

Improving Work Quality through Organizational Commitment

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Abstract

This study aims to analyze the effect of Organizational Citizenship Behavior and burnout on work quality with organizational commitment as an intervening variable at the Representative Office of Bank Indonesia Pematangsiantar. This research employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to employees of the Representative Office of Bank Indonesia Pematangsiantar and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (SmartPLS). The results indicate that Organizational Citizenship Behavior has a positive and significant effect on organizational commitment and work quality. Burnout has a negative and significant effect on organizational commitment, but does not have a significant direct effect on work quality. Organizational commitment has a positive and significant effect on work quality. The indirect effect analysis shows that burnout has a negative and significant effect on work quality through organizational commitment, while Organizational Citizenship Behavior does not have a significant effect on work quality through organizational commitment. These findings indicate that organizational commitment acts as an intervening variable in the relationship between burnout and work quality, but does not mediate the relationship between Organizational Citizenship Behavior and work quality. This study is expected to contribute theoretically to the development of human resource management literature and practically to serve as a reference for the Representative Office of Bank Indonesia Pematangsiantar in improving employee work quality through burnout management, strengthening Organizational Citizenship Behavior, and enhancing organizational commitment.

Keywords: Organizational Citizenship Behavior, Burnout, Organizational Commitment, Work Quality.

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Introduction

Employee work quality plays a very important role as it is directly related to the implementation of monetary control tasks, financial system stability, and public services in the region. The high demands for professionalism, accuracy, and accountability require employees not only to have adequate competence but also work attitudes and behaviors that support overall organizational effectiveness. In this context, Organizational Citizenship Behavior (OCB) becomes one of the work behaviors needed to improve employee work quality. OCB reflects voluntary behavior performed by employees beyond their formal duties, such as helping coworkers, showing concern for the work environment, and maintaining harmonious working relationships. The demanding work deadlines, heavy workloads, and high responsibilities can trigger burnout in employees. Burnout is a condition of physical, emotional, and mental exhaustion due to work stress that persists over a long period. This condition potentially reduces work spirit, concentration, and employee accuracy, thereby impacting the quality of work produced. Employees with high organizational commitment tend to be more loyal, responsible, and willing to exert maximum effort in carrying out their work. Conversely, low organizational commitment can cause employees to work merely to fulfill obligations, resulting in suboptimal work quality. This condition impacts fluctuations in organizational commitment and ultimately leads to work quality that is not fully stable. Organizational commitment is suspected to play an important role as an intervening variable bridging the influence of OCB and burnout on work quality. High OCB has the potential to strengthen organizational commitment, thereby encouraging improved work quality. Uncontrolled burnout can weaken organizational commitment and reduce employee work quality.

Problem Identification

1. Employee work quality at the Representative Office of Bank Indonesia Pematangsiantar is not yet consistently optimal.
2. Employee Organizational Citizenship Behavior (OCB) has not been implemented evenly.
3. High work demands have the potential to cause burnout among employees.
4. The level of employee organizational commitment shows varied conditions.
5. The influence of OCB and burnout on work quality through organizational commitment is not yet empirically known.

Problem Formulation

1. Does Organizational Citizenship Behavior affect the work quality of employees at the Representative Office of Bank Indonesia Pematangsiantar?
2. Does Burnout affect the work quality of employees at the Representative Office of Bank Indonesia Pematangsiantar?
3. Does Organizational Citizenship Behavior affect the organizational commitment of employees at the Representative Office of Bank Indonesia Pematangsiantar?
4. Does Burnout affect the organizational commitment of employees at the Representative Office of Bank Indonesia Pematangsiantar?
5. Does organizational commitment affect the work quality of employees at the Representative Office of Bank Indonesia Pematangsiantar?
6. Does Organizational Citizenship Behavior affect the work quality of employees through Organizational Commitment at the Representative Office of Bank Indonesia Pematangsiantar?
7. Does Burnout affect the work quality of employees through Organizational Commitment at the Representative Office of Bank Indonesia Pematangsiantar?

Research Objectives

1. To test and analyze the influence of Organizational Citizenship Behavior on employee work quality at the Representative Office of Bank Indonesia Pematangsiantar.

