

THE EFFECT OF EMPLOYEE ENGAGEMENT, WORK ENVIRONMENT AND ORGANIZATIONAL LEARNING ON ORGANIZATIONAL COMMITMENT IN MEDIKA LESTARI HOSPITAL CILEDUG

Jesika Merlin^{1*}, Sandra Dewi², Intan Silvyana³

^{1,2,3} Esa Unggul University Hospital Administration Masters Program, Jakarta

*Corresponding author: dr.jesikamerlin@gmail.com

Abstrak

Sistem pemberian layanan kesehatan menghadapi tantangan berkelanjutan yang disebabkan oleh sejumlah faktor. Faktor-faktor tersebut meliputi perubahan teknologi yang terus berlangsung, kemajuan klinis, dan meningkatnya ekspektasi publik terhadap layanan kesehatan. Para manajer dan pemimpin fasilitas kesehatan dihadapkan pada model organisasi yang, selain nilai-nilai efektivitas dan efisiensi yang biasa, harus memenuhi standar perawatan klinis yang sangat baik. Penelitian ini bertujuan untuk mengetahui pengaruh keterikatan karyawan, lingkungan kerja dan pembelajaran organisasi terhadap komitmen organisasi di RS Medika Lestari Ciledug. Penelitian ini merupakan penelitian deskriptif analitis dengan desain penelitian cross sectional dengan 92 responden yang merupakan karyawan RS Medika Lestari Ciledug. Penelitian ini mengambil sampel dengan menggunakan rumus Slovin. Variabel bebas dalam penelitian ini adalah keterikatan karyawan, lingkungan kerja dan pembelajaran organisasi. Komitmen organisasi sebagai variabel terikat. Alat yang digunakan untuk mengumpulkan data dalam penelitian ini adalah kuesioner. Data dianalisis dengan menggunakan metode kausalitas. Hasil penelitian menunjukkan bahwa keterikatan karyawan memiliki pengaruh positif yang signifikan terhadap komitmen organisasi. Ditemukan pula bahwa Lingkungan Kerja memiliki pengaruh positif yang signifikan terhadap komitmen organisasi. Terakhir, hasil penelitian ini menegaskan bahwa Pembelajaran organisasi memiliki pengaruh positif yang signifikan terhadap komitmen organisasi. Temuan ini memberikan wawasan dan saran yang berguna bagi manajemen di Rumah Sakit untuk belajar mengembangkan Komitmen organisasi di antara karyawan mereka dengan mengadopsi praktik sumber daya manusia yang efektif yang pada akhirnya dapat mengarah pada daya saing organisasi dan peningkatan kinerja.

Kata Kunci: Komitmen Organisasional, Keterlibatan Karyawan, Lingkungan Kerja, Organisasi Pembelajar

Abstract

Health care delivery systems face ongoing challenges caused by a number of factors. These include ongoing technological changes, clinical advances, and increasing public expectations of healthcare services. Health facility managers and leaders are faced with an organizational model that, in addition to the usual values of effectiveness and efficiency, must meet excellent standards of clinical care. This research aims to determine the influence of employee engagement, work environment and organizational learning on organizational commitment at Medika Lestari Ciledug Hospital. This research is a descriptive analytical study with a cross sectional study design with 92 respondents who are employees at Medika Lestari Ciledug Hospital. This research draws samples using the Slovin formula. The independent variables in this research are employee engagement, work environment and organizational learning. Organizational commitment as the dependent variable. The tool used to collect data in this research is a questionnaire. Data were analyzed using the causality method. The research results show that employee engagement has a significant positive effect on organizational commitment. It was also found that the Work Environment has a significant positive impact on organizational commitment. Finally, the results of this research confirm that Organizational learnings have a significant positive effect on organizational commitment. These findings provide useful insights and suggestions for management in Hospitals to learn to develop organizational Commitment among their employees by adopting effective human resource practices which can ultimately lead to organizational competitiveness and improved performance

Keywords: Organizational Commitment, Employee Engagement, Work Environment, Learning Organization

1. INTRODUCTION

Healthcare systems face ongoing challenges caused by a number of factors. These include continuous technological change, clinical advances, and rising public expectations of healthcare. However, nowadays there are many employees who are reluctant to stay with one company with various motivations, for now individuals often look for jobs that they consider more profitable from various personal aspects or needs, but for companies this can be a threat because Human Resources (HR) who are less committed to the company will be less effective in running the organizational system so that it hampers the production system.

