

The Role of Organizational Commitment in Mediating the Effects of the Work Environment on Employee Performance

Surya Darma Purba, Husni Muharram Ritonga, Hernawaty

Abstract

This study aims to analyze the role of organizational commitment in mediating the influence of the work environment on employee performance at the Human Resources Bureau of the North Sumatra Regional Police. The study used a quantitative approach with a population and sample size of 115 employees. The sample was determined using a saturation sampling technique. Data were collected through a questionnaire and analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the assistance of the SmartPLS 3.0 software. The results showed that the work environment had a positive and significant effect on employee performance, with a path coefficient of 0.187, a t-statistic of 3.233, and a p-value of 0.001. The work environment has a positive and significant effect on organizational commitment, with a path coefficient of 0.384, a t-statistic of 8.324, and a p-value of 0.000. Organizational commitment has a positive and significant effect on employee performance, with a path coefficient of 0.556, a t-statistic of 9.597, and a p-value of 0.000. Furthermore, the work environment has a positive and significant effect on employee performance through organizational commitment, with an indirect effect coefficient of 0.214, a t-statistic of 6.162, and a p-value of 0.000. These results indicate that organizational commitment acts as a partial mediator in the effect of the work environment on employee performance. Therefore, improving employee performance requires both creating a conducive work environment and strengthening employees' commitment to the organization.

Keywords: Work Environment, Organizational Commitment, Employee Performance

Surya Darma Purba¹

¹Magister of Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: suryadarmapurba007@gmail.com

Husni Muharram Ritonga², Hernawaty³

^{2,3}Magister of Management, Universitas Pembangunan Panca Budi, Indonesia

e-mail: husnimuharram@dosen.pancabudi.ac.id², hernawaty@dosen.pancabudi.ac.id³

3rd International Conference Epicentrum of Economic Global Framework (ICEEGLOF)

Theme: Cross-Sector and Cross-Disciplinary Strategies for Achieving the SDGs

<https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF>

Introduction

Employee performance is a key factor in determining an organization's success, particularly in public-sector organizations that are required to provide services effectively, professionally, transparently, and accountably. Employee performance is not only related to the volume of work completed but also encompasses the quality of work output, timeliness, the effective use of resources, and autonomy in carrying out tasks. Thus, improving employee performance is a strategic necessity to ensure that organizational goals are achieved optimally.

The need for high performance also applies to the Human Resources Bureau of the North Sumatra Regional Police. The North Sumatra Regional Police HR Bureau is responsible for personnel management, career development, personnel audits, education and training, officer placement, and personnel administration services. Carrying out these functions requires employees who are able to work meticulously, quickly, with discipline, and responsibly. Employee performance at the HR Bureau not only determines the effectiveness of internal task execution but also influences the quality of human resource management within the North Sumatra Regional Police.

According to Armstrong (2021), performance is the result of the interaction between an individual's abilities, motivation, and opportunities in carrying out their work. Employee performance can be assessed through the quality of work, quantity of work, timeliness, effectiveness, and autonomy. Achieving optimal performance is influenced not only by individual abilities but also by organizational conditions that support the execution of work. One factor that has the potential to influence employee performance is the work environment.

The work environment encompasses all physical and social conditions surrounding employees as they perform their duties. According to Dumitriu et al. (2025), the work environment consists of the physical and social conditions at the workplace that influence employees' experiences and behaviors while carrying out their tasks. It includes workplace comfort, availability of facilities, inter-employee relationships, managerial support, work organization, autonomy, and opportunities for employee development.

A conducive work environment can provide employees with a sense of comfort, safety, and support in completing their work. Adequate facilities can speed up task completion, while harmonious work relationships can improve coordination and cooperation. Management support and clear task assignments can also help employees understand their responsibilities. Conversely, an uncomfortable work environment, inadequate facilities, disharmonious work relationships, and a lack of organizational support can dampen morale and hinder performance.