2. To test and analyze the influence of burnout on employee work quality at the Representative Office of Bank Indonesia Pematangsiantar.
3. To test and analyze the influence of Organizational Citizenship Behavior on employee organizational commitment at the Representative Office of Bank Indonesia Pematangsiantar.
4. To test and analyze the influence of burnout on employee organizational commitment at the Representative Office of Bank Indonesia Pematangsiantar.
5. To test and analyze the influence of organizational commitment on employee work quality at the Representative Office of Bank Indonesia Pematangsiantar.
6. To test and analyze the influence of Organizational Citizenship Behavior on employee work quality through Organizational Commitment at the Representative Office of Bank Indonesia Pematangsiantar.
7. To test and analyze the influence of burnout on employee work quality through Organizational Commitment at the Representative Office of Bank Indonesia Pematangsiantar.

Organizational Commitment

According to Wibawa et al. (2019), organizational commitment is viewed as a value orientation towards the organization that indicates the employee's thinking to remain with the organization and strive to achieve organizational goals.

According to Mardiyana et al. (2019), organizational commitment can be interpreted as a situation where an employee sides with a specific organization by accepting its values and goals and has the desire to maintain membership in the organization.

Indicators of Organizational Commitment

According to Mardiyana et al. (2019), indicators of organizational commitment can be divided into several categories reflecting the level of employee commitment to the organization. The following are the organizational commitment indicators explained in their research:

1. **Affective Commitment:**
2. **Continuance Commitment**
3. **Normative Commitment:**

Factors Influencing Organizational Commitment

Factors influencing organizational commitment according to Mardiyana et al. (2019):

1. Organizational Citizenship Behavior (OCB), voluntary behavior of employees that supports the organization.
2. Burn-Out, work fatigue that reduces employee attachment.
3. Work Quality, effectiveness and efficiency of employees in completing tasks.
4. Work Environment / Organizational Support, facilities, leadership, and a conducive work atmosphere.
5. Job Satisfaction, employee satisfaction with the work performed.
6. Work Motivation, internal drive of employees to achieve organizational goals.
7. Reward / Recognition, appreciation given by the organization for employee performance.
8. Organizational Communication, openness of information and interaction among organizational members.

Work Quality

According to Mangkunegara (2017), work quality refers to the level of thoroughness, neatness, and accuracy in completing work, reflecting individual effectiveness and efficiency in working. According to Hasibuan (2017), work quality is the level of excellence or perfection of work results achieved by someone in carrying out their duties and responsibilities according to established standards.

Indicators of Work Quality

Indicators of Work Quality according to Hasibuan (2017) consist of 4 indicators as follows:

1. Timeliness in completing work
2. Low error rate in work
3. Conformity of work results with established standards
4. Creativity in work

Organizational Citizenship Behavior (OCB)

According to Suzana (2017), Organizational Citizenship Behavior (OCB) is workplace behavior in accordance with personal assessment that exceeds a person's basic work requirements. According to Aprianti (2019), Organizational Citizenship Behavior is defined as individual behavior that is discretionary, which is not directly and explicitly expected by the formal reward system, and which overall promotes the effectiveness of organizational functions.

Indicators of Organizational Citizenship Behavior (OCB)

According to Aprianti (2017), dimensions of organizational citizenship behavior that can measure the style of organizational citizenship behavior are:

1. Altruism (helping attitude). This attitude is shown by helping others, in this case, coworkers.
2. Conscientiousness (obedience to rules). Behavior shown by employees by fulfilling requirements set by the organization.
3. Sportsmanship (positive and sporting attitude). The willingness of employees to tolerate other employees who complain.

Burnout

According to Schaufeli, De Witte, & Desart (2018), burnout is an overwhelming exhaustion condition due to an imbalance between job demands and available resources to cope with them. This condition can cause individuals to feel overwhelmed, lose motivation, and experience impaired psychological well-being.

According to Maslach & Leiter (2018), burnout is defined as a psychological syndrome that arises due to prolonged and poorly managed work stress. Burnout consists of three main dimensions, namely emotional exhaustion, depersonalization (negative or cynical attitude towards work), and reduced personal accomplishment.

Indicators of Burnout

Indicators according to Schaufeli, Witte, & Desart (2018) are four indicators as follows:

1. Exhaustion: Feeling extremely tired physically and mentally.
2. Cognitive and Emotional Problems: Difficulty concentrating, easy forgetfulness, and experiencing emotional instability.
3. Psychological Distance from Work: Feeling emotionally detached from work, lack of interest, and loss of motivation.
4. Psychosocial Disturbance: Experiencing prolonged stress that affects social relationships and mental well-being.