Employee engagement is the level of commitment and engagement of an employee towards the company and its implications. Work engagement is the antipode of burnout. Work engagement is also positive thinking, which is thinking about completing work-related matters and is characterized by vigor (energy and mental resilience when working), dedication (participating in work experiencing a sense of enthusiasm and challenge), and absorption (concentration and pleasure in work) (Schaufeli et al., 2006). When an employee is engaged, he is aware of his participation in business objects and motivates his co-workers together, to complete organizational goals. The high level of work engagement is determined by how strong the commitment that workers build to meet their needs (Allen et al., 1990).

The work environment can be anything that surrounds an employee and can influence how he performs his duties. The work environment is a place where employees carry out work activities every day. A comfortable work environment provides a sense of security and allows employees to work optimally. The work environment can influence employee emotions. The physical environment of an organization, especially its design and layout, can influence employee behavior in the workplace. If employees like their work environment, then employees will feel at home in their workplace, carrying out activities so that working time is used effectively (McGuire et al., 2009).

Becoming a organizational learning is a necessity to face rapidly changing global competition. Educational Organizational learnings are more focused on the process (learning how to learn); and is part of the job (a part of everybody's job description). The application of the Organizational learning concept to business organizations has been carried out in developed countries and various studies have been carried out to see the relationship and impact between Organizational learnings on various aspects of organizational behavior such as work commitment (Marsick et al., 2003).

Medika Lestari Hospital (RS) is a class C private hospital which was founded in 1997. In 1997 the Medika Lestari Clinic built a new building and upgraded its status from a clinic to a Specialist Clinic and Medika Lestari Maternity Home. In 2005 Medika Lestari Hospital added facilities and upgraded its status to become a Mother and Child Hospital (RSIA), and then in 2008 Medika Lestari Hospital upgraded its status to a general hospital, and in 2012 Medika Lestari Hospital continued to grow, with very high motivation and togetherness and solidarity of all Medika Lestari Hospital employees, now Medika Lestari Hospital is in the process of building and developing in terms of services and facilities. From 2017 until now, Medika Lestari Hospital has provided inpatient, outpatient and 24 hour services (IGD, radiology, laboratory, pharmacy) and has been fully accredited. Based on data provided by the management of Medika Lestari Ciledug Hospital, it was found that there were high levels of delays and high turnover rates at Medika Lestari Ciledug Hospital.

The employee performance assessment at Medika Lestari Ciledug Hospital is also included in employee attendance level data. Employee attendance levels include employees who arrive on time and employees who arrive late. Attendance rates are published by the management of Medika Lestari Ciledug Hospital. In 2022, employee attendance levels will be far below management targets. Data on employee attendance levels at Medika Lestari Ciledug

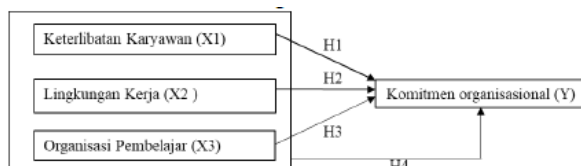
Hospital in 2022 can be seen in the attachment. Based on data from the management of Medika Lestari Ciledug Hospital, in 2022, the level of on-time and late attendance is very far from the target and the movement is fluctuating. Management requires that achievements meet targets because this is a benchmark for employee performance from a discipline perspective.

Questionnaires were also distributed to 10 employees at Medika Lestari Hospital, where it was found that organizational commitment was still low, where it was found that there were still low indicators of belief and strong acceptance of the organization's goals and values, namely that employees would accept almost all types of assignments to continue working, namely 70% of employees. answered rarely, which shows that organizational commitment at Medika Lestari Ciledug Hospital is still low, and employee engagement is seen from the absorption indicator, namely in employee work, employees always persist, even when things are not going well, those who answered rarely were at 80% which shows that Employee engagement at Medika Lestari Ciledug Hospital is still low. The work environment is also still low seen from the indicators of work instruments, namely the chairs used by employees when working in good condition and those who answered rarely were 70% and the organizational learning is still low seen from the indicator of encouraging collaboration and team learning, namely every time employees express their views, they also asked other people's opinions and the answer was rarely 70%. The main aim of this research is to examine the influence of work engagement, organizational learning, and work environment on organizational commitment in the higher education sector.