The state of the work environment at the North Sumatra Provincial Police's Human Resources Bureau can be seen from the results of a preliminary survey of 20 employees. A total of 9 respondents disagreed that the workspace was comfortable enough to support their daily work. Nine respondents also assessed that the available work facilities were inadequate. Regarding work relationships, seven respondents stated that relationships among employees were not yet harmonious. These results indicate that the work environment still requires attention, as it has not yet been fully able to support employees' work performance.

This situation is also evident in the results of the preliminary employee performance survey. A total of 8 respondents stated they were unable to complete their work on time, 7 respondents assessed that their work outcomes did not fully meet organizational standards, and 8 respondents stated they lacked a high level of initiative in completing tasks without waiting for instructions. These preliminary findings indicate that employee performance is not yet fully optimal and is suspected to be linked to a work environment that is not yet fully conducive.

Previous research has shown that the work environment has a positive relationship with employee performance. A supportive work environment can enhance employees' comfort, concentration, productivity, and ability to complete tasks. However, the influence of the work environment on performance does not always occur directly. A favorable work environment can first foster positive employee attitudes toward the organization, one of which is organizational commitment.

Organizational commitment describes the level of employees' attachment and willingness to maintain their membership and contribute to the organization. Todorović et al. (2024) explain that organizational commitment relates to an individual's perceived desires, needs, and obligations to remain within the organization. Organizational commitment can be categorized into affective commitment, continuance commitment, and normative commitment.

Affective commitment reflects employees' emotional attachment and sense of pride in the organization. Continuance commitment relates to the weighing of benefits and costs should an employee leave the organization, while normative commitment indicates a sense of moral obligation to remain part of the organization. Employees with strong commitment tend to be willing to exert greater effort, safeguard the organization's interests, and maintain the quality of their work performance.

A positive work environment can enhance organizational commitment because employees feel comfortable, valued, supported, and have the opportunity to perform their work optimally. When an organization is able to provide adequate facilities, harmonious working relationships, leadership support, and good work arrangements, employees will have a more positive work experience. Such experiences can strengthen employees' sense of belonging and attachment to the organization.

Conversely, an unsupportive work environment can reduce employee engagement. An uncomfortable workspace, limited facilities, poor working relationships, and a lack of leadership support can create the perception that the organization does not prioritize employees' needs. These conditions can diminish employees' willingness to go the extra mile and weaken their commitment to the organization.

Preliminary survey results indicate that organizational commitment among employees of the North Sumatra Regional Police's Human Resources Bureau is not yet fully established. Although 11 respondents expressed pride in being part of the organization, 8 respondents did not demonstrate a willingness to go the extra mile. Furthermore, 6 respondents did not yet have a strong desire to remain with the organization. This phenomenon suggests that pride in the organization has not yet been fully accompanied by engagement and a willingness to make greater contributions.

Organizational commitment plays a crucial role in enhancing employee performance. Employees with a strong attachment to the organization tend to demonstrate responsibility, loyalty, discipline, and a willingness to work beyond minimum standards. Commitment motivates employees not only to perform tasks to fulfill formal obligations but also out of a desire to support the organization's success. Thus, the higher the organizational commitment, the greater the likelihood that employees will demonstrate better performance.

The inclusion of organizational commitment as a mediating variable is based on the idea that a good work environment does not necessarily directly improve performance. The work environment first fosters positive attitudes and a sense of attachment among employees toward the organization. Subsequently, this attachment motivates employees to perform their tasks more diligently, on time, effectively, and independently. In this relationship, the work environment enhances organizational commitment, which in turn enhances employee performance.

Previous research findings on the mediating role of organizational commitment remain inconsistent. Some studies have found that organizational commitment significantly mediates the effect of the work environment on employee performance. This means that a conducive work environment can strengthen commitment and, in turn, improve performance. However, other studies have found that organizational commitment does not mediate this relationship, even though the work environment has a direct effect on performance. These differing results indicate that the role of organizational commitment as a mediating variable remains context-dependent and needs to be tested across different organizational characteristics.

A research gap is also evident in the context of the research subjects. Studies on the work environment, organizational commitment, and employee performance are still

predominantly conducted in the education and healthcare sectors, private companies, and public organizations in general. Research specifically examining the relationship among these three variables within the context of police human resources departments remains relatively limited. Yet, police organizations possess hierarchical structures, high levels of discipline, strict work procedures, and distinct service responsibilities compared to other organizations.

