
Organizational Commitment Relationship And Work Motivation With The Performance Of The Implementing Nurse At Porsea Regional General Hospital

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Abstract

Organizational commitment and motivation are the determinants of the success of a defined goal. Organizational commitment and motivation also contribute to performance. Highly committed and motivated nurses will work optimally for improved performance results. Improved care performance is absolutely done to improve the image of the services provided by the hospital. The objective of the research was to find out the correlation of organizational commitment and work motivation with the performance of nurse practitioners. The research used quantitative method with cross sectional design. The samples were 116 nurse practitioners as the respondents, taken by using total sampling technique. The result of Spearman's rho correlation test showed that there was significant correlation of organizational commitment with the performance of nurse practitioners at $p\text{-value} = 0,00 < 0,05$ and there was significant correlation of work motivation with the performance of nurse practitioners at $p\text{-value} = 0,00 < 0,05$. The result of univariate analysis shows that most of the nurses have good organizational commitment with good category 58,6%, work motivation with good category equal to 57,8% and good category performance equal to 61,2%. The result of the research showed that there was positive and significant correlation of organizational commitment and work motivation with the performance of nurse practitioners. It is expected that in the future nurses and hospitals will be more aware of how important it is to maintain commitment and motivation that are very influential towards better performance improvement.

Keywords: Organizational Commitment, Work Motivation, Performance of Nurse Practitioners

INTRODUCTION

Hospitals are inseparable from the collaboration of all resource components, especially human resources in the service organization. Most of the human resources in hospitals are nursing staff, which is around 40-60% (Swanburg, 2000), so that nursing services greatly determine the quality of service in hospitals as a whole (Gillies, 1996).

Human resources are a very important determining factor for the effectiveness of an activity in an organization. A person's success and performance in a field of work is largely determined by the level of competence, professionalism, and also his commitment to the field of work he is engaged in (Sidharta & Meily, 2011). Thus the development of human resources for health is one of the factors that must be improved. Paying attention to individual human resources is as important as physical factors, for example, employees who feel burdened by work are dissatisfied people, physical manifestations that arise can be in the form of physical illnesses and from behavior can result in uncontrollable behaviors, resignation, indolence and low work commitment and will eventually become frustrated (Mangkuprawira, 2011).

Improving the performance of health workers in hospitals is absolutely necessary to improve the image formed in society due to the less than optimal service provided by the hospital. Performance improvement also needs to be done by nursing staff as the majority of health workers working in hospitals (Gillies, 1996). Performance is one of the total collections of work that exists in the worker or the task given. Performance is a function of motivation and ability to complete tasks and work, a

person must have a degree of willingness and level of ability. Performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set. If the desired goals can be achieved properly, then the performance is declared good and successful.

Richard and Porter (1991), explained that when a hospital offers a job and a job applicant accepts the offer, the job applicant has become part of the hospital and is educated to be committed to the goals of the hospital. An organization should try to increase the organizational commitment of its employees. The more committed the employee is to the company, the better the employee will try to complete his tasks (Yani, 2012).

Previous research found a moderate relationship between commitment and performance (Randall et al., 1990, in Luthans 2006: 250). Other studies have found a stronger relationship between organizational commitment and performance for people with low financial needs than for people with high financial needs (John F Bert et al., 1995 in Luthans 2006:250). And other research shows that the higher the position of employees in their work and the organization where they work, the less the impact of commitment on performance (Thomas A. Wright et al., 2002, in Luthans 2006: 250). Research by Robert T Keller (1997, in Marcus 2004) shows that organizational commitment has an insignificant and weak relationship to performance. Several studies have shown a positive relationship between organizational commitment and performance (Mathieu and Zajac, 1990; Meyer and Allen; 1997; Benkhoff, 1997; Somer, 1995; Lum et al., 1995; in Luthans 2006). Then research by Marcus (2004) shows that organizational commitment influences performance.