2. METHOD

This research uses a quantitative design with a survey method, namely research that takes samples from a population using a questionnaire as the main data collection tool to examine the symptoms or phenomena observed. This research is an analytical correlational causality study based on a cross-sectional time dimension, namely measurements of the independent and dependent variables are carried out at the same time. The unit of analysis is the individual, the data analysis method uses regression. This research was conducted to explain the relationship between three variables, namely the independent variable which includes employee engagement (X1), work environment (X2), Organizational learning (X3) with the dependent variable, namely organizational commitment (Y), so the type of research used is associative quantitative, because the researcher wants to know whether there is a relationship between variables through testing the hypothesis that has been formulated. The relationship between research variables is described in the following constellation:

Figure 3.1. Research Constellation Framework



Based on the proposed hypothesis that:

H1 There is a relationship between X1 and Y

H2 There is a relationship between X2 and Y

H3 There is a relationship between X3 and Y

H4 There is a relationship between X1, X2, X3 and Y

Data collection technique

The tool used to collect data in this research was a questionnaire and respondents were asked to put a checklist (✓) on the selected answers. The questionnaire used was the nursing

service and patient satisfaction questionnaire that had been used by Nofiati Wulandari. The questionnaire assessment uses a Likert scale as shown in the table below:

Likert Scale Answer Levels

Answer Levels	Likert Scale
Never (N)	1
Rare (R)	2
Often (O)	3
Always (A)	4

3. RESULTS AND DISCUSSION

The research results show that the influence of employee engagement on organizational commitment has the highest coefficient value compared to the correlation between other variables. The employee engagement variable was found to be dominant from the work environment and organizational learning in influencing organizational commitment.

Normality test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. Data normality testing in this research will be carried out using the Kolmogorov and Smirnov tests. Decision making in the Kolmogorov-Smirnov test is obtained from the Sig value. Kolmogorov-Smirnov test, where if the sig value. greater ($>$) 0.05 then the data distribution is declared normal (Ghozali, 2017:165). The results of the Kolmogorov-Smirnov test can be seen in Table 4.18 as follows:

Table 4.18 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Standardized Residual
N		92
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.98337834
Most Extreme Differences	Absolute	.073
	Positive	.064
	Negative	-.073
Test Statistic		.073
Asymp. Sig. (2-tailed) ^c		.200 ^d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.		

The output results from the normality test in Table 4.18 above show that the Kolmogorov-Smirnov value is 0.073 and the significance is 0.200. The significance value turns out to be greater than 0.05, so it can be concluded that the residual data is normally distributed.

Hypothesis Test Results

To prove this hypothesis, the following steps are taken: Following are the results of hypothesis testing with the F test, t test (t-test)

Simultaneous Test (F Test)

The F test basically shows whether all the independent variables included in the model have a joint influence on the dependent variable (Ghozali, 2017:98). The criteria used to see the influence of these variables are by looking at the sig value (p-value) in the ANOVA table. If the sig value. smaller than the alpha value (5%), it can be said that there is an influence

between the independent variable and the dependent variable simultaneously. The results of the F test can be seen in Table 4.20 below:

Table 4.21. Simultaneous Hypothesis Test Results (F Test)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20,223	3	6,741	87,024	0,000 ^b
Residual	6,817	88	0,077		
Total	27,040	91			
a. Dependent Variable: Komitmen organisasional (Y)					
b. Predictors: (Constant), Organisasi Pembelajaran (X3), Lingkungan Kerja (X2), Keterlibatan Karyawan (X1)					
Sumber: Hasil Pengolahan Data dengan SPSS 24 (2022)					

Based on Table 4.20 above, the first hypothesis was tested using the F test which resulted in a calculated F value of 87.024 and a significant value of 0.000 which was smaller than 0.05. Thus, the first hypothesis is accepted, meaning that there is a significant influence of employee engagement, work environment and organizational learning on collective organizational commitment among employees at Medika Lestari Ciledug Hospital.

