins & Clark, 2003); (Teece, Pisano, & Shuen, 1997). Today there is the knowledge that is used to link the role of human resources with the core competencies of an organization, namely Human Resources Management (Buller & McEvoy, 2012).

Another important dimension is compensation that can act as a booster for individual and organizational productivity, although sometimes compensation can also be an obstacle for an organization to develop. When an organization or company implements a new strategy or makes program changes, failure can occur because of the unpreparedness of the organizational environment (Linnenluecke & Griffiths, 2010). The existence of organizational commitment is also a trigger for organizational success. In the absence of committed members, organizations can easily fail. Organizational commitment can form organizational obedience, performance, quality efficiency, and job satisfaction (Zehir, Ertosun, Zehir, & Muceldilli, 2012). High commitment can be a trigger for high productivity. Employee productivity is an inseparable part of the success of an organization or company to continue to grow and develop in times of intense competition in the industry. Good productivity can be obtained when there are environmental conditions that support the work optimization process (Umar et al., 2014).

Several previous studies related to organizational commitment, compensation, and work productivity, among others (Osabiya, 2015) where positive employee behavior is a situation that benefits all parties in all directions; however, positive employee behavior can only be achieved through motivation, bonuses, and the implementation of a reward system. (Nengsih, Indarti, & Rifqi, 2015) According to the study findings, salary and organizational commitment have a simultaneous and partial influence on employee productivity. According to a study done by (Nawab & Bhatti, 2011), remuneration has a favorable link with organizational commitment. During the data analysis, it was observed that most of the effective commitments were strongly related to financial compensation but non-financial compensation had a strong influence on the employees' affective commitment. The study by (Zaraket, Garios, & Malek, 2018); (Pawirosumarto & Iriani, 2018) concluded that compensation is considered the main factor to increase employee work and productivity.

B. LITERATURE REVIEW

Effect of Compensation on Employee Productivity

The provision of compensation by the organization to its employees is influenced by various factors. These factors are a challenge for every organization to determine policies related to compensation (Alfiansyah, 2021). These factors include: (1) productivity, (2) any organization wants to make a profit. The benefits in question can be material or non-material. Therefore, the organization must consider employee productivity in its contribution to organizational profits, (3) the ability to pay.

There are various definitions and classifications of types of compensation, but in line with the purpose of writing and the formulation of the problem described in the previous chapter, the author focuses on the theoretical basis for this type of compensation on financial compensation which is divided into direct financial compensation and indirect financial compensation. Rumer, Pio, & Tampa, 2016). One way to increase company productivity is to improve human resources. As for how to improve human resources through the provision of motivation as one of the factors that can directly affect the increase in employee productivity. And one way to motivate employees to increase their productivity is by providing appropriate compensation from the company.

Good system management by companies can affect work productivity, can be an advantage for companies to produce goods and services because employees will play an active role by making large contributions to the company so that they can help achieve company goals (Ndichu, 2017). The findings of previous researchers provide evidence that compensation affects employee productivity (Kania & Sary, 2021); (Chrisman, Devaraj, & Patel, 2017); (Ekhsan, Aeni, Parashakti, & Fahlevi, 2019). Based on the arguments above, the following hypothesis can be drawn:

H1: Compensation has a positive effect on employee productivity

The Effect of Compensation on Organizational Commitment

Following career advancement is remuneration, which is one of the elements influencing an employee's commitment. Every firm should make every effort to offer fair and acceptable remuneration. Because one of the major reasons people work is to fulfill their daily requirements, compensation plays a significant role in building employee engagement (Umanailo, 2021).

Organizational commitment is an essential work attitude because dedicated employees are anticipated to work harder to achieve organizational goals and to have a stronger desire to stay with a firm (Amabile, 1996). Organizational commitment is vital to comprehend and is directly tied to employee work satisfaction. Employees that have a strong organizational commitment might boost their job happiness. Job satisfaction will be higher if personnel in an organization have a strong organizational commitment so that they can work well and comfortably together.

