Optimizing Organizational Commitment Through Employee Work Quality

Viance Tawarta Sinaga, Sri Rahayu

Abstract
This study aims to analyze the influence of Presenteeism and Absenteeism on Work Commitment with Employee Work Quality as an intervening variable at the Representative Office of Bank Indonesia Pematangsiantar. The research approach employed a quantitative method using Structural Equation Modeling (SEM) with SmartPLS 3.0. The research sample consisted of all employees at the Representative Office of Bank Indonesia Pematangsiantar. The results indicate that Presenteeism and Absenteeism have a significant effect on Work Commitment and Employee Work Quality. In addition, Employee Work Quality was found to significantly influence Work Commitment. However, the indirect effect testing revealed that Employee Work Quality is unable to mediate the relationship between Presenteeism and Absenteeism on Work Commitment, indicating that the indirect effect is not significant. This study implies that managing employee attendance and performance levels is crucial to improving both work quality and work commitment within the organization.

Keywords: Presenteeism, Absenteeism, Work Commitment, Employee Work Quality

Viance Tawarta Sinaga[1]
[1]Management Study Program, Universitas Pembangunan Panca Budi, Indonesia
e-mail: tawarta86sinaga@gmail.com[1]

Sri Rahayu[2]
[2]Management Study Program, Universitas Pembangunan Panca Budi, Indonesia
e-mail: srirahayu @dosen.pancabudi.ac.id[2]
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Introduction

Human resources (HR) are not only an important asset but also a main pillar in maintaining organizational stability and success. Superior HR quality is not only seen from their physical presence at work but also from the level of commitment, productivity, and contribution in supporting the achievement of organizational goals. Presenteeism is a condition when employees still come to work even though they are in poor physical, mental, or emotional health. On one hand, this condition may appear as a form of dedication and loyalty to work, but on the other hand, the presence of employees who are not in optimal condition can actually decrease productivity and the quality of work output. Meanwhile, absenteeism or absence from work is a condition when employees are absent for a certain period due to various reasons, whether personal, health-related, or other external factors. High levels of absenteeism can have serious consequences, such as disrupted workflow, increased workload for other employees, decreased team productivity, and worsening relationships among employees. Work quality reflects effectiveness and efficiency in completing job tasks, while work commitment refers to the emotional and psychological attachment of employees to the organization. With its very vital functions such as managing the payment system, currency circulation, and supervising financial institutions, the work quality of employees in this institution greatly determines the credibility and overall performance of the institution. Therefore, various factors that can disrupt work quality and commitment must be taken seriously. Employees who often attend work in unfit conditions (presenteeism) or are frequently absent (absenteeism) can experience a decline in work quality, which ultimately leads to a decrease in work commitment to the organization. Presenteeism occurs when employees still come to work even though they are sick or not in optimal condition. This can be caused by work pressure, an organizational culture that demands high attendance, or fear of sanctions. However, this unproductive presence can actually reduce work quality, increase the risk of errors, and worsen employee health conditions in the long term. Absenteeism, conversely, refers to the repeated absence of employees for various reasons, whether personal, health-
related, or job dissatisfaction. This absence can disrupt operations, increase the workload of other colleagues, and reduce the effectiveness of the team and organization as a whole. The impact of these two phenomena becomes increasingly apparent in employee work quality, which is an important factor in maintaining the stability and credibility of banking services. If left without proper solutions, this has the potential to reduce employee work commitment, meaning a decrease in their loyalty, dedication, and attachment to the organization.