Table 4.16. Hypothesis Test of Employee Engagement on Organizational Commitment

Coefficients ^a					
Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	0,075	0,153	0,490	0,625
	Keterlibatan Karyawan (X1)	0,491	0,080	6,111	0,000
a. Dependent Variable: Komitmen Organisasional					

Tabel 4.17. Hypothesis Test of Work Environment on Organizational Commitment

Coefficients ^a					
Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	0,075	0,153	0,490	0,625
	Lingkungan Kerja (X2)	0,203	0,078	2,608	0,011
a. Dependent Variable: Komitmen Organisasional					

Table 4.18. Hypothesis Test of Learning Organization on Organizational Commitment

Coefficients ^a					
Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	0,075	0,153	0,490	0,625
	Organisasi Pembelajaran (X3)	0,326	0,075	4,349	0,000
a. Dependent Variable: Komitmen Organisasional					

In accordance with the results of primary data calculations using SPSS, the t count for the employee engagement variable was 6,111 with a sig value of 0.000, the Work Environment variable was 2,608 with a sig value of 0.11 and the Organizational learning variable was 4,349 with a sig value of 0.000. Because t count > t table then Ho is rejected and Ha is accepted. So it can be stated that hypothetically based on the t test the variables of employee engagement, work environment and organizational learning have an effect on organizational commitment at Medika Lestari Ciledug Hospital.

Discussion

The Effect of Employee engagement on Organizational Commitment

The results of the first hypothesis research found that employee engagement has a significant influence on organizational commitment. The higher the employee engagement, the higher the organizational commitment that can be achieved. and this is similar to previous

research that found employee engagement as an important determinant of organizational commitment (Hakanen, Bakker, & Schaufeli, 2006; Llorens, Bakker, Schaufeli, & Salanova, 2006; Saks, 2006). These findings indicate that the more employees are involved at work, the higher their commitment to the organization will be. A possible explanation for this result is that an employee who displays positive work-related behavior through engagement is likely to develop greater organizational commitment due to high levels of passion and courage for achievement (Schaufeli and Bakker, 2004). The findings of this research also received further support from Schaufeli and Bakker (2004) who reported that engaged employees tend to develop good commitment to their organizations.

From the three box method analysis, it shows that the vigor dimension is "When working, I feel full of energy" with a score of 50.25. This means that employees lack energy when doing their work. Thus, it would be better for hospital management to increase employee energy by giving awards in a supportive manner and being able to set another example for employees in the hospital so that there will be a reduction in activities related to employee engagement. So the management of Medika Lestari Hospital is able to be adequate, and increase attention to organizational planning and sustainability, so that activities related to employee engagement can be fulfilled even better.

The Influence of the Work Environment on Organizational Commitment

The results of the second hypothesis research found that the work environment has a significant influence on organizational commitment. The better the work environment, the higher the organizational commitment. This hypothesis is supported by McGuire et al., (2009) that employees who are satisfied with their physical work environment have higher job satisfaction, work performance and psychological well-being. This means that the work environment is a very important factor that can influence job satisfaction and commitment among employees at Medika Lestari Ciledug Hospital. These findings also strengthen and emphasize the importance of the physical conditions of the work environment in improving employee welfare. Therefore, the practical implications of these results indicate that management at Medika Lestari Hospital must be aware of the importance of designing a work environment that is conducive to creating organizational commitment among its employees. For example, providing recreational facilities and maintaining a green and clean environment can play an important role in influencing employee behavior. Additionally, relationships between coworkers and management should be built on respect and knowledge sharing. Workplace layout and organizational culture are also very important for increasing organizational commitment. This research is also supported by previous research by Pitaloka et al (2014) that a conducive work environment has a positive effect on job satisfaction and organizational commitment. The work environment is a supporting factor for employee performance, the work environment can support all employee activities in carrying out their work.