The results of Kontoghiorghes and Bryant's (2004) study, showed a strong significant correlation between nursing's organizational commitment and factors related to climate and performance. Research Camilleri (2004), emphasizes that having a motivated and committed workforce will enable organizations to gain cooperation in dealing with major changes. Nurses must realize the importance of professional standards in nursing care, professional commitment is considered as one of the important factors in providing a high level of health services and maintaining the nursing profession (Rose, et al, 2009). Al-Ahmadi (2009) in his research found that work performance is positively correlated with organizational commitment, job satisfaction and organizational commitment are strong predictors of nurse performance. Robbins and Judge (2008) also revealed that there is a positive relationship between organizational commitment and performance even though it is simple. This theory is reinforced by Newstrom in Sopiah (2008) which states that in commitment there is a person's desire to make genuine efforts for the sake of the organization. Business in this case is in the form of performance contributions made by employees to their companies. Nurses were chosen as the object of research because nurses are a profession that is required to always work professionally under any circumstances. Nurses must deal with patients who need the best service. It is an obligation for hospital management to ensure that nurses have good performance and continue to improve. According to research by Mahardika and Guntur (2006) at RSI PKU Muhammadiyah Pekalongan, nurse performance is influenced by Person-Organization Fit and organizational commitment. Organizational commitment has an influence on performance. The calculated t value for the organizational commitment variable is 2.124 with a significance result of $0.037 < 0.05$. Then the hypothesis stating that organizational commitment has an effect on performance can be accepted. In the test of the coefficient of determination it can be seen that organizational commitment contributes to performance.

Research conducted by Indriani (2004) showed that there was an effect of organizational commitment on employee performance, namely ($\rho = 0.041$). Likewise, the results of research by Oktobriani (2011) showed that there was an effect of motivation on job satisfaction and employee performance, namely ($\rho = 0.004$). In accordance with the results of this comparison, with different

locations, different research objectives and problem formulations as well as different research variables, but both have a significant influence. This strengthens the statement that motivation and organizational commitment have a positive and significant impact on employee performance.

A person's performance in an organization is influenced by many factors, one of which is motivation (Gibson, 1977 in Notoadmojo, 2009). Performance is basically the result of the influence between work motivation, abilities and opportunities. If work motivation is low, performance will also be low even though abilities exist and opportunities are available (Munandar, 2008). In an organization motivation is considered important, because with motivation it is hoped that each individual employee will work hard and enthusiastically to achieve goals (Hasibuan, 2010). In order to improve organizational performance, intervention on motivation is very important and recommended (Notoadmojo, 2009).

Performance is also influenced by motivator factors which are manifested in success, appreciation, responsibility, work and self-improvement. Kopelman (1986) stated that performance is influenced by motivation and self-ability. Behaviors that affect the workforce for the sake of productivity and efficiency need attention, such as information describing the number of working days lost due to illness, industrial accidents, job satisfaction, work motivation from the workforce affecting the capacity contribution of the workforce.

Motivation is important because it is hoped that with motivation every workforce will work hard and enthusiastically to achieve high work productivity (Hasibuan, 2002). According to the results of William James and Harvard's (1977) research on motivation, it was concluded that in every hour employees can maintain their jobs by only working as much as 20-30% of their capacity. James said that approximately 60% of employee performance can be influenced by motivation, there is never a zero point or the highest level (100%) in employee performance. But after being properly motivated by their leader, they can work up to 80-90% of their abilities (Hersey and Blanchard (1977) in Monica, 1998). Work motivation is the strength or encouragement that exists in employees to act or behave in certain ways. This strength is in the form of an individual's willingness to do something or in accordance with the abilities of each individual (Gibson, 1997; Robbins, 1998; Armstrong, 2010). Services in organizations should encourage individuals with high motivation for frontline positions to get better performance results (Rajeev & Jyoti, 2012).

Porsea Regional General Hospital as a private hospital that wants to continue to grow certainly expects nurses to have a high quality of work life and good performance so they can provide the best service to patients.

RESEARCH METHODS

This study aims to determine the relationship between organizational commitment and work motivation with the performance of implementing nurses. This research is a quantitative research with a correlation descriptive design. The population and sample in this study were all practicing nurses who worked at the Porsea Regional General Hospital. Respondents in this study were 116 nursing staff using the total sampling technique. Data collection was carried out directly from respondents with research instruments provided regarding organizational commitment, work motivation and performance. Data analysis using univariate analysis and bivariate analysis.

RESULTS AND DISCUSSION

Nurse Characteristics

Table 1.