Problem Formulation

1. Does Presenteeism have a positive and significant effect on Employee Work Commitment at the Representative Office of Bank Indonesia Pematangsiantar?
2. Does Absenteeism have a positive and significant effect on Employee Work Commitment at the Representative Office of Bank Indonesia Pematangsiantar?
3. Does Presenteeism have a positive and significant effect on Work Quality at the Representative Office of Bank Indonesia Pematangsiantar?
4. Does Absenteeism have a positive and significant effect on Work Quality at the Representative Office of Bank Indonesia Pematangsiantar?
5. Does Employee Work Quality have a positive and significant effect on Work Commitment at the Representative Office of Bank Indonesia Pematangsiantar?
6. Does Presenteeism have a positive and significant effect on Work Commitment through Employee Work Quality at the Representative Office of Bank Indonesia Pematangsiantar?
7. Does Absenteeism have a positive and significant effect on Work Commitment through Employee Work Quality at the Representative Office of Bank Indonesia Pematangsiantar?

Research Objectives

1. To test and analyze the effect of Presenteeism on Employee Work Commitment at the Representative Office of Bank Indonesia Pematangsiantar.
2. To test and analyze the effect of Absenteeism on Employee Work Commitment at the Representative Office of Bank Indonesia Pematangsiantar.
3. To test and analyze the effect of Presenteeism on Work Quality at the Representative Office of Bank Indonesia Pematangsiantar.
4. To test and analyze the effect of Absenteeism on Work Quality at the Representative Office of Bank Indonesia Pematangsiantar.
5. To test and analyze the effect of Employee Work Quality on Work Commitment at the Representative Office of Bank Indonesia Pematangsiantar.
6. To test and analyze the effect of Presenteeism on Work Commitment through Employee Work Quality at the Representative Office of Bank Indonesia Pematangsiantar.
7. To test and analyze the effect of Absenteeism on Work Commitment through Employee Work Quality at the Representative Office of Bank Indonesia Pematangsiantar.

Work Commitment

According to Busro (2018), organizational commitment is a work attitude that reflects desire, need, responsibility, alignment, and involvement to work hard, the desire to stay in the organization, and to give the best effort, energy, and time to work or activities. According to Silaban (2018), commitment is the degree to which an employee sides with an institution and its goals and intends to maintain membership in that institution. Work Commitment Indicators

According to Busro (2018), indicators of organizational commitment based on three types of commitment:

1. Affective Commitment:
   a. Strong belief and acceptance of the organization's values and goals.
   b. Loyalty to the organization.
   c. Willingness to exert effort for the benefit of the organization.
2. Continuance Commitment:
   a. Considering the benefits of continuing to work in the organization.
   b. Considering the losses if leaving the organization.
3. Normative Commitment:
   a. Willingness to work for the progress of the organization.
   b. Responsibility in advancing the organization.

Presenteeism

According to Lohaus & Habermann (2017), presenteeism is physical presence at the workplace in suboptimal health or mental condition, which causes a decline in work performance or productivity.

Presenteeism Indicators

According to Lohaus & Habermann (2017), the indicators of presenteeism are as follows:

1. Attending work while sick (Sickness attendance)
2. Decreased productivity (Reduced productivity/performance).
3. Disruption in concentration and work focus.
4. Decrease in effective work time duration.
5. Low work motivation despite being present.

Absenteeism

According to Johns (2017), absenteeism as a habitual pattern of being absent from work, often for reasons not directly related to the job itself, which may be voluntary or involuntary.

According to Lohaus & Habermann (2017), absenteeism is the frequency and duration of work absences, whether due to illness, personal reasons, or not being involved in work.

Absenteeism Indicators

Based on studies by Johns (2017) and Lohaus & Habermann (2017), the following are some key indicators of absenteeism:

1. Absence frequency
2. Absence duration
3. Reason for absence
4. Absence pattern
5. Impact on the team and organization.
6. Employee engagement level

Employee Work Quality

According to Suryadi (2018), work quality as a result that can be measured through the effectiveness and efficiency of work performed by human resources or other resources in achieving company goals well and effectively. Afandi (2018) states that work quality is the quality of work results or how well tasks are completed by employees. Employee work quality can be seen from the ability to produce work that meets standards set by the organization.

