



An Empirical Evidence of the Effect of Organizational Commitment on Employee Job Performance.

Emmanuel Igbomor¹, Sandra Moses Ogbuma²

¹Department of Business Administration, Faculty of Management Sciences, Delta state University Abraka, Nigeria.

²Department of Petroleum Marketing and Business Studies, Petroleum Training Institute, Effurun, Nigeria

ABSTRACT

This study investigated the effect of organizational commitment (affective, continuance and normative commitment) on employee job performance: A case study of ukwuani Local Government Area secretariat, Delta State, Nigeria. The study adopted survey research design. Consequently, one hundred and forty nine (149) structured questionnaires were given to the study participants to fill out of which one hundred and forty one (141) were fully recovered and completed. Multiple regression analysis was the data analysis strategy used in the study. Findings revealed that affective and continuance commitment components of organizational commitment have a positive and significant effect on employee job performance while normative commitment have a negative and insignificant effect on employee job performance. In order to ensure that employees continue to perform at a high level, the study's findings suggest that local government management and policy makers should strive to establish a work environment that encourages commitment based on positive factors like mutual benefit, recognition, and shared values.

Key Words: *Organizational commitment (affective, continuance and normative commitment) and employee job performance*

INTRODUCTION

An important objective that every organizations wants to achieve in this present world of work that is highly characterized with rapid changes is high employee job performance/employee performance. This is because high employee performance is one of the most crucial source of competitive advantage in this era of technological changes in the place of work. According to Mangkunegara, (2013) Performance is the amount and quality of work that an employee completes while carrying out their obligations in line with those assigned to them. As cited by Mukhlis, Musnadi, and Ridwan, (2020) the level of commitment a person has to a goal is one of the aspects that influences their performance. Researchers such as Al Zeifiti and Mohamad, 2017; Suharto, Suyanto and Hendri, (2019) also stated that employee performance in an organization is impacted by organizational commitment, organizational justice, and multi-cultural competences. Thus, leading to low productivity and performance. According to Herman and Kurniawan (2023), organizational commitment refers to how much a worker identifies with the organization and wants to stay involved in it. Accordingly, organizational commitment is defined as an employee's psychological perspective on his or her relationship to the organization they work for (Igbomor and Olisemenogor, 2023b). The presence of employees with a high level of commitment to the organization, which includes a strong belief in and acceptance of the company's aims and values, a strong desire to work for the company, and a strong will to continue being a valuable employee is essential in order to ensure high job performance. Workers with a strong sense of devotion to their work will not quit. Organizational commitment is required as a performance metric for employees. A strong commitment will motivate managers to work toward achieving organizational objectives and raising performance levels. If employee commitment is attained, the organization will have devoted workers who can contribute to its success. This scenario is critical for attaining organizational goals because the organization has the complete support of its members to focus entirely on goals that are prioritized (Mustafa, Asdar, and Kadir, 2022).

Reaching organizational objectives depends largely on employee job performance (Arubayi, Eromafuru and Egbule 2020). When employees are very committed to the organization, better performance can be attained (Sufia, Sofiyani, Toni N et al., 2020). Employee commitment to the organization is crucial in today's workplace; it goes beyond merely expressing a worker's desire to be employed by the organization for an extended period of time. It is more crucial, though, that employees are prepared to offer the organization their best. Working for the organization will be possible only when employees are satisfied with their job. When employees are unhappy in their jobs, they become less committed and will search for other ways to leave. If they can't find opportunities, they can mentally or emotionally leave the organization. Accordingly, organizational commitment has a significant role in determining an employee's likelihood of quitting as well as their total value to the organization (Folorunso, Adewale, and Abodunde, 2014). Performance progress will only result from specific, challenging goals when there is a strong commitment to ambitious goals. Workers with a strong sense of commitment to the organization will be more driven and perform well. While a number of studies have been conducted on the two variables under investigation, few have examined the relationship between organizational commitment and employee job performance in the local government area in Nigeria. Therefore, this study will fill the gap by examining the effect of the components of organizational commitment on employee job performance.