Conceptual Framework

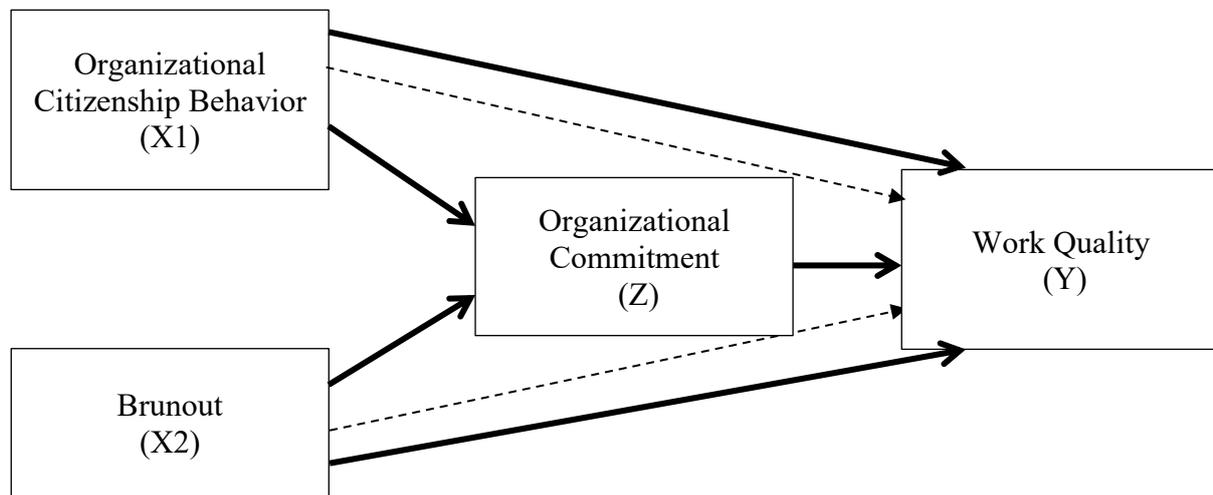


Figure 1. Conceptual Framework

Hypotheses

1. Organizational Citizenship Behavior has a positive effect on employee work quality at the Representative Office of Bank Indonesia Pematangsiantar.
2. Burnout has a negative effect on employee work quality at the Representative Office of Bank Indonesia Pematangsiantar.
3. Organizational Citizenship Behavior has a positive effect on employee organizational commitment at the Representative Office of Bank Indonesia Pematangsiantar.
4. Burnout has a negative effect on employee organizational commitment at the Representative Office of Bank Indonesia Pematangsiantar.
5. Organizational commitment has a positive effect on employee work quality at the Representative Office of Bank Indonesia Pematangsiantar.
6. Organizational Citizenship Behavior has a positive effect on employee work quality through Organizational Commitment at the Representative Office of Bank Indonesia Pematangsiantar.
7. Burnout has a negative effect on employee work quality through Organizational Commitment at the Representative Office of Bank Indonesia Pematangsiantar.

Research Methodology

Research Type

This research uses quantitative as the research type as a research requirement. Quantitative (Sugiyono, 2022) is research based on positivism aimed at examining specific populations or samples. Data analysis in quantitative research is statistical with the aim of describing and testing predetermined hypotheses.

Research Location and Time

The research location is at the Representative Office of Bank Indonesia, Jl. H. Adam Malik No. 1 Pematangsiantar. The research time is from November to December 2025.

Research Population

This research uses the entire population of employees at the Representative Office of Bank Indonesia, Sumatera Province, as the population, totaling 38 employees. According to Sugiyono (2022), a population is a generalization area consisting of objects/subjects that have specific quantities and characteristics determined by the researcher to be studied and then conclusions are drawn.

Research Sample

The researcher intends to use the entire population as the sample in this study, totaling 38 employees. Since the researcher uses the entire population as the sample, this research technique uses a saturated sampling technique where the researcher uses the entire population as the sample. According to Sugiyono (2022), a sample is a part of the number and characteristics possessed by that population.