Employee Work Quality Indicators

According to Afandi (2018), the indicators of work quality are:

1. Quantity of work output: The amount of output produced within a specific period.
2. Quality of work output: The level of conformity of work results with established standards.
3. Timeliness: Ability to complete work according to the predetermined schedule.
4. Effectiveness: The level of goal achievement with efficient use of resources.

Conceptual Framework

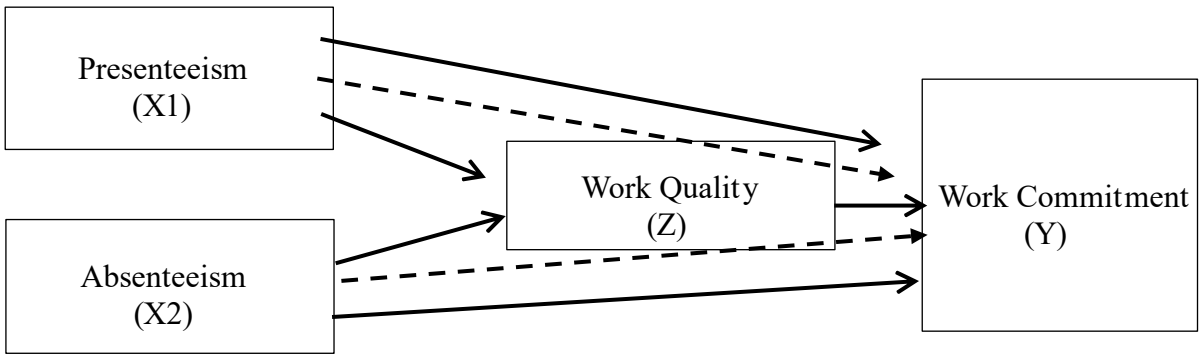

Figure 1. Conceptual Framework **Hypotheses:**

1. Presenteeism has a positive and significant effect on Work Commitment at the Representative Office of Bank Indonesia Pematangsiantar.
2. Absenteeism has a positive and significant effect on Work Commitment at the Representative Office of Bank Indonesia Pematangsiantar.
3. Presenteeism has a positive and significant effect on Work Quality at the Representative Office of Bank Indonesia Pematangsiantar.
4. Absenteeism has a positive and significant effect on Work Quality at the Representative Office of Bank Indonesia Pematangsiantar.
5. Employee Work Quality has a positive and significant effect on Work Commitment at the Representative Office of Bank Indonesia Pematangsiantar.

6. Presenteeism has a positive and significant effect on Work Commitment through Employee Work Quality at the Representative Office of Bank Indonesia Pematangsiantar.
7. Absenteeism has a positive and significant effect on Work Commitment through Employee Work Quality at the Representative Office of Bank Indonesia Pematangsiantar.

Research Method Research Type

The type of research used by the researcher is quantitative research. Sugiyono (2018) states that the quantitative method can be said to be a traditional method and can be interpreted as a research method based on the philosophy of positivism, used to research specific populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of describing and testing predetermined hypotheses.

Research Time and Place

This research was conducted in July 2025, and the research location was at the Representative Office of Bank Indonesia, Jalan Haji Adam Malik No. 1, Pematangsiantar.

Population

The researcher intends to use the population at the Representative Office of Bank Indonesia Pematang Siantar, which is all employees at the office, totaling 38 employees. According to Sugiyono (2019), a population is the entire set of objects with similar characteristics, while in a broad sense, a population is the generalization area consisting of subjects or objects that have certain quantities and characteristics determined by the researcher to be studied and then conclusions can be drawn. In this research, the population is 38 employees with 15 employees as respondents.

Sample

The sample taken in this study is the entire population at the Representative Office of Bank Indonesia Pematang Siantar, totaling 38 employees, using a saturated sampling technique. Sugiyono (2019) states that a sample is part of the number and characteristics possessed by the population.

Research Data Source

The research data source used is primary data source, data collected directly by the researcher. According to Sugiyono (2019), primary data is a data source obtained directly from data collection.