Based on pre-survey findings, theoretical support, and discrepancies in previous research results, it is important to examine the role of organizational commitment in mediating the influence of the work environment on employee performance. This study aims to clarify whether the work environment can directly improve performance and whether such improvement occurs through the development of employees' organizational commitment.

In practical terms, the research findings are expected to serve as a basis for the North Sumatra Regional Police Human Resources Bureau to improve the work environment by enhancing workplace comfort, providing adequate facilities, strengthening work relationships, offering leadership support, and implementing better work arrangements. These improvements are expected to strengthen employees' attachment to the organization and, in turn, enhance the quality, quantity, timeliness, effectiveness, and autonomy of their work.

Based on this description, this study is titled "The Role of Organizational Commitment in Mediating the Influence of the Work Environment on Employee Performance at the Human Resources Bureau of the North Sumatra Regional Police."

Literature Review

1. Employee Performance

a) Definition of Employee Performance

According to Armstrong (2021), performance is the result of the interaction between an individual's abilities, motivation, and work opportunities in achieving organizational goals. Thus, performance is not only related to the final outcome of the work but also encompasses the work processes employees undertake to achieve predetermined targets. Consequently, employee performance within public organizations such as the North Sumatra Regional Police also reflects the level of success in carrying out service duties, law enforcement, and the maintenance of public safety and order in accordance with applicable professional standards.

b) Employee Performance Indicators

Employee performance indicators (Armstrong, 2021):

- 1) **Work Quality**
Work quality describes the level of accuracy, neatness, and conformity of an employee's work results to the standards set by the organization. The higher the quality of work produced, the greater the employee's contribution to achieving the organization's goals.
- 2) **Quantity of Work**
Work quantity indicates the amount of work an employee is able to complete within a specific time period in accordance with the targets set by the organization.
- 3) **Timeliness**
Timeliness describes an employee's ability to complete work by the deadlines set by the organization.
- 4) **Effectiveness**
Effectiveness describes an employee's ability to optimally utilize available resources to achieve the results expected by the organization.
- 5) **Independence**
Independence indicates an employee's ability to carry out their duties and responsibilities without relying heavily on instructions or assistance from others.

2. Organizational Commitment

a) Definition of Organizational Commitment

Todorović et al. (2024) explain that organizational commitment can be determined by the extent to which an individual feels a desire, need, and obligation toward the organization where they work. In other words, organizational commitment relates to an employee's internal motivation to remain connected to the organization.

b) Indicators of Organizational Commitment

According to Todorović et al. (2024), the indicators of organizational commitment are as follows:

- 1) Affective commitment
Indicates an employee's emotional attachment to the organization, such that the employee wishes to remain within the organization because they feel emotionally connected to it.
- 2) Continuance Commitment
Reflects employees' awareness of the costs or losses that may arise if they leave the organization, such as the loss of benefits, work relationships, or certain opportunities.
- 3) Normative commitment
Reflects a sense of obligation, moral responsibility, or the urge to remain within the organization. In the article by Todorović et al., the normative discussion is linked to a sense of duty and loyalty toward the organization.

3. Work Environment

a) Definition of Work Environment

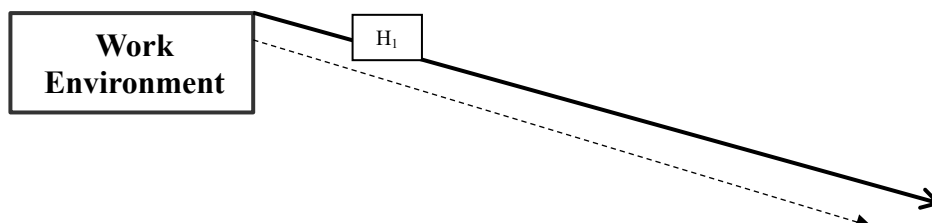
According to Dumitriu et al. (2025), the work environment refers to the physical and social conditions at the workplace that influence employees' experiences and behavior as they perform their jobs.