Characteristics of Nurses at the Porsea Regional General Hospital in 2022 (N=116).

| Characteristics of Respondents | Frequency (n) | Percentage (%) |
|--------------------------------|---------------|----------------|
| Age | | |
| 21-26 | 83 | 71,6 |
| 27-32 | 27 | 23,3 |
| 33-39 | 6 | 5,2 |
| Gender | | |
| Woman | 85 | 73,3 |
| Man | 31 | 26,7 |
| Length of working | | |
| 1-5 | 102 | 87,9 |
| 6-10 | 14 | 12,1 |
| Last Education | | |
| D3 Nursing | 107 | 92,2 |
| Bachelor + Nurse | 9 | 7,8 |

Table 1. Shows that the majority of nurse practitioners have ages from 21-26 years as many as 83 people (71.6%), based on gender the majority of nurses are women as many as 85 people (73.3%), based on length of work the majority of respondents have work experience 1-5 years, namely as many as 102 people (87.9%) and based on education level, the majority were D3 Nursing as many as 107 (92.2%).

Table 2.

Frequency Distribution of Organizational Commitment of Implementing Nurses at Porsea Regional General Hospital (N=116).

| No | Organizational Commitment | Frequency (n) | Percentage (%) |
|--------|---------------------------|---------------|----------------|
| 1 | Not Good | 7 | 6,0 |
| 2 | Pretty Good | 41 | 35,3 |
| 3 | Good | 68 | 58,6 |
| Amount | | 116 | 100,0 |

Based on the results of the research presented in table 2. it shows that the majority of practicing nurses have organizational commitment in the good category of 58.6%.

Table 3.

Frequency Distribution of Work Motivation of Implementing Nurses at Porsea Regional General Hospital (N=116).

| No | Work Motivation | Frequency (n) | Percentage (%) |
|--------|-----------------|---------------|----------------|
| 1 | Not Good | 5 | 4,3 |
| 2 | Pretty Good | 44 | 37,9 |
| 3 | Good | 67 | 57,8 |
| Amount | | 116 | 100,0 |

Based on the results of the research presented in table 3, it shows that the majority of practicing nurses have work motivation in the good category of 57.8%.

Table 4.

Frequency Distribution of Performance of Nurse Practitioners at the Porsea Regional General Hospital (N=116).

| No | Work | Frequency (n) | Percentage (%) |
|--------|-------------|---------------|----------------|
| 1 | Not Good | 5 | 4,3 |
| 2 | Pretty Good | 40 | 34,5 |
| 3 | Good | 71 | 61,2 |
| Amount | | 116 | 100,0 |

Based on the results of the research presented in table 4, it shows that the majority of practicing nurses have good performance at 61.2%.

Table 5.

The results of the Pearson Correlation test of Organizational Commitment with the Performance of Executive Nurses at the Porsea Regional General Hospital (N = 116).

| | Performance of Implementing Nurses | | Information |
|---------------------------|---------------------------------------|----------|--|
| | <i>r</i> | <i>P</i> | |
| Organizational Commitment | 0,519 | 0,00 | There is a significant relationship between the two variables, the strength of the relationship is "medium" and the direction of the relationship is positive. |

Based on the table above, an r value of 0.519 is obtained which indicates that the strength of the relationship between organizational commitment and the performance of practicing nurses is in the "Moderate" category with a p value of 0.00 < 0.05. This explains that there is a rejection of Ho or Ha is accepted so it is concluded that there is a significant relationship between the two variables, the direction of the relationship is positive, that is, if the organizational commitment is getting better, the performance of the implementing nurse is getting higher.

Table 6.

The results of the Pearson Correlation test on Work Motivation and Performance of Nurse Practitioners at the Porsea Regional General Hospital (N=116).

| | Performance of Implementing Nurses | | Information |
|-----------------|---------------------------------------|----------|--|
| | <i>r</i> | <i>P</i> | |
| Work Motivation | 0,432 | 0,00 | There is a significant relationship between the two variables, the strength of the relationship is "medium" and the direction of the relationship is positive. |

Based on the table above, an r value of 0.432 is obtained which indicates that the strength of the relationship between work motivation and the performance of practicing nurses is in the "Moderate" category with a p value of $0.00 < 0.05$. This explains that there is a rejection of H_0 or H_a is accepted so that it is concluded that there is a significant relationship between the two variables, the direction of the relationship is positive, that is, if the motivation to work is better, the performance of the implementing nurse is getting higher.