From the three boxes method analysis, it shows the lowest index value with a score of 53. The lowest index value is found in LK1 on the physical work environment indicator, namely "I am satisfied with the amount of work space I have allocated". For this reason, management should increase the number of work spaces by making the work area more fluid without taking up all the wall space. The right amount of open wall space makes the work area larger, because a comfortable and attractive physical workplace environment can increase employee productivity and innovative workplaces are developed to encourage the creation of information sharing and networking regardless of work boundaries and provide access to connected and spontaneous communication between employees

The Influence of the Work Environment on Organizational Commitment

The results of the second hypothesis research found that the work environment has a significant influence on organizational commitment. The better the work environment, the higher the organizational commitment. This hypothesis is supported by McGuire et al., (2009) that employees who are satisfied with their physical work environment have higher job satisfaction, work performance and psychological well-being. This means that the work environment is a very important factor that can influence job satisfaction and commitment among employees at Medika Lestari Ciledug Hospital. These findings also strengthen and emphasize the importance of the physical conditions of the work environment in improving employee welfare. Therefore, the practical implications of these results indicate that management at Medika Lestari Hospital must be aware of the importance of designing a work environment that is conducive to creating organizational commitment among its employees. For example, providing recreational facilities and maintaining a green and clean environment can play an important role in influencing employee behaviour. Additionally, relationships between coworkers and management should be built on respect and knowledge sharing. Workplace layout and organizational culture are also very important for increasing organizational commitment. This research is also supported by previous research by Pitaloka et al (2014) that a conducive work environment has a positive effect on job satisfaction and organizational commitment. The work environment is a supporting factor for employee performance, the work environment can support all employee activities in carrying out their work.

From the three boxes method analysis, it shows the lowest index value with a score of 53. The lowest index value is found in LK1 on the physical work environment indicator, namely "I am satisfied with the amount of work space I have allocated". For this reason, management should increase the number of work spaces by making the work area more fluid without taking up all the wall space. The right amount of open wall space makes the work area larger, because a comfortable and attractive physical workplace environment can increase employee productivity and innovative workplaces are developed to encourage the creation of information sharing and networking regardless of work boundaries and provide access to connected and spontaneous communication between employees

The Influence of Organizational learnings on Organizational Commitment

The results of the third hypothesis research found that organizational learnings have a significant influence on organizational commitment. The higher the organizational learning, the higher the organizational commitment. This research is supported by a number of previous studies which found that organizational learnings are one of the key factors influencing organizational commitment (Hsu, 2009; Rose, Kumar, & Pak, 2011; Salarian, Baharmpour, & Habibi, 2015; Usefi et al., 2013) . The results indicate that organizational learning culture can be considered as one of the key factors in predicting employee commitment to the organization. Therefore, it is crucial to focus on organizational learnings and ensure a culture of continuous learning among the workforce through training programs, knowledge sharing and work team behavior. These activities will help organizations to address organizational commitment issues and increase their competitiveness. Hanaysha (2016) shows that organizational learnings have a significant positive influence on organizational commitment. Ahmad and Marinah (2013) also found that organizational learnings and organizational commitment are highly correlated. Furthermore, Wang (2007) emphasized that creating and encouraging a Organizational learning culture is a fundamental mechanism for maintaining employee job satisfaction, organizational commitment, and ensuring a healthy and stable workforce in the long term. This means that Organizational learnings can increase the level of organizational commitment among employees and can produce positive work outcomes. Organizational learning Results are also key to organizational performance and increased success.

The lowest index value is found in PO 23 in the learning system indicator, namely "My organization creates a system to measure the gap between current and expected performance." with a score of 50.25. This shows that Medika Lestari Ciledug Hospital is lacking in creating a system that measures the gap between current and expected performance. Apart from that, the lowest score is also found in PO25 on the strategic leadership indicator, namely "My organization measures the results of the time and resources spent on training" which means that Medika Lestari Ciledug Hospital is not good enough in measuring the results of time and resources. spent on training. For this reason, the management of Medika Lestari Ciledug Hospital needs to measure work results and resources through other methods such as quantitative measurements by calculating errors per output, the number of patients who complain and the number of positive reviews from patients.