According to the preceding definition, compensation is a type of reimbursement for the corporation for the employees' sacrifice of time, energy, and thoughts (Firmandari, 2014). Compensation may be defined as remuneration received by workers as a substitute for service contributions made to the organization. Compensation from the firm is one of the most crucial and influential aspects in deciding to work for a company (Fauzi, 2014). Compensation is a critical topic since it may effect morale and become the primary motivator for someone who becomes an employee. As a result, in order to meet the firm's goals, each organization must have the appropriate compensation strategy in place. The complex and dependable equipment of the organization cannot function correctly without the active participation of human resources (Suwanto & Priansa, 2011). The findings of previous researchers provide evidence that compensation affects organizational commitment (Pertiwi & Supartha, 2021); (Paik, Parboteeah, & Shim, 2007); (Chong & Eggleton, 2007). Based on the arguments above, the following hypothesis can be drawn:

H2: Compensation has a positive effect on organizational commitment

The Effect of Organizational Commitment on Employee Productivity

Work productivity is the result of work by the resources used. If employees have high productivity, the company will benefit, then every profit and progress obtained by the company must be known and felt by employees. If the committee has been formed, the organization will be strong, because employees will be loyal and have a sense of belonging and responsibility to the company. According to (Zurnali, 2010), organizational commitment has numerous characteristics, including the willingness to do the best for the company and the willingness to work hard as part of the organization, which is the foundation for enhancing work productivity.

Employee dedication has a significant impact on organizational productivity (Osa & Amos, 2014). Employee productivity is significantly influenced by organizational commitment, such as improved organizational performance and effectiveness. Everyone in the organization must be committed to moving forward, obeying the rules, being part of the organization, and trying hard to maintain the organizational success that has been achieved (Meyer, Kam, Goldenberg, & Bremner, 2013). This organizational commitment includes four elements, namely affective, normative, sustainable, and prospective as demands to realize organizational goals.

The degree to which an employee identifies an organization, its aims, and expectations to stay a part of the organization is referred to as organizational commitment. An employee feels satisfied and has a commitment, related to several factors, including; individual influence, satisfaction with life, job expectations, fit with the organization, perceptions of fairness, co-workers, stressors, and the work itself. If these factors can be achieved properly then employees will be satisfied and committed to the company. (Stephen Robbins, Judge, Millett, & Boyle, 2013). Commitment is a state in which an individual has sided with the organization and its aims and want to remain a member of the organization (SP Robbins & Judge, 2007). Organizational commitment is expected to be able to increase and maintain employee productivity in the long term. Research conducted by (Vanti, 2002) states that a strong organizational commitment will affect employee productivity. The results of the study (Agung & Mas'ud, 2021) state that organizational commitment is proven to be able to mediate the relationship between compensation and employee productivity. The findings of previous researchers provide evidence that organizational commitment affects employee productivity (Suliman, 2002); (Suharto, 2005); (Khan et al., 2014). Based on the arguments above, the following hypothesis can be drawn:

H3: Organizational commitment has a positive effect on employee productivity

C. METHODOLOGY

This study employs quantitative research, and the unit of analysis is pharmaceutical company workers. Three indicators are used to assess employee productivity: continuous improvement, effectiveness, and efficiency. Three indices are used to assess organizational commitment: emotional commitment, continuous commitment, and normative commitment. Meanwhile, three variables are used to assess compensation: direct payments, indirect payments, and non-material payments. A questionnaire with a Likert scale of 1-5 was used to assess all factors.

A Structural Equation Model (SEM) technique is used for data analysis, which is run using the Partial Least Squares (PLS) program with SmartPLS software. PLS is a structural equation model that is based on components or variance. PLS is a strong analytical tool since it is not reliant on numerous assumptions, according to (Sarstedt, Ringle, & Hair, 2017). For example, the data should be regularly distributed, and the sample size should be kept to a minimum. PLS can be used to explain whether or not there is a link between latent variables, in addition to confirming a hypothesis. PLS may examine constructs created using both reflexive and formative indicators at the same time. This cannot be accomplished using covariance-based SEM since the model will be identifiable. This PLS technique has several advantages: it does not require assumptions, the data does not have to be regularly distributed (indicators with categorical, ordinal, interval to ratio scales can all be utilized in the same model), and it can be

estimated with a minimal number of samples. This is due to the very limited number of samples in the research..