Data Collection Technique

The data collection technique used by the researcher is a questionnaire. The questionnaire will be created and distributed to respondents who have been selected as the sample. According to Sugiyono (2019), a questionnaire is a data collection technique carried out by giving a set of written statements to respondents to answer.

Data Analysis Method

In this study, the Structural Equation Modeling (SEM) method is used to evaluate hypotheses with the help of SmartPLS software. The multivariate statistical technique called partial least squares (PLS) analysis compares multiple dependent variables with several independent variables. When specific data problems arise, such as small sample size, missing data, and multicollinearity, PLS is one of the variance-based SEM statistical methods intended to solve multiple regression (Jogiyanto and Abdillah, 2019).

Evaluation of the Reflective Model (Outer Model)

According to Jogiyanto and Abdillah (2019), the outer model is a measurement model used to evaluate the validity and reliability of the model. Assessing variable indicators is the purpose of evaluating the outer model (Widarjono, 2015). Outer model evaluation includes:

Validity

Validity is very important, according to Bungin (2015), because the measuring instrument used must have good accuracy. This means that validity will increase the weight desired by the researcher towards the truth of their findings. a. Convergent Validity

b. Discriminant Validity

c. Outer Loading Hypothesis Test

Reliability

According to Sekaran and Bougie (2015), reliability as the ability of a measuring instrument to measure a concept consistently. Stability refers to the reliability of an instrument if it produces the same measure or results when used again to measure the same thing in the same problem (Bungin, 2015).

Indicator Reliability

Based on Cronbach's Alpha, indicator reliability shows how reliable each indicator is. According to Widarjono (2015), Cronbach's Alpha should be greater than 0.7 for theory testing and above 0.6 for exploratory research.

Internal Consistency with Composite Reliability

Internal consistency is assessed using composite reliability (Widarjono, 2015). Ghozali and Latan (2015) state that for exploratory research, composite reliability values of 0.6 to 0.7 are acceptable, but for confirmatory research, they must be greater than 0.7.

Evaluation of the Structural Model (Inner Model)

The inner model is a structural model that predicts causal relationships among latent variables, according to Jogiyanto and Abdillah (2019). According to Widarjono (2015), the evaluation of the structural equation model shows how independent latent variables influence dependent latent variables. R2 is used for dependent constructs and the path coefficient value or t-value for each path in the assessment of the structural model in PLS to determine the relevance between constructs in the structural model (Jogiyanto and Abdillah, 2019). The fundamental evaluations during this time, specifically: a. Significance and Hypothesis Testing

b. Goodness of Fit with Coefficient of Determination (R2)

c. Direct Indirect Effect

Results Convergent Validity

This test shows the factor loading values, the threshold. The Average Variance Extracted (AVE) threshold is set at 0.5; values above this indicate validity. This indicates that if the indicator value > 0.7 is able to explain the construct variable, then the indicator value is considered valid. The research structural model is depicted in the following figure:

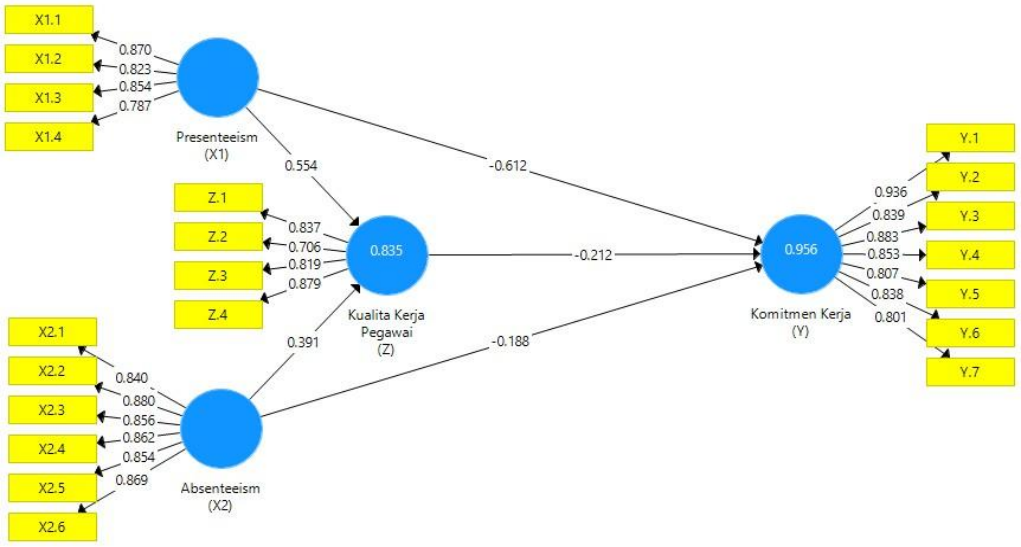

Figure 2. Outer Model

The Smart PLS output for loading factor provides results in the following table: Outer Loadings. In this study, there are equations and the equation consists of two substructures. For substructure 1:

Z = b1X + b2X2 + e1

Z = 0,263 + 0,665 e1

For substructure 2:

Y = b2X1 + b3X2 + b4Z + e2

Y = 0,020 + 0,079 + 0,831 + e2

Table 1. Outer Loadings/Cross Loading

	Absenteeism_(X2)_	Work Commitment_(Y)_	Employee Work Quality_(Z)_	Presenteeism_(X1)_
X1.1				0,870
X1.2				0,823
X1.3				0,854
X1.4				0,787
X2.1	0,840			
X2.2	0,880			
X2.3	0,856			
X2.4	0,862			
X2.5	0,854			
X2.6	0,869			
Y.1		0,936		
Y.2		0,839		
Y.3		0,883		
Y.4		0,853		
Y.5		0,807		
Y.6		0,838		
Y.7		0,801		
Z.1			0,837	

Z.2			0,706	
Z.3			0,819	
Z.4			0,879	

Source : Smart PLS 3.3.3.

Table 1 shows the outer loadings values for each variable indicator, where all indicators have values above 0.70 as the recommended minimum threshold, thus meeting the convergent validity criteria. For the Presenteeism variable (X1), indicators X1.1–X1.4 have loading values between 0.787 and 0.870. For the Absenteeism variable (X2), indicators X2.1–X2.6 have loading values ranging from 0.840 to 0.880. Furthermore, indicators Y.1–Y.7 for the Work Commitment variable (Y) have loading values between 0.801 and 0.936. Meanwhile, indicators Z.1–Z.4 for the Employee Work Quality variable (Z) show loading values between 0.706 and 0.879. These results confirm that all indicators are suitable for use as they are able to optimally reflect their respective latent variables.

Discriminat Validity

To ensure results from indicators that correlate strongly with their constructs, more research uses discriminant validity to determine data validity. Specifically, the goal is to ensure whether the cross-loading value is greater compared to other latent variables. The cross-loading findings from the validity test are displayed in the following table: **Table 2.** Discriminant Validity

	Absenteeism_(X2)_	Work Commitment_(Y)_	Employee Work Quality_(Z)_	Presenteeism_(X1)_
X1.1	0,769	-0,838	0,800	0,870
X1.2	0,686	-0,823	0,715	0,823
X1.3	0,722	-0,826	0,809	0,854
X1.4	0,711	-0,725	0,640	0,787
X2.1	0,840	-0,704	0,692	0,657
X2.2	0,880	-0,759	0,776	0,724
X2.3	0,856	-0,829	0,802	0,789
X2.4	0,862	-0,883	0,825	0,844
X2.5	0,854	-0,703	0,636	0,707
X2.6	0,869	-0,751	0,730	0,718
Y.1	-0,820	0,936	-0,903	-0,918
Y.2	-0,715	0,839	-0,717	-0,793
Y.3	-0,792	0,883	-0,784	-0,848
Y.4	-0,746	0,853	-0,668	-0,794
Y.5	-0,674	0,807	-0,731	-0,816
Y.6	-0,783	0,838	-0,826	-0,831
Y.7	-0,849	0,801	-0,854	-0,744
Z.1	0,830	-0,767	0,837	0,722
Z.2	0,575	-0,594	0,706	0,574
Z.3	0,632	-0,704	0,819	0,684
Z.4	0,765	-0,894	0,879	0,880

Source : Smart PLS 3.3.3.