b) Work Environment Indicators

The indicators of the work environment, according to Dumitriu et al. (2025), are as follows:

- 1) Physical Dimensions of the Work Environment
Includes the physical conditions of the workplace that affect employees' comfort and well-being.
- 2) Social Dimensions of the Work Environment
Includes social relationships, workplace interactions, and the quality of relationships in the work environment.
- 3) Organizational characteristics of work
Includes aspects of work shaped by the organization, including how work is structured and supported. In the article summary, factors such as managerial support are an important part of this.
- 4) Intrinsic job factors
Includes internal aspects of work that influence employees' work experiences, such as the meaning of work and the quality of the work experience.
- 4) Employees' perspectives on their roles and future in their jobs
Includes how employees view their roles and future prospects in their jobs.
- 5) Work autonomy and managerial support
Dumitriu et al. specifically highlight job autonomy and managerial support as key organizational factors that enhance employees' work experience.

Conceptual Framework



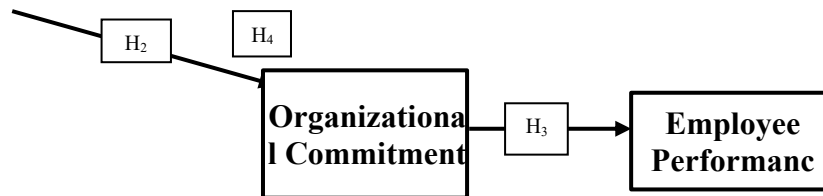


Figure 1. Conceptual Framework

Research Hypotheses

- H₁: The work environment has a positive and significant effect on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
- H₂: The work environment has a positive and significant effect on organizational commitment among employees of the Human Resources Bureau of the North Sumatra Regional Police.
- H₃: Organizational commitment has a positive and significant effect on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
- H₄: The work environment has a positive and significant effect on employee performance through organizational commitment at the Human Resources Bureau of the North Sumatra Regional Police.

Research Methodology

Type of Research

The type of research used is quantitative research. According to Sugiyono (2022), quantitative research is defined as a method grounded in the philosophy of positivism, used to study a specific population or sample; sampling techniques are generally conducted randomly; data collection uses research instruments; and data analysis is quantitative/statistical in nature, with the aim of testing predetermined hypotheses. This quantitative research was conducted to examine the relationship between ethical leadership and organizational culture and employee performance, with organizational commitment serving as an intervening variable, at the Human Resources Bureau of the North Sumatra Regional Police.

Research Location and Timeframe

The research was conducted at the North Sumatra Regional Police, located at Jalan Sisingamangaraja Km. 10.5 No. 60, Timbang Deli, Medan Amplas District, Medan City. The research was conducted over a period of 3 months, from May to August 2026.

Population and Sample

According to Sugiyono (2025), the population consists of all objects or subjects possessing specific characteristics defined by the researcher for study, from which conclusions are subsequently drawn. Based on this definition, the population in this study comprises all employees of the Human Resources Bureau of the North Sumatra Regional Police, totaling 115 individuals.

The sample in this study consists of all employees at the Human Resources Bureau of the North Sumatra Regional Police, totaling 115 people. The sampling technique used is saturation sampling, which involves selecting the entire population as the research sample.

Research Data Sources

The data source used in this study is primary data.

Results

Outer Model Analysis

The *Outer Model* analysis, using the *PLS algorithm*, yielded the following results:

Validity Test

Table 1. Outer Loadings Values

	Employee Performance	Organizational Commitment	Work Environment
X1.1			0.745
X1.2			0.681
X1.3			0.859
X1.4			0.701
X1.5			0.773
X1.6			0.803
Y.1	0.757		
Y.2	0.838		
Y.3	0.801		
Y.4	0.842		
Y.5	0.817		
Z.1		0.826	
Z.2		0.830	
Z.3		0.894	

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, the results of the outer model test using factor loadings/outer loadings show that all indicators for each variable have loadings ≥ 0.60 . This indicates that each indicator is measured validly. Therefore, it can be concluded that all items in the questionnaire meet the validity criteria, as shown in the following figure.