Data Collection Technique

The researcher uses a questionnaire data collection technique where the researcher creates a questionnaire and distributes it to sample respondents. According to Sugiyono (2022), a questionnaire is an efficient data collection technique if the researcher already knows the variables to be measured and what is expected from the respondents.

Data Analysis Technique

This research uses Descriptive Statistical Analysis and Partial Least Squares SEM, which is an analysis used to develop or predict an existing theory. The descriptive method is used to obtain a complete and accurate picture of the research objectives. In this case, a 5-point Likert scale is used. Partial Least Squares SEM analysis is an analysis used to develop or predict an existing theory (Sarwono & Narimawati, 2015). This study uses PLS structural model analysis assisted by SmartPLS 3.3.3 software.

Outer Model Testing

In outer model testing, the aim is to see the validity and reliability of a model. This analysis testing will be seen from the influence of Factor Loading, Average Variance Extracted (AVE), Discriminant Validity, and composite reliability.

- a) Factor loading
- b) Average variance extracted (ave)
- c) Discriminant Validity
- d) Composite reliability

Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity, and reliability.

Convergent Validity

Convergent validity of the reflective measurement model can be seen from the correlation between the item/indicator score and its construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in scale development stage research, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that there are indicators with loadings below 0.60 and are not significant. The structural model in this study is shown in the following Figure:

Table 1. Outer Loadings

	Brunout _(X2)	Organizational Commitment_ (Z)	Work Quality_ (Y)	Organizational Citizenship Behavior_ (X1)
X1.1				0,883
X1.2				0,849
X1.3				0,867
X2.2	0,853			

X2.3	0,909		
X2.4	0,902		
Y.1			0,924
Y.2			0,915
Y.3			0,934
Y.4			0,924
Z.1		0,906	
Z.2		0,785	
Z.3		0,860	
Z.4		0,810	
Z.6		0,774	
Z.7		0,873	

Source: Smart PLS3.3.3

Based on Table 1, the results of the stage 2 outer loadings test show that all indicators on each construct have outer loading values above 0.70. This indicates that all indicators used have met the convergent validity criteria and are able to well represent the constructs of Organizational Citizenship Behavior, Burnout, Organizational Commitment, and Work Quality. Thus, the measurement model is declared valid and suitable for use in the next stage of analysis.

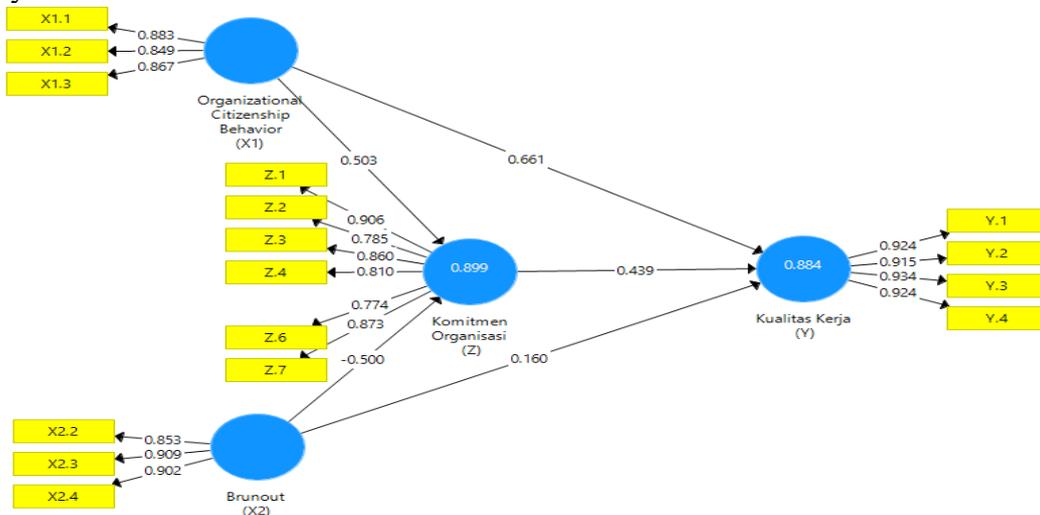


Figure 2. Outer Model

Source: Smart PLS3.3.3

The regression equations from this research are as follows:

Substructure 1

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.503 - 0.500 + e1$$

For Substructure 2

$$Y = b2X + b3X2 + b4Z + e2$$

$$Y = 0.661 + 0.160 + 0.439 + e2$$

Discriminat Validity

This section will describe the results of the discriminant validity test. The discriminant validity test uses cross-loading values. An indicator is said to meet discriminant validity if the cross-loading value of the indicator on its variable is the largest compared to other variables. The following are the cross-loading values of each indicator:

Table 2. Discriminant Validity

	Brunout _(X2)	Organizational Commitment_ (Z)	Work Quality_ (Y)	Organizational Citizenship Behavior_ (X1)
X1.1	-0,664	0,838	0,856	0,883
X1.2	-0,688	0,727	0,853	0,849
X1.3	-0,703	0,762	0,695	0,867
X2.2	0,853	-0,763	-0,589	-0,588
X2.3	0,909	-0,810	-0,700	-0,726
X2.4	0,902	-0,815	-0,717	-0,778
Y.1	-0,744	0,916	0,924	0,923
Y.2	-0,677	0,743	0,915	0,840
Y.3	-0,671	0,865	0,934	0,843
Y.4	-0,695	0,744	0,924	0,819
Z.1	-0,758	0,906	0,872	0,838
Z.2	-0,796	0,785	0,701	0,682
Z.3	-0,769	0,860	0,693	0,681
Z.4	-0,896	0,810	0,605	0,675
Z.6	-0,588	0,774	0,660	0,703
Z.7	-0,698	0,873	0,885	0,890

Source: Smart PLS3.3.3

Based on Table 2, the results of the discriminant validity test show that each indicator has the highest correlation value on the construct it measures compared to other constructs. This indicates that each construct, namely Burnout, Organizational Commitment, Work Quality, and Organizational Citizenship Behavior, is able to clearly differentiate itself from one another. Thus, the measurement model has met the discriminant validity criteria and is declared suitable for use in the next stage of analysis.

Composite reliability

For each variable in the research, composite reliability is compared to its reliability value; if the variable's value is higher than 0.60, the research is considered reliable; if between 0.60 and 0.7, it is not. The table below shows the various blocks used to assess the validity and reliability of the research, including AVE value, composite reliability, and Cronbach's alpha value:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Brunout_ (X2)	0,866	0,918	0,789
Organizational Commitment_ (Z)	0,913	0,933	0,699
Work Quality_ (Y)	0,943	0,959	0,854
Organizational Citizenship Behavior_ (X1)	0,834	0,900	0,751

Source: Smart PLS3.3.3

Based on Table 3, all constructs in this study have Cronbach's Alpha and composite reliability values above 0.70 and AVE values above 0.50. This shows that all constructs, namely

Burnout, Organizational Commitment, Work Quality, and Organizational Citizenship Behavior, have met the reliability and convergent validity criteria. Thus, the research instrument is declared reliable and valid for use in the next stage of analysis.

Inner Model Analysis

Evaluation of the structural model (inner model) is conducted to ensure that the built structural model is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

Coefficient of Determination (R²)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square values obtained are as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Organizational Commitment (Z)	0,899	0,893
Work Quality (Y)	0,884	0,874

Source: Smart PLS3.3.3

Based on Table 4, the R Square value for the Organizational Commitment variable is 0.899 and for Work Quality is 0.884, indicating that most of the variation in these two variables can be explained by the independent variables in the research model. The high Adjusted R Square value also confirms that the structural model has a strong explanatory power level and is suitable for use in further analysis.

Hypothesis Testing

After assessing the inner model, the next step is to evaluate the relationships between latent constructs as hypothesized in this research. Hypothesis testing in this research is carried out by looking at T-Statistics and P-Values. A hypothesis is declared accepted if the T-Statistics value > 1.96 and P-Values < 0.05. The following are the results of Path Coefficients for direct effects:

Table 5. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Burnout (X2) -> Organizational Commitment (Z)	-0,500	6,515	0,000	Accepted
Burnout (X2) -> Work Quality (Y)	0,160	1,478	0,070	Rejected
Organizational Commitment (Z) -> Work Quality (Y)	0,439	2,510	0,006	Accepted
Organizational Citizenship Behavior (X1) -> Organizational Commitment (Z)	0,503	6,415	0,000	Accepted
Organizational Citizenship Behavior (X1) -> Work Quality (Y)	0,661	4,800	0,000	Accepted

Source: Smart PLS3.3.3

1. The Effect of Burnout on Organizational Commitment

The test results show that burnout has a negative and significant effect on organizational commitment with a coefficient value of -0.500, a T-statistic value of 6.515, and a p-value of 0.000. Thus, the hypothesis stating that burnout affects organizational commitment is **accepted**. This indicates that the higher the burnout level, the lower the employee's organizational commitment will be.