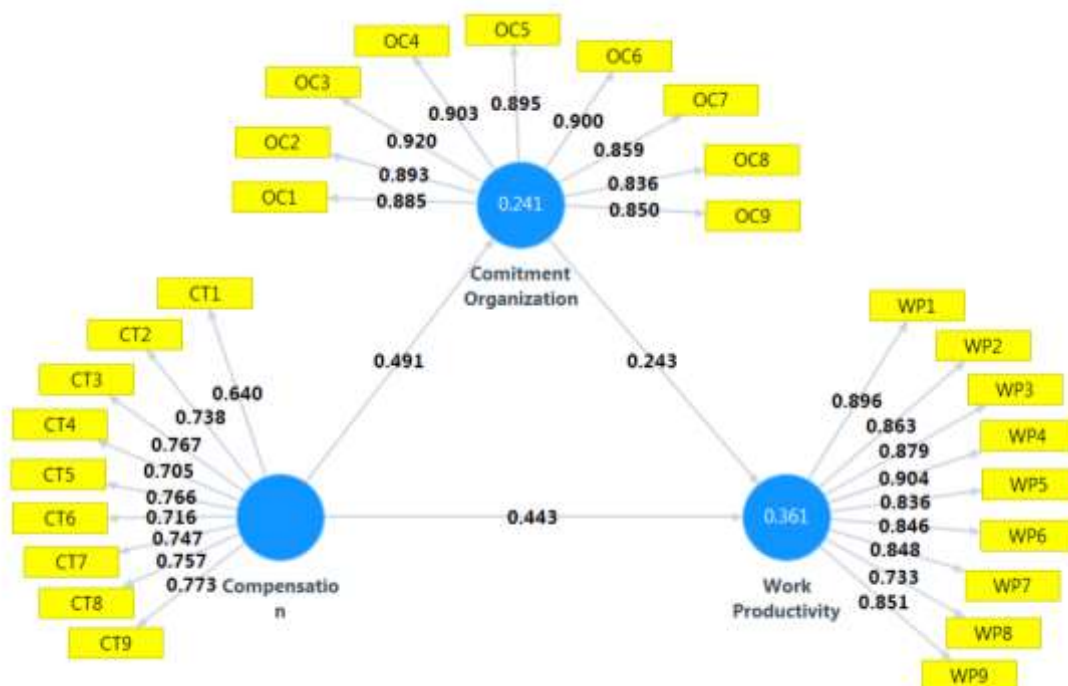
D. RESULT AND DISCUSSION

Instrument Validity Test

This validity test is designed to examine the extent to which the prepared items in the questionnaire can reflect the variable being measured. Using the loading factor of the PLS calculation to test the validity, all of the question items were found to satisfy the necessary values, indicating that the indicators used to assess the variables in this study are valid. Table 1 shows the loading factor value from the smart-PLS data. The Outer Model value is determined by examining the Convergent Validity value, which is calculated based on the correlation value with the variables measured by the loading factor. A value greater than 0.70 is highly recommended, but a value between 0.50 and 0.60 can be tolerated as long as the model is still in development (Sarstedt et al., 2017).

Table 1. Loading Factor (Outer Loadings)

Indicator	Commitment Organizational	Compensation	Work Productivity	Description
(1)	(2)	(3)	(4)	(6)
OC1	0.885	-	-	good validity
OC2	0.893	-	-	good validity
OC3	0.920	-	-	good validity
OC4	0.903	-	-	good validity
OC5	0.895	-	-	good validity
OC6	0.900	-	-	good validity
OC7	0.859	-	-	good validity
OC8	0.836	-	-	good validity
OC9	0.850	-	-	good validity
CT1	-	0.640	-	good validity
CT2	-	0.738	-	good validity
CT3	-	0.767	-	good validity
CT4	-	0.705	-	good validity
CT5	-	0.766	-	good validity
CT6	-	0.716	-	good validity
CT7	-	0.747	-	good validity
CT8	-	0.757	-	good validity
CT9	-	0.773	-	good validity
WP1	-	-	0.896	good validity
WP2	-	-	0.863	good validity
WP3	-	-	0.879	good validity
WP4	-	-	0.904	good validity
WP5	-	-	0.836	good validity
WP6	-	-	0.846	good validity
WP7	-	-	0.848	good validity
WP8	-	-	0.733	good validity
WP9	-	-	0.851	good validity



Picture 1. Calculation PLS_Algorithm

Instrument Reliability Test.