LITERATURE REVIEW

Conceptual framework

Organizational commitment (OC)

One of the key concepts that affects job performance, turnover, and organizational performance is organizational commitment. According to Chen and Aryee (2007), employee commitment is critical to the success of an organization. Organizational commitment is the belief and behavior of an employee toward an organization. When an employee is innovative in their approach to work, allocated responsibilities, and genuine for their duties, they become devoted (Hafiz Az, 2017). An employee's commitment to an organization is a great motivator since it means they will work toward the goals of the organization and realize their target. As cited by Mustafa, et. al, (2022) a long-term investment transaction between people and organizations results in organizational commitment. Every organization has to have a high level of organizational commitment because a decline in one member's organizational commitment would affect performance and willingness to contribute to the organization's goals. Strong belief in and acceptance of the organization's objectives and core values, a readiness to put out significant effort on the organization's behalf, and a strong desire to continue working with the organization are all indicators of organizational commitment (Dajani and Ahmed, 2015; Arubayi and Odiri, 2023). Organizational commitment, according to Meryers & Allen (1997), entails an individual's active involvement in the organization, wherein they are determined to make a contribution to the organization's success and efficient operation. Organizational commitment is important when determining if an employee would put in a lot of effort and stay with the company longer in order to achieve its goals (Igbomor and Olisemenogor, 2023b).

Organizational commitment is a predictor of work aspects such as job uncertainty, work efficiency/performance, employee engagement, job satisfaction, turnover, and corporate citizenship behavior. It has been shown that a number of factors, such as leadership distribution, self-determination, work instability, difficult jobs, and employability, are related to an employee's sense of organizational commitment. Three components of organizational commitment were identified by Meyer and Allen (1984): affective, continuance and normative commitment. Every facet of an employee's commitment to the organization is covered by these three organizational commitment components. Below is an explanation of each component.

Affective Commitment: According to Kaplan and Kaplan (2018), affective commitment refers to people's satisfaction with the organization and their level of satisfaction as members of the organization. Members' emotional attachments to their organization, their sense of belonging to it, and their participation in its operations are all aspects of affective commitment. People with strong affective commitment will stay in the organization because they want to be in the organization.

Continuance Commitment: Continuance commitment outlines how important it is to remain in the organization because departing employees may incur expenses associated with the organization. Employees would rather stay with the organization because they don't want to change employment and don't have any other options. Employees with high continuance commitment are aware that leaving might result in losses to the organization. Due to the need to be part of the organization, people with high levels of continuation commitment will remain members of the organization (Kaplan, and Kaplan, 2018).

Normative Commitment: Normative commitment describes how essential employees are to the organization. Workers that have a high degree of normative commitment believe they should stay with the organization. Normative commitment is the outcome of an employee's work environment and social structure, which encourages them to stay with the company.

Employee job performance (EJP)/Employee performance

The growth of any organization is contingent upon the performance of its employees. Although employee performance is significant for organizations, there's considerable debate about the precise definition of employee performance (Aruoren and Ugbehene, 2023). Employees perform specific tasks and behave in ways that advance the organization's objectives (Arubayi, 2023). Therefore, organizations must take all necessary steps to help or prevent low performance, and this includes considering the performance of its employees (Igbomor, 2023). EJP is a term used to describe how well an activity, program, or policy is implemented in terms of achieving the organization's goals, objectives, vision, and mission as stated in its strategic planning (Ronny, 2020). Employee performance, then, is the amount and quality of work produced by employees inside an organization, in compliance with regulatory due dates moral principles, and ethical standards. Employee performance is defined by Hafiz Az (2017) as the accomplishment of tasks in accordance with the standards established by the organization or supervisor, verified against established acceptable benchmarks, and executed with effectiveness and efficiency in a dynamic work environment. Employee performance is an evaluation of an individual's work-related skills, expertise, and outcomes attained in the workplace. It includes assessing the degree to which an employee fulfills their assigned duties and responsibilities in addition to their capacity to meet certain goals, targets, and demands established by the organization.