Discussion

Organizational Commitment of Implementing Nurses at the Porsea Regional General Hospital.

Based on the results of research conducted on organizational commitment, the results of the organizational commitment of implementing nurses at the Porsea Regional General Hospital showed that the majority of implementing nurses had organizational commitment in the good category of 68 people (58.6%). Human resources are a very important determining factor for the effectiveness of an activity in an organization. A person's success and performance in a field of work is largely determined by the level of competence, professionalism, and also his commitment to the field of work he is engaged in (Sidharta & Meily, 2011). Organizational commitment reflects the degree to which a person recognizes an organization and is committed to its goals. This is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to remain working in a company (Kritner and Kinicki, 2014). Jennifer M. George and Gareth R. Jones (2012), who revealed that organizational commitment is a commitment when the employee becomes a member of an organization, is happy, believes, and feels good in the organization. Then when employees have no commitment and great desire to be in an organization but they think that the income left is too large such as (loss of seniority, job security, retirement, health benefits, and so on). While Newstrom provides the same understanding between organizational commitment and employee loyalty, namely as a level where workers identify with the organization and want to continue to actively participate in it. Employees identify with the organization indicating that workers mix well and in accordance with the ethics and expectations of the organization that they experience feelings of loyalty with the company (Wibowo, 2015).

It can be concluded that the better the organizational commitment of the implementing nurses, the better the results obtained from achieving organizational or hospital goals. It is hoped that the hospital will be able to provide efforts to increase nurse commitment in order to help the organization achieve its goals. If the hospital or has nurses who have a high commitment, the quality of the hospital will be higher, because nurses are not only workers but are part of the hospital itself.

Work Motivation of Implementing Nurses at the Porsea Regional General Hospital

Based on the results of research conducted on work motivation, the results of the work motivation of implementing nurses at the Porsea Regional General Hospital showed that the majority of implementing nurses had work motivation in the good category of 67 people (57.8%). Motivation is very important to analyze. Based on research conducted by Susan and Waititu (2012) employee motivation is needed so that they can complete the assigned tasks properly. Riniwati (2011), mathematically the relationship between performance and motivation can be written $P = f(A, M)$ or $P = A \times M$. Performance (P) is a function (f) of ability level (A) and degree of motivation (M). The role of motivation and ability in work performance (performance) can be explained as follows: high ability and support will also provide good diversity in the form of better productivity (productive). If motivation is low and ability is high, there will be a dilemma about what the goals of the organization are and what are the roles of employees, as well as the benefits for employees. If

motivation is high but ability is low, then training is needed for employees. The situation will get worse if motivation is low and ability is low then productivity will also be low. Services in organizations should encourage individuals with high motivation for frontline positions to get better performance results (Rajeev & Jyoti, 2012).

It can be concluded that practicing nurses who have good work motivation must of course be supported with attention from the hospital. Therefore motivation is important because it is hoped that with motivation every nurse will work hard and enthusiastically to achieve high productivity. With good work motivation, the work results achieved will be better.

Performance of Implementing Nurses at the Porsea Regional General Hospital.

Based on the results of research conducted on performance, the results of the performance of implementing nurses at the Porsea Regional General Hospital showed that the majority of implementing nurses had performance in the good category of 71 people (61.2%). The results of Nikpeyma's research, et al (2014), revealed that the nurse's performance system was faced with various problems. To solve these problems the organization or concerned must improve the structure, process and performance results, in order to achieve a high quality of patient care. Michael Armstrong (2010) argues that, "Performance is indeed often regarded as simply the outcomes achieved: a record of a person's accomplishments". This understanding means that performance is often considered only as a result achieved and a record of one's achievements. Performance can be considered as the behavior or the way in which organizations, teams and individuals view the work being done. Another opinion was also expressed by Robbins and Coulter (2012), "Performance is the end result of an activity". This understanding means that, performance is the end result of an activity. Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals legally, not violating the law and not contradicting morals or ethics. (Mangkuprawira, 2011). Employee performance is often used as an assessment of company performance, because employees are the driving force in carrying out company activities, especially in service companies such as hospitals.

It can be concluded that performance is a function of motivation and commitment to complete tasks and jobs. Performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set. If the desired goals can be achieved properly, then the performance is declared good and successful. For this reason, hospital management as an organization must try to find out what the needs and expectations of nurses are to improve their performance.