The Influence of Employee Engagement, Work Environment and Organizational learning Together on Organizational Commitment. The results of the research show that there is a significant influence of employee engagement, work environment and organizational learning together on employee organizational commitment at Medika Lestari Ciledug Hospital. It is known from the three box method analysis that the vigor dimension is "When working, I feel full of energy" with a score of 50.25. This means that employees lack energy when doing their work. This supports the theory of Thibault et al., (1959) which states that the relationship between individuals and organizations can be explained as a mutually beneficial social exchange. When employees feel involved or engaged in their work, they will tend to be more committed to the organization. Good employee engagement is an important factor in building positive bonds between employees and the organization, thereby increasing organizational commitment.

It is known from the three boxes method analysis that the physical work environment indicator obtained the lowest index value with a score of 53. The lowest index value was found in LK1 on the physical work environment indicator, namely "I am satisfied with the amount of work space I have allocated". This supports the theory of McGuire et al., (2008), namely that an attractive work environment can improve employee well-being, can increase comfort and interest in the work environment and by personalizing the physical environment which will improve employee well-being through creating a comfortable workplace can increase commitment. employees at work. Individuals increase their sense of control over the environment by personalizing their workplace. These results are also in accordance with the theory of Thibault et al., (1959) which states that the relationship between individuals and organizations can be explained as a mutually beneficial social exchange. Where when employees feel the quality of the work environment is good, they will tend to be more committed to the organization. A good quality work environment is an important factor in building positive bonds between employees and the organization, thereby increasing employee commitment.

It is also known that the lowest index is in PO 23 in the learning system indicator, namely "My organization creates a system to measure the gap between current and expected performance." with a score of 50.25. This shows that Medika Lestari Ciledug Hospital is lacking in creating a system that measures the gap between current and expected performance. Apart from that, the lowest score is also found in PO25 on the strategic leadership indicator, namely "My organization measures the results of the time and resources spent on training" which means that Medika Lestari Ciledug Hospital is not good at measuring the results of the time and resources spent on training. This supports the theory of Argyris et al., (1978), this theory emphasizes the importance of organizational learning and adaptation to environmental changes. When organizations pay attention to employee learning and development, it creates a positive climate in the workplace. Employees who feel supported and appreciated for learning

and developing will feel more committed to the organization because they feel the organization values their contributions and provides opportunities for growth and development.

Research Limitations

The limitations of this research can be seen from the sampling. In the process of collecting data, the information provided by respondents through questionnaires sometimes does not show the respondents' true opinions, this happens because sometimes there are differences in thoughts, assumptions and understandings for each respondent, so that the results of the research on the answers can be less than proportional. The factors that influence organizational commitment in this research only consist of three variables, namely: employee engagement, work environment, and organizational learning, while there are many other factors that influence organizational commitment. The research is cross sectional in nature, that is, it is only studied for a limited time and only to prove the conditions that occurred at the time of the research and changes that may have occurred or will occur cannot be observed.

5. CONCLUSIONS

Employee engagement has a significant influence on organizational commitment at Medika Lestari Ciledug Hospital. The work environment has a significant influence on organizational commitment at Medika Lestari Ciledug Hospital. Organizational learnings have a significant influence on organizational commitment at Medika Lestari Ciledug Hospital. Employee engagement, work environment and organizational learning have a significant influence on organizational commitment at Medika Lestari Ciledug Hospital. The implication of this research shows that employee engagement has a significant influence on organizational commitment. Employee engagement needs to be considered considering that employee engagement is an important aspect in patient service. Employee engagement is said to be good if it meets the requirements, namely a high level of commitment and enthusiasm. This research shows that the work environment has a significant influence on organizational commitment. And this research shows that organizational learnings have a significant influence on organizational commitment.

THANK YOU

The researcher would like to thank the parties who have provided support in completing this research, namely to Prof. Dr. Apt. Aprilita Rina Yanti Eff, M. Biomed selaku Dean of Faculty of Health Sciences, Esa Unggul University, Dr. Rokiah Kusumapradja, SKM, MHA as Head of the Esa Unggul University Hospital Administration Study Program, Dr. dr. Sandra Dewi, MARS dan Dr. Intan Silviana, MPH as a mentor and to other parties who cannot be mentioned one by one.