Numerous techniques, including productivity measures, performance reviews, feedback from coworkers and supervisors, and meeting key performance indicators, can be used to measure performance. Assessing an employee's impact on the general achievement as well as efficiency of the organization is a crucial factor. Several factors can affect employee performance. Some of the key factors include: Job Satisfaction (Sousa-Poza & Sousa-Poza, 2000), Leadership and Management (Liao et al., 2010; Igbomor and Olisemenogor, 2023a), Workplace Environment (Ostroff et al., 2013), Training and Development (Barrick et al., 2013), Compensation and Recognition (Gerhart & Milkovich, 1990), organizational commitment (Hafiz Az, 2017; Kaplan, and Kaplan, 2018; Suharto, et. al, 2019; Mustafa, et. al, 2022)

These are only a handful of the numerous variables that may affect how well employees perform at work. Organizations must take these aspects into account and deal with them in order to maximize and support employee performance.. However, this study focuses on organizational commitment as a factor affecting the performance of employee working at the local government.

Organizational commitment and employee job performance

Employee performance and organizational commitment are strongly correlated. Employees are more likely to exhibit better levels of motivation, engagement, and job satisfaction when they have a strong sense of commitment to their organization. Because committed workers are more inclined to go above and beyond the call of duty, put in extra effort, and take pride in their work, this can ultimately result in better job performance. High organizational commitment employees are also more likely to stick with the company over the long run, which lowers turnover and related expenses. This consistency and stability can help to raise organizational performance as a whole. Employees who have poor organizational commitment, on the other hand, could be indifferent, disengaged, and less inclined to go above and beyond, which could have a detrimental effect on their performance. In summary, there is a strong correlation between organizational commitment and employee performance, with higher commitment levels typically translating into better work output and, eventually, more organizational success.

A study on the effects of organizational commitment aspects on the performance of academic staff members at tertiary institutions owned by Oyo State was conducted by Folorunso et al. (2014). A multi-stage sampling approach was employed by the researchers to choose the participants. A total of 197 respondents were selected to make up the study's sample size. Structured questionnaires was used to gather data from the participants. The data was analyzed using multiple regression analysis and Pearson Product Moment Correlation Coefficients. The findings showed that aspects of organizational commitment both jointly and separately affect academic staff members' performance in tertiary institutions owned by Oyo State. As a result, it was suggested that higher education administrators and policymakers take action to improve academic staff performance by raising their level of commitment.

Hafiz AZ (2017) studied the connection between employee performance and organizational commitment in the banking industry of Lahore. A total of 213 questionnaires were gathered from workers in Lahore's private and public banks. The data was analyzed using regression analysis. Employee performance was found to be favorably correlated with affective, normative, and continuance commitment both individually and collectively.

Kaplan and Kaplan (2018) investigated how employees' job performance was affected by organizational commitment. 329 workers who are employed by companies that are members of the Konya Chamber of Commerce and Industry in Turkey made up the sample of the study. Utilizing regression analysis, the data collected from research participants was examined. Regression analysis results showed that whereas normative and continuance commitments had no discernible effects on work performance, affective commitments had a significant and favorable impact on it.

Suharto, et, al, (2019) explored how job performance was impacted by organizational commitment, organizational fairness, and intercultural competence. An explanatory survey was used to gather the primary data. 350 civil servants from Central Lampung Regency, East Lampung Regency, and Metro municipality make up the sample. Structural Equation Modeling (SEM) analysis method was used for data analysis. The findings of the study demonstrate that: organizational commitment directly influences job performance; organizational fairness directly influences organizational commitment; organizational competence has no direct impact on job performance; organizational commitment directly influences job performance; and organizational fairness has no direct impact on job performance.