Table 2 illustrates the discriminant validity values based on cross-loadings, showing that each indicator has the highest loading value on the construct variable it represents compared to other constructs. This can be seen from the indicators of the Presenteeism variable (X1) which have the highest loading values in the X1 column compared to other variable columns. Similarly, indicators for the Absenteeism variable (X2), Work Commitment (Y), and Employee Work Quality (Z) show higher values on their respective constructs than on other constructs. Thus, all indicators are declared to meet the discriminant validity criteria, as each indicator is able to clearly distinguish between one construct and another.

Composite reliability

For each variable in the research, composite reliability is compared to its reliability value; if the variable value is higher than 0.60, the research is considered reliable; if between 0.60 and 0.7, then it is not. The table below shows 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)
Absenteeism_(X2)_	0,930	0,945	0,740
Work Commitment_(Y)_	0,937	0,949	0,726
Employee Work Quality_(Z)_	0,827	0,885	0,660
Presenteeism_(X1)_	0,854	0,901	0,696

Source : Smart PLS 3.3.3.

Table 3 shows that all variables in this study meet the construct reliability and validity criteria. The Cronbach's Alpha and Composite Reliability values for all variables are above 0.70, indicating a very good level of internal consistency. In addition, the Average Variance Extracted (AVE) value for each variable is also greater than 0.50, thus indicating that these variables have adequate convergent validity. Therefore, the constructs of Absenteeism (X2), Presenteeism (X1), Work Commitment (Y), and Employee Work Quality (Z) are declared reliable and valid for use in further structural model analysis.

Inner Model Analysis

To ensure the developed fundamental model is reliable and accurate, the structural model, or inner model, is evaluated. A number of markers, including the following, indicate the stages of inspection carried out during the assessment of the main model:

Coefficient of Determination (R2)

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

Table 4. R Square Results

	R Square	Adjusted R Square
Work Commitment_(Y)_	0,956	0,952
Employee Work Quality _(Z)_	0,835	0,825

Source : Smart PLS 3.3.3.

Table 4 shows the R Square values for the endogenous variables in this study. The Work Commitment variable (Y) has an R Square value of 0.956 and an Adjusted R Square of 0.952, which means that 95.6% of the variation in Work Commitment can be explained by the independent variables in the model. Meanwhile, Employee Work Quality (Z) has an R Square of 0.835 and an Adjusted R Square of 0.825, indicating that 83.5% of the variation in Employee Work Quality can be explained by the variables that influence it. Thus, both R Square values show a very strong level of explanatory power of the model towards the endogenous variables.

Hypothesis Testing

As suggested by this review, the next step is to evaluate the relationship between idle builds after evaluating the inner model. To test the hypotheses in this review, T-Statistics and P-Values are examined. It is declared open whether P-Values are less than 0.05 and T-Statistics values are greater than 1.96. The following is the direct effect of the Path Coefficients:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Absenteeism_(X2)_ -> Work Commitment_(Y)_	-0,188	2,297	0,011	Accepted
Absenteeism_(X2)_ -> Employee Work Quality_(Z)_	0,391	2,563	0,005	Accepted
Employee Work Quality_(Z)_ -> Work Commitment_(Y)_	-0,212	1,841	0,033	Accepted
Presenteeism_(X1)_ -> Work Commitment_(Y)_	-0,612	5,853	0,000	Accepted
Presenteeism_(X1)_ -> Employee Work Quality_(Z)_	0,554	3,714	0,000	Accepted

Source : Smart PLS 3.3.3.

