

Enhancing Organizational Commitment Through Work Experience: The Mediating Role of Job Satisfaction

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ABSTRACT

This study aims to analyze the effect of work experience on organizational commitment, the effect of work experience on job satisfaction, the effect of job satisfaction on organizational commitment, and the effect of work experience on organizational commitment through job satisfaction as a mediating variable in employees of RS X in Semarang. The method used was a quantitative approach with a correlational research design, using questionnaires as a data collection instrument, involving 86 respondents selected through simple random sampling techniques, and analyzed using classical assumption tests, multiple linear regression, and Sobel mediation tests. The results showed that work experience had a significant effect on organizational commitment, as shown by a significance value of 0.001 which was smaller than 0.05. Work experience has also been shown to have a significant effect on job satisfaction with a significance value of 0.000. Other findings show that job satisfaction has a significant effect on organizational commitment, with a significance value of 0.023. The mediation test showed that job satisfaction was able to mediate the influence of work experience on organizational commitment, where the indirect influence coefficient was proven to be significant based on the results of the Sobel test. Overall, this study confirms that employees' work experience not only shapes job satisfaction, but also strengthens their attachment to the organization, both directly and through the role of job satisfaction mediator.

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1. INTRODUCTION

Organizational commitment is one of the aspects that greatly affects the sustainability of the workforce in an institution because it indicates the existence of emotional bonds, responsibility, and employee loyalty (Purwadhi et al., 2025). Employee loyalty in the modern era tends to decline as labor mobility increases and job orientation shifts from long-term relationships to better opportunities (A Charmiati & Surya, 2019). Work experience is an important predictor of the duration and quality of

individual attachment because it contributes greatly to understanding work characteristics, organizational culture, and employee skills (Hartawan & Sriathi, 2023). Job satisfaction also plays a crucial role as a mediating variable that connects work experience and organizational commitment through the fulfillment of financial aspects, awards, relationships between employees, and career development (Purnama & Riana, 2020).

A LinkedIn survey stated that during the period 2014–2018, the rate of job transfer in Indonesia increased by around 6–7% (trendtech.id, 2025). A similar phenomenon can be seen at Prikasih Hospital, where employee dissatisfaction with the work environment, policies, and incentives triggers low retention until the turnover rate exceeds the company's normal limit of 10% (Nurhidayati, 2016). A similar condition occurred at Diponegoro National Hospital Semarang, which recorded that 48% of employees only had a working period of 0 to 4 years while the group of 10 to 14 years of work only had about 7% left (Tigau & Sugiarto, 2022). The health sector in general faces great challenges because this high mobility of the workforce can trigger recruitment cost overruns, increased workload of persistent staff, and decreased effectiveness of patient services (Pramida & Mulyanti, 2023).

RS X in Semarang is facing real conditions related to this decrease in commitment through an increase in the number of employees who resign during the 1–2-year service period from 13% in 2023 to 15% in 2024. The characteristics of the group that dominates the number of entries and entries are in the age range of 23–26 years, are female, and most of the status is fresh graduates who have no previous work experience. The group of young employees is allegedly still in the initial adaptation stage so that their commitment to the institution has not been firmly formed. The sustainability of health services at RS X can be disrupted in terms of quality and quantity if management does not immediately take strategic steps to reduce staff turnover in this early work period.

Internal data from RS X Semarang during 2023 and 2024 shows a stagnant condition of organizational commitment indicators, with a portion of affective commitment of 30%, normative commitment of 35%, and sustainable commitment of 35%. The evaluation of the aspect of job satisfaction at the hospital also showed similar figures in the two years, where satisfaction with workload dominated at 65%, followed by job environment satisfaction at 25%, and salary satisfaction which was at the lowest figure at 10%. The composition of the employee's work experience profile at RS X also did not change from 2023 to 2024, where the largest portion was filled by staff with a 1–2 year working period of 50%, a 3–4 year working period of 20%, new adaptability touched 20%, and the group of working years above 5 years was only 10%.

Hospital management is required to be able to harmonize strategic planning in managing human resources from various medical and non-medical professions in an integrated manner (Purwadhi et al., 2025). This job graduation rate centered on new hires with short experience fuels an urgent need to examine the interaction of job satisfaction and experience variables. Management needs an in-depth evaluation of the main causes of low salary satisfaction and high workload as illustrated by the organization's internal data. RS X Semarang hopes that the results of this analysis can mitigate the risk of losing potential talent at productive age in order to maintain long-term operational stability.