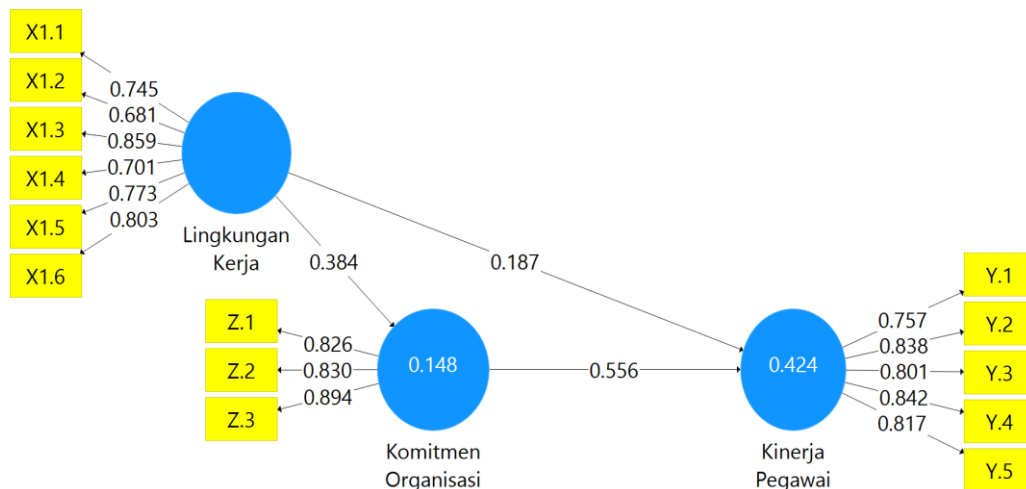


Figure 2. Outer Loadings

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.870	0.872	0.906	0.659
Organizational Commitment	0.809	0.820	0.887	0.724
Work Environment	0.855	0.864	0.892	0.582

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70, and the AVE values are above 0.05. This indicates that all indicators have high internal consistency and are reliable for measuring their

respective constructs. Therefore, the research instrument is deemed reliable and suitable for use in structural equation modeling.

Coefficient of Determination (R^2)

When evaluating a model using PLS, the analysis begins by examining the R-squared value for each latent dependent variable. The table below presents the estimated R-squared values obtained using SmartPLS.

Table 3. R-Square Results

	R-Square	Adjusted R-Square
Organizational Commitment	0.148	0.144
Employee Performance	0.424	0.418

Source: Smart PLS, 2025

Table 3 shows the R-squared values for both dependent variables. For the organizational commitment variable, the R-squared value is 0.148; this means that the work environment accounts for 0.148, or 14.8%. The remainder is attributed to other variables outside the model. The R-squared value for employee performance is 0.424, meaning that the work environment and organizational commitment account for 0.424, or 42.4%; the remainder is attributed to other variables outside the model.

Structural Model Testing (Inner Model)

Hypothesis Testing

Direct Effects Between Variables

Direct effects between variables can be seen in the *path coefficient* values. The data analysis results show that the direct effect values are presented in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P-Values	Conclusion
Organizational Commitment -> Employee Performance	0.556	9.597	0.000	Accepted
Work Environment -> Employee Performance	0.187	3.233	0.001	Accepted
Work Environment -> Organizational Commitment	0.384	8.324	0.000	Accepted

Source: Smart PLS Output, 2025

Table 4 shows the following direct effect values:

1. The work environment has a positive and significant effect on employee performance, with a t-statistic of 9.597 (above 1.96) and a p-value of 0.000 (below 0.05). This means that the work environment has a significant effect on employee performance because the significance level is below 0.05. These findings are consistent with previous research, which found that the work environment has a positive and significant effect on employee performance (Sianturi et al., 2026).
2. The work environment has a positive and significant effect on organizational commitment, with a t-statistic of 3.233 (greater than 1.96) and a p-value of 0.001 (less than 0.05). This means that the work environment has a significant effect on organizational commitment because the p-value is less than 0.05. These findings are consistent with previous research, which also found that the work environment has a positive and significant effect on organizational commitment (Syahputra & Mesra, 2023).
3. Organizational commitment has a positive and significant effect on employee performance, with a t-statistic of 8.324 (above 1.96) and a p-value of 0.000 (below 0.05). This means that organizational commitment has a significant effect on employee performance because the p-value is below 0.05. These findings are consistent with previous research, which found that

organizational commitment has a positive and significant effect on employee performance (Budi et al., 2026).