References

- Ahmad, A. R., & Marinah, A. (2013). Organizational learning and organizational commitment in primary school. *International Proceedings of Economics Development and Research*, 60, 55.
- Ajmal, M. (2011). Work Environment, Burnout, Organizational Commitment, And Role of Personal Variables As Moderators By Aneela Maqsood.
- Akintayo, D. (2012). Working Environment, Workers' Morale and Perceived Productivity in Industrial Organizations in Nigeria. *Education Research Journal*, 2(3), 87–93.
- Allen, N. J., & Meyer, J. P. (1990). The Measurement and Antecedents of Affective, Continuance And Normative Commitment To The Organization. *Journal Of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>

- Ansel, M.F. dan S. Wijono. (2012). Pengaruh Keterlibatan Kerja dan Kepuasan Kerja terhadap Komitmen organisasional Polisi di Kepolisian Resor (Polres) Ende. *Jurnal Psikologi*.
- Argyris A Schön, C. D. (1978). *Organizational Learning: A Theory of Action Perspective*.
- Azeem, S. M. (2010). Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman. *Psychology*, 01(04), 295–299. <https://doi.org/10.4236/psych.2010.14038>.
- Bagis, F., & Rahmawati, V. (2019). The Effect of Employee Engagement, Organizational Culture And Emotional Intelligence To Wards Organizational Commitment On Employees Of Pt. Perkebunan Nusantara Ix Kebun Semugih. *International Journal of Sharia, Business and Accounting Research (IJEBAR) Peer Reviewed-International Journal*, 3. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>.
- Bikmoradi, A., Fardmal, J., & Torabi, Y. (2018). Correlation of organizational learning with organizational commitment and organizational effectiveness of educational and therapeutic centers of Hamadan University of Medical Sciences in Iran. 7. <http://www.udla.edu.co/revistas/index.php/amazonia-investiga>.
- Briner, R. B. (2000). Relationships Between Work Environments, Psychological Environments and Psychological Well-Being. In *Occup. Med* (Vol. 50, Issue 5). <https://academic.oup.com/occmed/article/50/5/299/1438790>.
- Brown, L., Anderson, C., & Williams, R. (2019). "The Role of Organizational Learning in Fostering Employee Commitment". *Journal of Applied Psychology*, 44(2), 201-215.
- Buchanan, B. (1974). *Building Organizational Commitment: The Socialization of Managers in Work Organizations* (Vol. 19, Issue 4).
- Catlette, B., & Hadden, R. (2001). *Contented cows give better milk: the plain truth about employee relations and your bottom line*. Germantown: Saltillo Publishing.
- Damba Wahyuni, F., Machmud, R., & Jafril, J. (2019). Komitmen organisasional Perawat di RS Dr. Reksodiwiryono Padang. *Jurnal Endurance*, 4(3), 530. <https://doi.org/10.22216/jen.v4i3.4572>.
- Danish, R. Q., Ramzan, S., & Ahmad, F. (2013). Effect of perceived organizational support and work environment on organizational commitment: Mediating role of self-monitoring. *Advances in Economics and Business*, 1(4), 312-317.
- de las Heras-Rosas, C., Herrera, J., & Rodríguez-Fernández, M. (2021). Organisational commitment in healthcare systems: A bibliometric analysis. In *International Journal of Environmental Research and Public Health* (Vol. 18, Issue 5, pp. 1–21). MDPI AG. <https://doi.org/10.3390/ijerph18052271>.
- Ghozali, I. (2017). *Model Persamaan Struktural Konsep Dan Aplikasi Dengan Program SPSS 24*. Semarang: Badan Penerbit Universitas Diponegoro.
- Giffords, E. D. (2009). An examination of organizational commitment and professional commitment and the relationship to work environment, demographic and organizational factors. *Journal of Social Work*.
- Haggins, R. (2011). *A correlational study of work environment factors and organizational commitment in southern California staff nurses* (Doctoral dissertation, University of Phoenix).
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of school psychology*, 43(6), 495-513.
- Hanaysha, J. (2016) *Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment*. *Procedia-Social and Behavioral Sciences*, 229, 298-306.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis.