The Relationship between Organizational Commitment and the Performance of Implementing Nurses at the Porsea Regional General Hospital.

Based on the results of research conducted on the relationship between organizational commitment and the performance of implementing nurses at the Porsea Regional General Hospital, an r value of 0.519 was obtained which indicated that the strength of the relationship between organizational commitment and the performance of implementing nurses was in the "Medium" category with a p value of $0.00 < 0.05$.

This explains that there is a significant relationship between the two variables, the direction of the relationship is positive, that is, if the organizational commitment is getting better, the performance of the implementing nurses is getting higher. Performance in a hospital is largely determined by the quality of committed nurses. The results of previous research, namely the research of Mahardika and Guntur (2011) on RSI PKU Muhammadiyah Pekalongan, nurse performance is influenced by organizational commitment. Organizational commitment has an influence on performance. The

calculated t value for the organizational commitment variable is 2.124 with a significance result of $0.037 < 0.05$. Then the hypothesis stating that organizational commitment has an effect on performance can be accepted. In the test of the coefficient of determination it can be seen that organizational commitment contributes to performance. Stephen and Timothy (2013), revealed that: "there is a strong relationship between organizational commitment and employee performance". Highly committed employees will have high performance and high loyalty. On the other hand, employees who tend to have low commitment will also have low performance and less loyalty. Research on organizational commitment conducted by Annisa (2012), resulted in the conclusion that: "organizational commitment includes an attitude of liking the organization and a willingness to strive for high levels of performance for the benefit of the organization in order to achieve goals". The same research was also conducted by Yonathan and Eddy (2014) that: "organizational commitment has a positive influence on employee performance, so that the higher employee organizational commitment leads to increased employee performance"

It can be concluded that organizational commitment affects nurse performance because by having high commitment, nurses will carry out their duties or work properly so that their performance results will increase and will also have an impact on hospital goals that can be achieved optimally. It is hoped that the hospital will encourage the commitment of nurses to support the achievement of better performance.

Relationship between Work Motivation and Performance of Implementing Nurses at the Porsea Regional General Hospital.

Based on the results of research conducted on the relationship between work motivation and the performance of implementing nurses at the Porsea Regional General Hospital, an r value of 0.432 was obtained which indicated that the strength of the relationship between work motivation and the performance of implementing nurses was in the "Medium" category with a p value of $0.00 < 0, 05$. Similarly, the results of Tania's research (2011) show that the effect of motivation on job satisfaction and employee performance is 73.2%. If motivation decreases, performance will decrease. As said in a journal written by Asim (2013) "if the motivation level was increasing, if the organization stands on every step, the performance was increasing. Motivation level is the direct and positive relationship with the employee performance" when motivation increases, when the organization struggles to achieve its needs, employee performance will also increase. The level of motivation is closely related to employee performance.

Therefore, organizations must motivate their employees for the best performance to achieve organizational goals. This strengthens the statement about motivation having a positive and significant effect on performance. The positive relationship between the variable motivation and performance indicates that the increase in performance is highly dependent on the motivation that underlies or encourages employees to work.

It can be concluded that every hospital expects a success, to achieve this success requires quality nurses. To create quality nurses, a strong push from the hospital is needed. This encouragement can be in the form of giving motivation, which aims to improve nurse performance.

CONCLUSION

Based on the results of research that has been conducted at the Porsea Regional General Hospital, the conclusions of this study are:

1. The majority of implementing nurses at the Porsea Regional General Hospital have organizational commitment in the good category of 58.6%.
2. The majority of the implementing nurses at the Porsea Regional General Hospital have work motivation in the good category of 57.8%.
3. The majority of practicing nurses at the Porsea Regional General Hospital have a good performance category of 71 people (61.2%).
4. There is a significant relationship between organizational commitment and the performance of implementing nurses at the Porsea Regional General Hospital, according to the results obtained the r value indicates that the strength of the relationship between organizational commitment and the performance of implementing nurses is in the moderate category with a p value <0.05.
5. There is a significant relationship between work motivation and the performance of implementing nurses at the Porsea Regional General Hospital, according to the results obtained the r value indicates that the strength of the relationship between work motivation and the performance of implementing nurses is in the medium category with a p value <0.05.

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