Indirect Effects Between Variables

The indirect effects between variables can be seen in the *specific indirect effects* values. The data analysis results show that the indirect effect values are presented in Table 5 below.

Table 5. *Specific Indirect Effects*

	Original Sample	T Statistics	P Values	Conclusion
Work Environment -> Organizational Commitment -> Employee Performance	0.214	6.162	0.000	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely: the work environment has a positive and significant effect on employee performance through organizational commitment, with a t-statistic of 6.162 (above 1.96) and a significance level of 0.000 (below 0.05). This means that organizational commitment acts as an intervening variable between the work environment and employee performance.

Conclusion

1. The work environment has a positive and significant effect on employee performance at the North Sumatra Regional Police Human Resources Bureau.
2. The work environment has a positive and significant effect on organizational commitment among employees of the Human Resources Bureau of the North Sumatra Regional Police.
3. Organizational commitment has a positive and significant effect on employee performance at the North Sumatra Regional Police Human Resources Bureau.
4. The work environment has a positive and significant effect on employee performance through organizational commitment at the Human Resources Bureau of the North Sumatra Regional Police.

Recommendations

Based on the research results and conclusions obtained, the following recommendations can be made.

1. **Work environment**
The Human Resources Bureau of the North Sumatra Regional Police needs to improve workplace comfort, ensure adequate facilities, foster harmonious working relationships, provide leadership support, and grant autonomy in accordance with employees' responsibilities.
2. **Organizational Commitment**
Employee commitment needs to be strengthened through involvement in organizational activities, recognition of contributions, career development, open communication, and fostering a sense of pride in being part of the institution.
3. **Employee Performance**
Performance improvement must be supported by clear work targets, periodic evaluations, feedback, training, and the use of technology to enhance quality, timeliness, effectiveness, and work autonomy.
4. **Next Researcher**
Future research is recommended to include variables such as work motivation, organizational culture, job satisfaction, job commitment, or leadership style. The scope of the study could also be expanded to include other police units with a larger sample size and employ a mixed-methods or longitudinal approach.