After obtaining the hypothesis results, the explanation is as follows:

1. Absenteeism affects Work Commitment. The results show a path coefficient of -0.188 with a T-statistic of 2.297 and a P-value of 0.011, so the effect is significant. This means that an increase in absenteeism levels will decrease employee work commitment. Thus, the hypothesis is accepted.
2. Absenteeism affects Employee Work Quality. The path coefficient is 0.391, T-statistic 2.563, and P-value 0.005, which means there is a positive and significant effect. This shows that the level of absenteeism has a significant effect on increasing employee work quality based on the research model. The hypothesis is accepted.
3. Employee Work Quality affects Work Commitment. The path coefficient is -0.212, Tstatistic 1.841, and P-value 0.033, showing that the effect is significant. This means that employee work quality has an effect on decreasing work commitment in the context of this study. The hypothesis is accepted.
4. Presenteeism affects Work Commitment. The path coefficient value is -0.612, T-statistic 5.853, and P-value 0.000, which means a negative and significant effect. This shows that the higher the presenteeism, the lower the employee work commitment. The hypothesis is accepted.
5. Presenteeism affects Employee Work Quality. With a path coefficient of 0.554, T-statistic 3.714, and P-value 0.000, a positive and significant effect is proven. This means presenteeism contributes to an increase in employee work quality. The hypothesis is accepted.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Absenteeism_(X2)_ -> Employee Work Quality_(Z)_ -> Work Commitment _(Y)_	-0,083	1,369	0,086	Rejected
Presenteeism_(X1)_ -> Employee Work Quality_(Z)_ -> Work Commitment _(Y)_	-0,117	1,647	0,050	Rejected

Source : Smart PLS 3.3.3.

6. Absenteeism indirectly affects Work Commitment through Employee Work Quality. The indirect path coefficient value is -0.083 with a T-statistic of 1.369 and a P-value of 0.086, which shows that the effect is not significant because the P-value is greater than 0.05. This means that Employee Work Quality is unable to mediate the relationship between Absenteeism and Work Commitment. Thus, the hypothesis is rejected.
7. Presenteeism indirectly affects Work Commitment through Employee Work Quality. The path coefficient is -0.117 with a T-statistic of 1.647 and a P-value of 0.050, which also shows an insignificant effect. This means that Employee Work Quality cannot be a mediator in the relationship between Presenteeism and Work Commitment. Therefore, the hypothesis is rejected.

Conclusion

1. Absenteeism has a negative and significant effect on Work Commitment, so the higher the absenteeism level, the lower the employee work commitment.
2. Absenteeism has a positive and significant effect on Employee Work Quality, which means an increase in absenteeism can increase employee work quality in the context of this study.
3. Employee Work Quality has a negative and significant effect on Work Commitment, so the better the employee work quality actually decreases work commitment.
4. Presenteeism has a negative and significant effect on Work Commitment, indicating that the higher the level of presenteeism, the more employee work commitment tends to decrease.
5. Presenteeism has a positive and significant effect on Employee Work Quality, so the higher the presenteeism can increase employee work quality.
6. Absenteeism does not indirectly affect Work Commitment through Employee Work Quality, so Employee Work Quality does not mediate the relationship between the two.
7. Presenteeism does not indirectly affect Work Commitment through Employee Work Quality, so Employee Work Quality does not mediate that relationship.

Suggestions

1. Management needs to reduce absenteeism and presenteeism rates by implementing more effective supervision and attendance policies, including the application of technology-based attendance systems and evaluation of absence reasons.
2. Employee health and welfare programs need to be improved to reduce presenteeism, for example through health facilities, routine check-ups, and flexible sick leave.
3. There is a need for strategies to increase work commitment, such as career development, continuous training, and giving performance awards to maintain employee loyalty and attachment.
4. Managers need to pay attention to aspects of work quality, by providing periodic performance appraisals and competency enhancement training so that work quality increases without reducing employee commitment.
5. A supportive work environment and positive work culture must be strengthened, so that employees feel comfortable, motivated, and have higher commitment to the organization.

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