The data reliability test (reliability test) was performed to assess the consistency and stability of an instrument's score (measurement scale) in measuring certain ideas and to determine the optimal value of a measurement instrument. The data quality test is performed by examining the composite reliability value produced by the PLS calculation of the existing variables, which are Organizational Commitment (CO), Compensation (CT), and Work Productivity (WP). To assess composite reliability, if the composite reliability value is greater than 0.8, the construct is considered to be highly reliable, and greater than 0.6 is said to be pretty reliable (Haryono & Wardoyo, 2012) and Average Variance Extracted (AVE) greater than 0.50. Table 2 shows the results of reliability testing for all variables investigated:

Table 2. Test for Reliability

No.	Variable	Average Variance Extracted (AVE)	Composite Reliability	Cronbach Alpha
(1)	(2)	(3)	(4)	(5)
1	Commitment Organizational (CO)	0.779 (reliable)	0.969 (reliable)	0.964 (reliable)
2	Compensation (CT)	0.541 (reliable)	0.914 (reliable)	0.895 (reliable)
3	Work Productivity (WP)	0.726 (reliable)	0.960 (reliable)	0.952 (reliable)

According to the reliability test in table 2 above, all study variables indicate a fit measure, where the Average Variance Extracted (AVE) value of each construct is extremely excellent since the value is greater than 0.5, the Composite Reliability (CR) value, and the Cronbach value are all greater than 0.5. The alpha of each construct also indicates an excellent value greater than 0.8, implying that all variables analyzed from all question items that will be employed have a high level of dependability. Each construct's validity was examined using Average Variance Extracted (AVE), which identified a construct with high validity since it was worth more than 0.50. (Haryono & Wardoyo, 2012).

Measuring the Value of the Inner Model and Structural Model

The inner model or structural model is tested to determine the link between variables, the significant value, and the R-square of the research model. For the dependent variable, the structural model was tested using R-square.

Table 3. R = R Squared

Variable	R Square
(1)	(2)
Commitment Organization	0,241
Work Productivity	0,361

The table above shows an R-square value of 0.241 for the organizational commitment variable, indicating that the variability of organizational commitment that can be explained by compensation is 24.1 percent, and an R-square value of 0.361 for the work productivity variable, indicating that the variability of work productivity that can be explained by compensation is 36.1 percent. The higher the R-square value, the better the independent variable's capacity to explain the dependent variable, and therefore the structural equation.

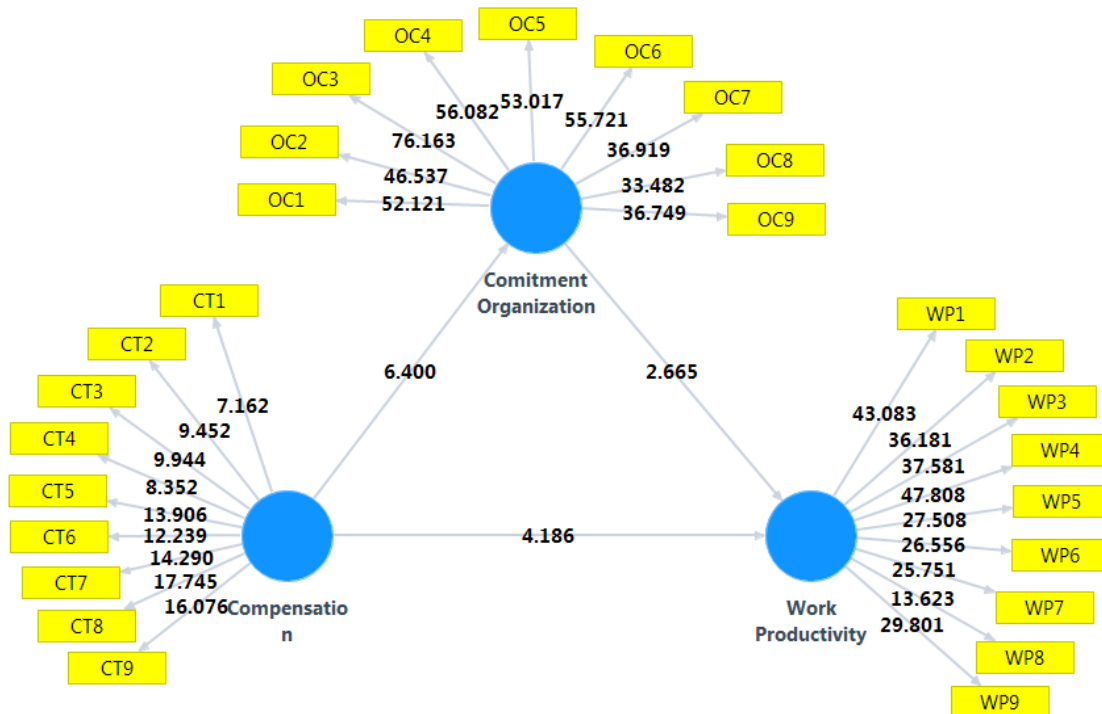
Hypothesis test

The value contained in the structural model analysis is used for hypothesis testing, and the path coefficient significance level is calculated using the t-value and the standardized path coefficient value. The t-value of factor loadings that is bigger than the critical value (1.96) is the limit value of hypothesis testing.