- Journal of Applied Psychology, 87(2), 268–279. <https://doi.org/10.1037/0021-9010.87.2.268>.
- Hsu, H. Y. (2009). Organizational learning culture's influence on job satisfaction, organizational commitment, and turnover intention among R&D professionals in Taiwan during an economic downturn (Doctoral dissertation, University of Minnesota).
- Ie, M. (2022). The Effect of Work Environment and Job Satisfaction on Employee Organizational Commitment.
- Igbaria M, Greenhaus JH. (1992). Determinants of MIS Employees' Turnover Intentions: A Structural Equation Model. *Communication Of the ACM* (Vol. 35, Issue 2).
- Ilmiah, J., Sumber Daya Manusia, M., & Fitriana Nurul Fajri, F. (2022). The Role of Organizational Learning on Employee Performance Through Motivation and Organizational Commitment as Mediation Variables. *JENIUS*, 6(1).
- Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2013). *Ten th E d i t i o n Organizational Behavior & Management*.
- James, L. A., & James, L. R. (1989). Integrating Work Environment Perceptions: Explorations into the Measurement of Meaning. In *Journal of Applied Psychology* (Vol. 74, Issue 5).
- Johnson, R., Jones, K., & Smith, P. (2017). "The Influence of Organizational Justice on Employee Engagement and Commitment: A Meta-Analysis". *Journal of Applied Social Psychology*, 52(1), 67-82.
- Kanter, R. M. (1968). Commitment and Social Organization: A Study of Commitment Mechanisms in Utopian Communities. In *Source: American Sociological Review* (Vol. 33, Issue 4).
- Kanungo, R.N. (1982) Measurement of Job and Work Engagement. *Journal of Applied Psychology*, 67, 341-349.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692- 724.
- Khuong, M. N., & Le Vu, P. (2014). Measuring the effects of drivers organizational commitment through the mediation of job satisfaction: A Study in Ho Chi Minh City, Vietnam. *International Journal of Current Research and Academic Review*, 2(2), 1-16.
- Kim, S., Lee, M., & Park, T. (2020). "Psychological Safety and Employee Engagement: The Mediating Role of Organizational Commitment". *Journal of Organizational Psychology*, 36(3), 321-335.
- Kreitner Robert & Kinicki Angelo. (2014), *Perilaku Organisasi*, Edisi 9, Buku ke2, Jakarta: Salemba.
- Liwun, Stephanus B. B., and Hendro Prabowo. (2015). Pengaruh Keterlibatan Kerja Dan Spiritualitas Kerja Terhadap Komitmen organisasional. *Jurnal Ilmiah Psikologi Gunadarma*, vol. 8, no. 1.
- Lockwood, N.R. (2007) Leveraging Employee Engagement for Competitive Advantage. *Society for Human Resource Management Research Quarterly*, 1, 1-12.
- Marquardt, M.J. (1996) *Building the Organizational learning: A Systems Approach to Quantum Improvement and Global Success*. McGraw-Hill Companies, London.
- Marsick, V. J., & Watkins, K. E. (2003). Demonstrating the Value of an Organization's Learning Culture: The Dimensions of the Organizational learning Questionnaire. *Advances in Developing Human Resources*, 5(2), 132–151. <https://doi.org/10.1177/1523422303005002002>.
- Martin, D., Johnson, L., & Miller, K. (2016). "Organizational Identity and Employee Commitment: The Role of Perceived Fit". *Journal of Management Studies*, 38(3), 345-358.
- McGuire, D., & McLaren, L. (2009). The impact of physical environment on employee commitment in call centres: The mediating role of employee well-being. *Team*

- Moorhead, Gregory & Griffin, Ricky W. (2013). *Perilaku organisasi: Manajemen Sumber Daya Manusia dan Organisasi*. Jakarta: Salemba.
- Moos, R. H. (1994). *Work environment scale manual*. Consulting Psychologists Press.
- Mowday, R. T., Steers, R. M., Porter, L. W., Dubin, R., Morris, J., Smith, F., Stone, E., Van, J., Spencer, M. D., Mcdade, T., & Krackhart, D. (1979). The Measurement of Organizational Commitment. In *Journal of Vocational Behavior* (Vol. 14).
- Noah, Y., & Steve, M. (2012). Work Environment and Job Attitude among Employees in a Nigerian Work Organization. *Journal of Sustainable Society*, 1, 36-43.
- Otoo, F. N. K. (2019). Human resource development (HRD) practices and banking industry effectiveness: The mediating role of employee competencies. *European Journal of Training and Development*