A study on the impact of job satisfaction and organizational commitment on employee performance and how that affects organizational performance was carried out by Mukhlis et al. in 2020. All the workers at PT PLN (Persero) Banda Aceh made up the study's population. There are 95 workers in total, 78 of them are men and 17 of whom are women. A partial least square (PLS) analysis was performed on the participant data. The findings showed that job satisfaction affects employee performance, organizational commitment affects organizational performance, employee performance affects employee performance, employee performance partially mediates the effect of organizational commitment on the organizational performance, and employee performance partially mediates the effect of organizational commitment on the organizational performance.

Sufia, Sofiyan, Toni N et.al. (2020) looked at the impact of work motivation and organizational commitment on employee performance at PT. Famfit Bugar Nusantara, Sufia, Sofiyan, while using job satisfaction as an intervening variable. Using path analysis tools, the study employed a quantitative associative strategy. Purposive sampling of employees was the method of sample that was employed. Only 110 workers who have been employed by PT. Famfit Bugar Nusantara for a minimum of three years and have permanent employee status were chosen as respondents. The study's findings indicate that, at PT. Famfit Bugar Nusantara, work motivation and organizational commitment positively and significantly influence employee performance through job satisfaction.

Mustafa, et, al, (2022) conducted a study to examine the impact of motivation, organizational commitment, and organizational culture on employee performance within the Gowa Regency Regional Government. Additionally, they sought to ascertain how organizational culture moderates the influence of commitment and motivation on worker performance. Regression analysis was employed in the data analysis, and a quantitative research method was taken in the study. According to the study's findings, organizational commitment has a significant impact on employee performance; organizational culture has a significant impact on employee performance; organizational culture moderates the impact of commitment on employee performance; and organizational motivation has no significant impact on worker performance.

Herman and Kurniawan (2023) investigated the effects of work environment, organizational commitment, and compensation on employee performance at St. Aisyiyah General Hospital in Khadjjah Pinrang District. 86 employees was used as the research sample. The study's findings show that organizational commitment and work environment variables have a significant impact on employee performance, whereas the compensation component

has no effect on employee performance. At the same time, organizational commitment, work environment and compensation have a significant impact on the performance of St. Aisiyah General Hospital employees.

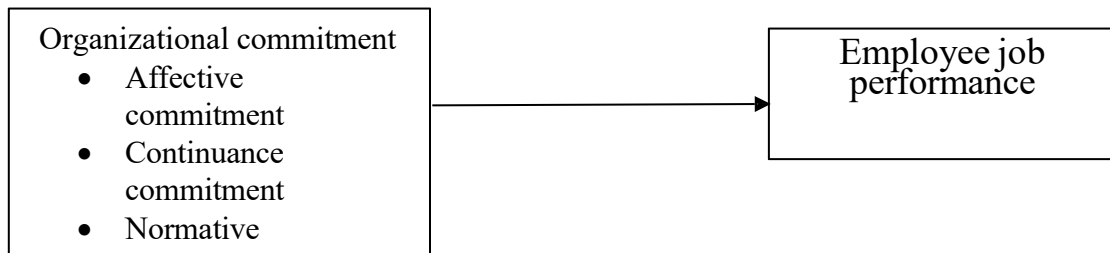
Based on the above discussion, we therefore hypothesize that

H₁: Affective commitment has an effect on employee job performance.

H₂: Continuance commitment has an effect on employee job performance.

H₃: Normative commitment has an effect on employee job performance

The conceptual framework of the study is represented by the table below:



Source: Author's conception

Research Methodology

In this study, the survey research design was used. This is thought to be appropriate for the type of research in which the opinions of respondents are sought out and assessed for potential conclusions. The overall population of the study was made up of employees working at ukwuani Local Government Area secretariat, Delta State, Nigeria. 298 employees make up the study's overall population. The study's sample was chosen using the Taro Yamane formula and a systematic sampling technique. It was applied to choose 149 employees from the entire population to be study participants. A total of 141 questionnaires were fully completed and recovered from the study participants. Multiple regression analysis was the data analysis strategy used in the present study.