Table 4. Coefficient of the Path

	Path Coefficient	Original Sample	Sample Mean	T Stat	p Values
(1)	(2)	(3)	(4)	(5)	(6)
Direct Effects					
1	Commitment Organizational → Work Productivity	0.243	0.240	2.665	0.008

(1)	Path Coefficient (2)	Original Sample (3)	Sample Mean (4)	T Stat (5)	p Values (6)
2	Compensation → Commitment Organization	0.491	0.495	6.400	0.000
3	Compensation → Work Productivity	0.443	0.448	4.186	0.000
Indirect Effects					
4	Compensation → Work Productivity	0.119	0.120	2.263	0.024



Picture 2. Calculation PLS_Boostrapping

E. CONCLUSION

This study empirically found that compensation has a significant positive effect on organizational commitment and productivity. Then organizational commitment was found to have a positive effect on productivity. Based on the analysis, it was found that the direct effect of compensation on productivity is greater than the indirect effect. This research concludes that increasing the productivity of employees of pharmaceutical companies, it can be done directly through the provision of compensation which is supported by the commitment of the organization. A strong organizational commitment related to the provision of compensation is also needed so that it will further increase the work productivity of the employees of Pharmaceutical companies.

There are several indicators used to increase organizational commitment, including; affective commitment, continuous commitment, and normative commitment, where all these indicators play a role in increasing organizational commitment. While indicators of compensation in this study used indicators, among others; cash; indirect payments; and non-material payments, where based on the analysis all these indicators have a significant role. The results of the findings of this study are in Robbin's opinion which states that organizational commitment is the level at which a worker identifies an organization, its goals, and expectations

to remain a member in the organization. An employee feels satisfied and has a commitment, related to several factors, including; individual influence, satisfaction with life, job expectations, fit with the organization, perceptions of fairness, co-workers, stressors, and the work itself. If these factors can be achieved properly then employees will be satisfied and committed to the company. (Robbins, Judge, Millett, & Boyle, 2013). Commitment is a condition in which an individual sided with the organization and its goals and desires to maintain its membership in the organization (Robbins et al., 2013). Organizational commitment is expected to be able to increase and maintain employee productivity in the long term.

Commitment from the organization is needed in providing compensation to employees of pharmaceutical companies. Compensation is one of the factors that can affect the commitment of an employee. Every firm should make every effort to offer fair and acceptable remuneration. Compensation is crucial in building employee engagement since one of the key reasons people work is to meet their daily requirements (Umanailo, Yusriadi, & Tamsah, 2021). The results of the research are expected to serve as suggestions or input for stakeholders in pharmaceutical companies. Further research needs to further examine internal and external factors that can affect productivity, making it easier to detect weaknesses and strengths of factors that affect productivity, so that management can formulate appropriate strategies in increasing employee productivity.