References

- [1] Alriyami, H. M., Alneyadi, K., Alnuaimi, H., & Kampouris, I. (2024). Employees' trust, perceived justice, and on-task performance: The mediating and moderating role of autonomy and organizational culture.
- [2] Armstrong, M. (2021). *Performance Management: A Handbook of Human Resource Management*. Nusamedia.
- [3] Budi, S., Indrawan, M. I., & Surya, E. D. (2026). Analysis of Transformational Leadership and Organizational Communication on Employee Performance: Employees with Organizational Commitment as a Mediating Variable in the Medan Sunggal District Office. *Journal of Management, Economics, and Accounting*, 5(3), 1885–1892.
- [4] Dumitriu, S., Bocean, C. G., Vărzaru, A. A., Al-Floarei, A. T., Sperdea, N. M., Popescu, F. L., & Băloi, I.-C. (2025). The Role of the Workplace Environment in Shaping Employees' Well-Being. *Sustainability*, 17(6), 2613. <https://doi.org/10.3390/su17062613>
- [5] González-Cánovas, A., Trillo, A., Bretones, F. D., & Fernández-Millán, J. M. (2024). Trust in leadership and perceptions of justice in fostering employee commitment. *Frontiers in Psychology*, 15, 1359581.
- [6] Karlinda, A. E., Nadilla, N., & Sopali, M. F. (2022). Organizational Support, Organizational Justice, and Organizational Commitment on Employee Performance
- [7] Lo, Y.-C., Lu, C., Chang, Y.-P., & Wu, S.-F. (2024). Examining the influence of organizational commitment on service quality through the lens of job involvement as a mediator and emotional labor and organizational climate as moderators. *Heliyon*, 10(2), e24130.
- [8] Matteson, M. L., Ming, Y., & Silva, D. E. (2021). *The relationship between work conditions and perceptions of organizational justice among library employees*. *Library & Information Science Research*, 43(2), 101093. <https://doi.org/10.1016/j.lisr.2021.101093>
- [9] Mohamed, M. A., et al. (2024). The influence of workplace relationships and job satisfaction at private universities in Mogadishu: employee performance as a mediating variable. *Frontiers in Education*.
- [10] Nusraningrum, D. et al. (2024). Enhancing employee performance through motivation: the mediating roles of green work environments and engagement in Jakarta's logistics sector. *Frontiers in Sociology*.
- [11] Pham, T. P. T., Nguyen, T. V., Nguyen, P. V., & Ahmed, Z. U. (2024). The pathways to innovative work behavior and job performance: Exploring the role of public service motivation, transformational leadership, and person-organization fit in Vietnam's public sector. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(3), 100315.
- [12] Putri, T. N. (2025). Discipline, Work Environment, and Employee Performance: The Mediating Role of Organizational Commitment at the Central Bureau of Statistics, Kendari City. *International Journal of Management and Education in Human Development*, 5(04), 1662–1669.
- [13] Rasool, S. F. et al. (2025). Exploring the Nexus Between a Supportive Workplace Environment, Employee Engagement, and Employee Performance in the Kingdom of Saudi Arabia. *Administrative Sciences*, 15(6), 230.
- [14] Rasyid, M. R., Sjahrudin, H., & Data, M. U. (2024). The Contribution of Organizational Justice and Individual Characteristics to Employee Performance. *Jurnal Bina Bangsa Ekonomika*, 17(2), 1365–1374.
- [15] Ritonga, H.M, Sanny, A, MC Rizky, AJ Sihombing. (2024). Influencer.
- [16] Ritonga, H.M, Fikri, M.E, Siregar, N, Agustin, R.R, Hidayat, R. (2018). *Marketing Management: Concepts and Strategies*. Medan: CV. Manhaji.
- [17] Ritonga, H.M, RR Agustin, R Arika. (2025). Determinants of Consumer Purchase Decisions: An Empirical Analysis of Technology, Culture, Physical Evidence, and Promotion at Coffee Shop Medan. *International Journal of Economic, Technology and Social Sciences (Injects)*.

- [18] Sianturi, S. A. L., Ritonga, H. M., & Ferine, K. F. (2026). Analysis of the Work Environment and Work Discipline on Employee Performance with Job Satisfaction as a Mediating Variable at the Medan Belawan Primary Tax Office. *Journal of Management, Economics, and Accounting*, 5(3), 1845–1852.
- [19] Sofiatun, S., & Rijanti, T. (2025). The Influence of Competence and Work Environment on Employee Performance with Organizational Commitment as an Intervening Variable. *Mandalika Journal of Business and Management Studies*, 3(2), 157–170.
- [20] Sugiyono, P. (2025). Quantitative, Qualitative, and R&D Research Methods (2nd ed., 7th printing). Bandung: Alfabeta. <https://cvalfabeta.com/product/metode-penelitian-kuantitatif-kualitatif-dan-rd-mpkk>
- [21] Syahputra, R. Y., & Mesra, B. (2023). The Influence of Work Environment and Communication on Organizational Commitment with Teamwork as an Intervening Variable at the Medan Religious Training Center. *International Journal of Economics, Management and Accounting (IJEMA)*, 1(6), 479–490.
- [22] Todorović, D. et al. (2024). Organizational commitment in the private and public sectors: a regression analysis based on personality traits, subjective well-being, organizational orientations, and perceived employment uncertainty in Serbia. *Frontiers in Psychology*.
- [23] Wahyudi, M. H., Indah, Y., & Hidayah, T. (2025). The Effect of Work Environment on Employee Performance with Organizational Commitment as an Intervening Variable. *Proceedings of the International Conference on Economics, Business, and Information Technology*.
- [24] Zhao, S. et al. (2025). The impact of organizational commitment on job performance in primary healthcare: a motivation internalization perspective. *Frontiers in Public Health*.