Model specification

$$ejp = f(oc)$$

$$ejp = f(affcom, concom, norcom)$$

$$ejp = \beta_0 + \beta_1 \text{ affcom} + \beta_2 \text{ concom} + \beta_3 \text{ norcom} + \varepsilon$$

Where;

ejp = employee job performance

affcom= affective commitment

concom = continuance commitment

norcom = normative commitment.

Data Presentation and Results Discussion

To analyze the hypotheses stated in the study, the researcher employed the multiple regression analysis of 95% coefficient intervals. The analysis showed a good model fit $F(3, 137) = 109.81, P < 0.05, \text{Adj } R^2 = 0.70$ and $R^2 = 0.70$. The analysis shows that affective commitment had a positive effect or relationship on employee job performance ($\beta = 0.202, t = 3.29, \text{CI} = 0.08, 0.326, P < 0.05$). Hence, hypothesis 1 was accepted. The analysis shows that continuance commitment had a significant positive relationship/effect on employee job performance ($\beta = 0.767, t = 11.88, \text{CI} = 0.605, 0.85, P < 0.05$). Indicating that hypothesis 2 is accepted. Also, the results found a negative and insignificant effect/relationship between normative commitment and employee job performance ($\beta = -0.111, t = -1.184, \text{CI} = -0.282, 0.10, P > 0.05$). Indicating that hypothesis 3 is rejected. The result of the value inflation factors (VIF) shows no evidence of multicollinearity in the data set.

Multiple regression analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.840 ^a	.706	.700	.90317	.706	109.807	3	137	.000

a. Predictors: (Constant), affcom, concom, norcom

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.686	.846		4.358	.000	2.013	5.358		
	Affcom	.204	.062	.202	3.291	.001	.081	.326	.568	1.761
	Concom	.726	.061	.767	11.884	.000	.605	.847	.514	1.945
	Norcom	-.136	.074	-.111	-1.840	.068	-.282	.010	.584	1.712

a. Dependent Variable: ejp

ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	268.714	3	89.571	109.807	.000 ^b
	Residual	111.754	137	.816		
	Total	380.468	140			

a. Dependent Variable: ejp

b. Predictors: (Constant), affcom, concom, norcom

Discussion of Findings

This study examined the effect of organizational commitment on employee job performance of employees working at ukwuani Local Government Area secretariat, Delta State, Nigeria. Analysis of data obtained from the study participants indicated that the effect of affective commitment on employee job performance is positive and significant. The implication is that individual engagement, motivation, and commitment are more likely to be higher when there is an emotional connection between the individual and the organization in question. Because of this emotional connection, employees are more inclined to put in extra effort and go above and beyond to support the success of the organization as a whole. Employees that demonstrate a high level of affective commitment typically have better work ethics, higher levels of job satisfaction, and a readiness to accept the organization's ideals and objectives, all of which contribute to better job performance. Additionally, affective commitment is associated with reduced turnover rates because workers who feel emotionally invested in the organization are less likely to look for other possibilities. Employee continuity fosters organizational competence and stability, both of which can improve performance as a whole. This result is in line with the findings of (Folorunso et al. 2014; Mustafa, et, al, 2022; Herman and Kurniawan, 2023)

Furthermore, there is a positive and significant effect of continuance commitment on employee job performance. This implies that employees that exhibit a high level of continuation commitment perform better because they feel obligated to stay in their current role within the organization, which can be influenced by things like seniority, benefit loss, or a lack of other possibilities for employment. Employees may therefore make an effort to reach their goals, follow company policies, and complete their tasks efficiently in order to minimize the perceived expenses of quitting the organization. This result support the findings of (Folorunso et al. 2014; Mustafa, et, al, 2022; Herman and Kurniawan, 2023)