2. The Effect of Burnout on Work Quality

The test results show that burnout does not have a significant effect on work quality with a coefficient value of 0.160, a T-statistic value of 1.478, and a p-value of 0.070. Therefore, the hypothesis stating that burnout affects work quality is **rejected**. This finding indicates that burnout does not directly affect employee work quality.

3. The Effect of Organizational Commitment on Work Quality

The analysis results show that organizational commitment has a positive and significant effect on work quality with a coefficient value of 0.439, a T-statistic value of 2.510, and a p-value of 0.006. Thus, this hypothesis is **accepted**, which means the higher the organizational commitment, the higher the employee work quality will be.

4. The Effect of Organizational Citizenship Behavior on Organizational Commitment

The test results show that Organizational Citizenship Behavior has a positive and significant effect on organizational commitment with a coefficient value of 0.503, a T-statistic value of 6.415, and a p-value of 0.000. Thus, this hypothesis is **accepted**, indicating that high OCB behavior can increase employee organizational commitment.

5. The Effect of Organizational Citizenship Behavior on Work Quality

The test results show that Organizational Citizenship Behavior has a positive and significant effect on work quality with a coefficient value of 0.661, a T-statistic value of 4.800, and a p-value of 0.000. Therefore, this hypothesis is **accepted**, which means the higher the employee OCB, the better the work quality produced.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Burnout (X2) -> Organizational Commitment (Z) -> Work Quality (Y)	-0,220	2,318	0,010	Accepted
Organizational Citizenship Behavior (X1) -> Organizational Commitment (Z) -> Work Quality (Y)	0,221	2,262	0,012	Rejected

Source: Smart PLS3.3.3

6. The Effect of Burnout on Work Quality through Organizational Commitment

The indirect effect test results show that burnout has a negative and significant effect on work quality through organizational commitment, with a coefficient value of -0.220, a T-statistic value of 2.318, and a p-value of 0.010. Thus, the hypothesis stating that burnout affects work quality through organizational commitment is **accepted**. This indicates that burnout can indirectly reduce employee work quality by weakening organizational commitment.

7. The Effect of Organizational Citizenship Behavior on Work Quality through Organizational Commitment

The test results show that Organizational Citizenship Behavior does not have a significant effect on work quality through organizational commitment, with a coefficient value of 0.221, a T-statistic value of 2.262, and a p-value of 0.012. Therefore, the hypothesis stating that

Organizational Citizenship Behavior affects work quality through organizational commitment is **rejected**. This finding indicates that the effect of OCB on work quality is more direct than through the role of organizational commitment as an intervening variable.

Conclusion

1. Organizational Citizenship Behavior has a positive and significant effect on employee work quality, so the hypothesis is accepted.
2. Burnout does not have a significant effect on employee work quality, so the hypothesis is rejected.
3. Organizational Citizenship Behavior has a positive and significant effect on employee organizational commitment, so the hypothesis is accepted.
4. Burnout has a negative and significant effect on employee organizational commitment, so the hypothesis is accepted.
5. Organizational commitment has a positive and significant effect on employee work quality, so the hypothesis is accepted.
6. Organizational Citizenship Behavior does not have a significant effect on employee work quality through organizational commitment, so the hypothesis is rejected.
7. Burnout has a negative and significant effect on employee work quality through organizational commitment, so the hypothesis is accepted.

Suggestions

1. The Representative Office of Bank Indonesia Pematangsiantar is advised to manage workload and work pressure more balancedly to suppress employee burnout levels, so that organizational commitment can be maintained.
2. Leaders are expected to encourage and appreciate Organizational Citizenship Behavior through fostering a collaborative and supportive work culture, as it has been proven to directly affect work quality.
3. The organization needs to increase employee commitment by strengthening a sense of belonging, loyalty, and employee involvement in organizational activities so that work quality can be sustainably improved.

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