REFERENCE

- Agung, D., & Mas'ud, F. (2021). Analisis Pengaruh Gaya Kepemimpinan Transaksional dan Kompensasi Terhadap Kinerja Karyawan dengan Komitmen Organisasi Sebagai Variabel Intervening (di PT. Eka Sandang Duta Prima). *Diponegoro Journal of Management*, 10(5).
- Alfiansyah, M. (2021). Pengaruh Kompensasi dan Kepuasan Kerja Terhadap Kinerja Karyawan di Rumah Sakit Umum Jampangkulon. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 4(1), 145-155.
- Amabile, T. M. (1996). *Creativity and innovation in organizations* (Vol. 5): Harvard Business School Boston.
- Buller, P. F., & McEvoy, G. M. (2012). Strategy, human resource management and performance: Sharpening line of sight. *Human resource management review*, 22(1), 43-56.
- Chong, V. K., & Eggleton, I. R. (2007). The impact of reliance on incentive-based compensation schemes, information asymmetry and organisational commitment on managerial performance. *Management accounting research*, 18(3), 312-342.
- Chrisman, J. J., Devaraj, S., & Patel, P. C. (2017). The impact of incentive compensation on labor productivity in family and nonfamily firms. *Family Business Review*, 30(2), 119-136.
- Collins, C. J., & Clark, K. D. (2003). Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage. *Academy of management Journal*, 46(6), 740-751.
- Ekhsan, M., Aeni, N., Parashakti, R., & Fahlevi, M. (2019). The Impact Of Motivation, Work Satisfaction And Compensation On Employee's Productivity In Coal Companies. Paper presented at the 2019 1st International Conference on Engineering and Management in Industrial System (ICOEMIS 2019).
- Fauzi, U. (2014). Pengaruh kompensasi terhadap kinerja karyawan pada PT. Trakindo Utama Samarinda. *Jurnal Ilmu Administrasi Bisnis*, 2(3), 172-185.
- Firmandari, N. (2014). Pengaruh Kompensasi Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Moderasi (Studi Pada Bank Syariah Mandiri Kantor Cabang Yogyakarta). *Ekbisi*, 9(1).
- Haryono, S., & Wardoyo, P. (2012). *Structural equation modeling*. Bekasi: PT Intermedia Personalia Utama.
- Husain, T., & Sunardi, N. (2020). Firm's Value Prediction Based on Profitability Ratios and Dividend Policy. *Finance & Economics Review*, 2(2), 13-26.

- Kadim, A., & Sunardi, N. (2022). Financial Management System (QRIS) based on UTAUT Model Approach in Jabodetabek. *International Journal of Artificial Intelligence Research*, 6(1).
- Kadim, A., Sunardi, N & Husain, T. (2020). The modeling firm's value based on financial ratios, intellectual capital and dividend policy. *Accounting*, 6(5), 859-870.
- Kang, H.-S., & Kim, I.-s. (2012). Perceived and actual competence and ethnic identity in heritage language learning: A case of Korean-American college students. *International Journal of Bilingual Education and Bilingualism*, 15(3), 279-294.
- Kania, I. A., & Sary, F. P. (2021). Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan (studi Kasus Pada Pt Angkasa Pura li (persero) Bandara Husein Sastranegara Bandung). *eProceedings of Management*, 8(6).
- Khan, N. R., Thompson, C. J., Taylor, D. R., Venable, G. T., Wham, R. M., Michael, L. M., & Klimo, P. (2014). An analysis of publication productivity for 1225 academic neurosurgeons and 99 departments in the United States. *Journal of neurosurgery*, 120(3), 746-755.
- King, A. W., & Zeithaml, C. P. (2001). Competencies and firm performance: Examining the causal ambiguity paradox. *Strategic management journal*, 22(1), 75-99.
- Linnenluecke, M. K., & Griffiths, A. (2010). Corporate sustainability and organizational culture. *Journal of world business*, 45(4), 357-366.
- Meyer, J. P., Kam, C., Goldenberg, I., & Bremner, N. L. (2013). Organizational commitment in the military: Application of a profile approach. *Military Psychology*, 25(4), 381-401.
- Nardi Sunardi Et Al (2020). Determinants of Debt Policy and Company's Performance, *International Journal of Economics and Business Administration Volume VIII Issue 4*, 204-213
- Nawab, S., & Bhatti, K. K. (2011). Influence of employee compensation on organizational commitment and job satisfaction: A case study of educational sector of Pakistan. *International Journal of Business and Social Science*, 2(8).
- Ndichu, J. N. (2017). Effects of Incentives and Rewards on Employee Productivity in Small Banks in Kenya: A Case Study of First Community Bank. *United States International University-Africa*,
- Nengsih, V. S., Indarti, S., & Rifqi, A. (2015). Pengaruh Kepemimpinan, Kompensasi dan Komitmen Organisasi terhadap Produktivitas Kerja Karyawan Marketing PT. Asuransi Bumi Putra. Riau University,
- Osa, I. G., & Amos, I. O. (2014). The impact of organizational commitment on employees productivity: A case study of Nigeria Brewery, PLC. *International Journal of Research in Business Management*, 2(9), 107-122.
- Osabiya, B. J. (2015). The effect of employees motivation on organizational performance. *Journal of public administration and policy research*, 7(4), 62-75.
- Paik, Y., Parboteeah, K. P., & Shim, W. (2007). The relationship between perceived compensation, organizational commitment and job satisfaction: the case of Mexican workers in the Korean Maquiladoras. *The International Journal of Human Resource Management*, 18(10), 1768-1781.
- Pawirosumarto, S., & Iriani, D. (2018). The influence of work stress, working cost, compensation and work discipline on employee'productivity.
- Pertiwi, N., & Supartha, I. W. G. (2021). The effect of compensation and organizational commitment on employee satisfaction and retention. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 1(3), 333-342.
- Robbins, S., & Judge, D. (2007). *Perilaku Organisasi*, Jakarta: Salemba Empat
- Brett, J., Cron, W., & Slocum, J (1995). Economic Dependency On Work: A Moderator Of The Relationship Between Organizational Commitment And Performance. *Academy Of Management Journal*, 38, 261-271.
- Robbins, S., Judge, T. A., Millett, B., & Boyle, M. (2013). *Organisational behaviour*: Pearson Higher Education AU.