Lastly, the result also showed that the effect of normative commitment on employee job performance is negative and insignificant. The implication is that high levels of normative commitment may also make workers feel as though they must stay, which might make them feel trapped or as though they have less freedom to choose their careers. This attitude may have a detrimental effect on performance by lowering motivation, satisfaction at work, and work engagement. This result is in agreement with the findings Kaplan and Kaplan, (2018)

Conclusion and recommendation

This study examined the effect of organizational commitment on employee job performance of employees working at ukwuani Local Government Area secretariat, Delta State, Nigeria. Consequently, one hundred and forty nine (149) structured questionnaires were given to the study participants to fill out of which one hundred and forty one (141) were fully recovered and completed. Findings revealed that affective and continuance commitment components

of organizational commitment have a positive and significant effect on employee job performance while normative commitment have a negative and insignificant effect on employee job performance. In order to ensure that employees continue to perform at a high level, the study's findings suggest that local government management and policy makers should strive to establish a work environment that encourages commitment based on positive factors like mutual benefit, recognition, and shared values.

REFERENCES

- Al Zeifiti, Salim Musabah Bakhit & Mohamad, Noor Azmi. 2017. The Influence of Organizational Commitment on Omani Public Employees' Work Performance. *International Review of Management and Marketing*, Vol. 7, 151-160.
- Arubayi, D.O., (2023) workplace toxicity and employee performance of manufacturing firm: evidence from Nigeria. *International Journal of Management & Entrepreneurship Research*, Volume 5, Issue 2, pp. 143-157.
- Arubayi, D. O., Eromafuru E. D., & Egbule A.C.S. (2020). Human resource development and Employee performance: the role of individual absorptive capacity in the Nigerian oil Sector. *Journal of Management Information and Decision Sciences*, 23(2), 1-15.
- Arubayi, D.O., and Odiri, V.I.O., (2023) stimulating achievement: the mediating effect of employee commitment between high performance work practices and employee engagement. *Corporate & Business Strategy Review / Volume 4, Issue 2, pp. 143-150. <https://doi.org/10.22495/cbsrv4i2art13>*
- Aruoren, E.E, and Ugbehene, j., (2023) relationship between workplace incivility and employee performance. *International Journal of Academic Research in Business and Social Sciences*, 13(6), pp. 927-942.
- Barrick, M. R., Thurgood, G. R., Smith, T. A., & Courtright, S. H. (2015). Collective organizational engagement: Linking motivational antecedents, strategic implementation, and firm performance. *Academy of Management Journal*, 58(1), 111-135.
- Chen ZX, Aryee S (2007) Delegation and Employee Work Outcomes: An Examination of the Cultural Context of Mediating Processes in China. *Academy of Management Journal* 50: 226-236.
- Dajani, M., Ahmed, Z. 2015. The Impact of Employee Engagement on Job Performance and Organisational Commitment in the Egyptian Banking Sector. *Journal of Business and Management Sciences*, Vol, 3, 138-147.
- Folorunso, O.O, Adewale, A. J. and Abodunde, S.M, (2014) Exploring the Effect of Organizational Commitment Dimensions on Employees Performance: An Empirical Evidence from Academic Staff of Oyo State Owned Tertiary Institutions, Nigeria. *International Journal of Academic Research in Business and Social Sciences*, Vol. 4, No. 8, pp.275-286
- Gerhart, B., & Milkovich, G. T. (1990). Organizational differences in managerial compensation and financial performance. *Academy of Management Journal*, 33(4), 663-691.
- Hafiz AZ (2017) Relationship between Organizational Commitment and Employee's Performance Evidence from Banking Sector of Lahor. *Arabian J Bus Manag Review* 7: 304. Volume 7 • Issue 2 pp. 2-7 doi: 10.4172/2223-5833.1000304
- Herman, S and Kurniawan, J., (2023) the Effect of Work Environment, Organizational Commitment and Compensation on Employee Performance at Aisyiyah St. Khadijah, Pinrang District. *Economic and Business Journal | ECBIS <https://ecbis.net/index.php/go/index>. Volume 1 Issue 2 Pp. 103-112*
- Igbomor, E., (2023) the relationship between strategic human resource management practices and employee performance: the moderating role of information communication technology (ICT) usage. *International Journal of Management Studies and Social Science Research*, Vol. 5, issue 5, pp. 294-307. Doi:<https://doi.org/10.56293/IJMSSSR.2022.4726>
- Igbomor, E., and Olisemenogor, H.C, (2023a) an investigation of the impact of paternalistic leadership on workers performance. *International Journal of Research Publication and Reviews*, Vol. 4, no 11, pp. 1812-1817.
- Igbomor, E., and Olisemenogor, H.C, (2023b) the nexus between employee assistance programs and organizational commitment. *International Journal of Research and Innovation in social science (IJRISS)*, Volume VII, Issue XII, pp. 1-13. Doi: <https://dx.doi.org/10.47772/IJRISS.2023.7012001>
- Kaplan, M and Kaplan, A., (2018) the Relationship between Organizational Commitment and Work Performance: a Case of Industrial Enterprises. *Journal of Economic and Social Development (JESD)* Vol. 5, No. 1, pp. 46-50
- Liao, H., Toya, K., Lepak, D. P., & Hong, Y. (2010). Do they see eye to eye? Management and employee perspectives of high-performance work systems and influence processes on service quality. *Journal of Applied Psychology*, 95(3), 563-581.
- Mangkunegara, A. P. (2013) *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Meyer, J. P. & Allen, N. J. (1997) *Commitment in the Workplace, Theory, Research and application*. California: sage
- Meyer, J. P., & Allen, N. J. (1984). Testing the side bet theory of organizational Commitment: some methodological consideration. *Journal of Applied psychology* 69, 372-378.