- Rumere, L. O., Pio, R. J., & Tampi, J. R. E. (2016). Pengaruh Kompensasi Terhadap Kinerja Karyawan PT. Bank Tabungan Negara (Persero), Tbk. Kantor Cabang Manado. *Jurnal Administrasi Bisnis (JAB)*, 4(1).
- Sampurno, S., Aji, A. A., & Dewi, I. K. (2010). Quality Service Analysis Of Pharmacy Department Of Cilacap Local Government Hospital And Muhammadiyah Hospital In Karanganyar. *Jurnal Ilmu Kefarmasian Indonesia*, 8(2), 101-107.
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Partial least squares structural equation modeling. *Handbook of market research*, 26(1), 1-40.
- Suharto, B. C. (2005). Analisis Pengaruh Kepuasan Kerja, Motivasi dan Budaya Organisasi Terhadap Kinerja Karyawan. *Jurnal Universitas Semarang*.
- Suliman, A. M. (2002). Is it really a mediating construct? The mediating role of organizational commitment in work climate-performance relationship. *Journal of Management Development*.
- Sunardi, N. (2017). Determinan Intellectual Capital dengan Pendekatan iB-VAIC™ Terhadap Efisiensi Biaya Implikasinya Pada Profitabilitas Perbankan Syariah di Indonesia. *JIMF (Jurnal Ilmiah Manajemen Forkamma)*, 1(1).
- Sunardi, N. (2022). Liquidity and Asset Growth on Telecommunications Companies Value. *Jurnal SEKURITAS (Saham, Ekonomi, Keuangan dan Investasi)*, 5(3), 299-307.
- Sunardi, N., & Lesmana, R. (2020). Konsep Icepower (Wiramadu) sebagai Solusi Wirausaha menuju Desa Sejahtera Mandiri (DMS) pada Masa Pandemi Covid-19. *JIMF (Jurnal Ilmiah Manajemen Forkamma)*, 4(1).
- Suwanto, H., & Priansa, J. D. (2011). Manajemen sumber daya manusia dalam organisasi publik dan bisnis. Bandung: CV. Alfabeta.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic management journal*, 18(7), 509-533.
- Umanailo, M. C. B. (2021). Public Service Motivation through Responsibility and Reward and Punishment and Its Impact on Discipline of Regional Secretariat Employees.
- Umanailo, M. C. B., Yusriadi, Y., & Tamsah, H. (2021). The Influence of Knowledge, Compensation for Documentation Upbringing Treatment through Motivation Nurse in Mamuju Regional General Hospital.
- Umar, S., Munir, M. T., Azeem, T., Ali, S., Umar, W., Rehman, A., & Shah, M. A. (2014). Effects of water quality on productivity and performance of livestock: A mini review. *Veterinaria*, 2(2), 11-15.
- Vanti, N. A. P. (2002). Da bibliometria à webometria: uma exploração conceitual dos mecanismos utilizados para medir o registro da informação e a difusão do conhecimento. *Ciência da informação*, 31, 369-379.
- Zaraket, W., Garios, R., & Malek, L. A. (2018). The impact of employee empowerment on the organizational commitment. *International Journal of Human Resource Studies*, 8(3), 284-299.
- Zehir, C., Ertosun, Ö. G., Zehir, S., & Müceldilli, B. (2012). Total quality management practices' effects on quality performance and innovative performance. *Procedia-Social and Behavioral Sciences*, 41, 273-280.
- Zurnali, C. (2010). Learning Organization, Competency, Organizational Commitment and Customer Orientation. *Knowledge Worker*.