- Mukhlis, Musnadi, S., and Ridwan, N., (2020) The Effect of Organizational Commitment and Job Satisfaction on Employee Performance and its Implication on the Performance of PT. PLN (Persero) Banda Aceh. *International Journal of Scientific and Management Research, Volume 3 Issue 3. Page: 23-34*
- Mustafa, S, Asdar, M., and Kadir, N.,(2022) The Effect of Motivation and Commitment on Employee Performance Moderated by Organizational Culture at Gowa Regency Regional Government. *Journal of Research in Business and Management Volume 10 ~ Issue 3, pp: 15-28*
- Ostroff, C., Kinicki, A. J., & Tamkins, M. M. (2003). Organizational culture and climate. In W. C. Borman & D. R. Ilgen (Eds.), *Handbook of psychology, Vol. 12, Industrial and Organizational Psychology* (pp. 565-593). Hoboken, NJ: Wiley.
- Ronny, Yusuf Edward. (2020). *Manajemen Sumber Daya Manusia Sebuah Pengantar*. Medan: Gerhana Media Kreasi.
- Sousa-Poza, A., & Sousa-Poza, A. A. (2000). Well-being at work: A cross-national analysis of the levels and determinants of job satisfaction. *Journal of Socio-Economics, 29(6), 517-538*.
- Sufia, Sofiyan, Toni N et.al. (2020) Effect of organizational commitment and work motivation on employee performance with job satisfaction as an intervening variable at PT. Famfit Bugar Nusantara. *International Journal of Research and Review. 7(8): 303-312*
- Suharto, Suyanto and Hendri, N., (2019) the Impact of Organizational Commitment on Job Performance. *International Journal of Economics and Business Administration Volume VII, Issue 2, pp. 189-206*