2. METHOD

This study applies a quantitative approach that focuses on collecting numerical data to test hypotheses based on established theoretical foundations. The selection of a quantitative approach is carried out so that the researcher is able to provide an objective picture of the relationship between variables through systematic measurement and data analysis using statistical techniques (Sugiyono, 2021). The type of research chosen is a correlational study that aims to analyze the relationship and influence between variables without intervening or manipulating the independent variables. The correlation model was applied to determine the effect of work experience on job satisfaction, the effect of work experience on organizational commitment, and the role of job satisfaction mediation in employees of RS X Semarang (Sugiyono, 2021).

The information collection procedure uses a questionnaire method that is given in a structured manner to the respondents to be filled out independently in order to be able to answer the problem formulation accurately (Sugiyono, 2021). This written question list instrument was chosen because it is efficient in reaching a large number of respondents quickly and makes it easier to convert data into numbers for statistical analysis. The quantitative figures obtained from filling out the questionnaire included all operational data from the three main constructs studied, namely work experience, job satisfaction, and organizational commitment variables.

The accuracy of the instrument was tested using a validity test through the Confirmatory Factor Analysis (CFA) method to assess the extent to which the indicator was able to accurately capture the concept of the variable. The sample feasibility determination procedure also uses the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA) test with the limit of the feasibility value of the factor analysis must be greater than 0.50. The results of data processing showed that all statement items in the variables of work experience, job satisfaction, and organizational commitment were statistically valid. The conclusion of validity is based on the acquisition of the calculated r value of each questionnaire item which is proven to be greater than the limit of r of the table, which is 0.2120.

The internal consistency of the instrument at different times was tested using a reliability test procedure with the Cronbach's Alpha coefficient parameter. The standard limit used to determine the reliability level of this instrument is if the value of the resulting Cronbach's Alpha coefficient is above 0.6. The results of the data calculation showed that the coefficient value for the work experience variable was 0.968, the organizational commitment variable was 0.962, and the job satisfaction variable was 0.981. The numbers that are well above the minimum limit prove that all instrument items have a very high level of internal consistency and are reliable for analysis.

The processing of the final data collected is described through four stages of sequential data analysis techniques. The initial stage begins with a descriptive analysis to provide an overview of respondent characteristics and the distribution of answer scores. The second stage is continued with a normality test to ensure that the distribution of research data is distributed normally as a condition for parametric statistics. The third stage includes a hypothesis test consisting of a t -test to test the significance of the partial influence and the determination coefficient to see the contribution of variance, then ended with the Sobel Test in the fourth stage to test the significance of the mediating effect.

3. FINDINGS AND DISCUSSION

Findings

Descriptive Analysis

Table 1. Descriptive Analysis Results

Statistics		Work Experience	Job Satisfaction	Organizational Commitment
N	Valid	86	86	86
	Missing	1	1	1
Mean		15.08	20.22	15.14
Std. Error of Mean		.683	.922	.678
Median		15.00	21.50	15.00
Std. Deviation		6.334	8.547	6.291
E44Variance		40.123	73.045	39.580
Minimum		6	8	6
Maximum		24	32	24

Source: Data Processing Results, 2025

Based on the table above, it is known that the mean value of Work Experience is 15.08, the standard deviation is 6,334, the smallest Work Experience value is 6 and the largest is 24. The mean Job

Satisfaction value is 20.22, the standard deviation is 8,547, the smallest Job Satisfaction value is 8 and the largest is 32. The mean value of Organizational Commitment is 15.14, standard deviation is 6,291, the smallest Organizational Commitment value is 6 and the largest is 24.

Classic Assumption Test

Normality Test

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		86
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	5,11728859
Most Extreme Differences	Absolute	,057
	Positive	,051
	Negative	-,057
Test Statistic		,057
Asymp. Sig. (2-tailed)		,200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Data Processing Results, 2025

Based on the table above, the results of the normality test using the One-Sample Kolmogorov-Smirnov Test show an Asymp value. Sig. (2-tailed) of 0.200 which is greater than 0.05. This indicates that the residual data of the research is normally distributed.

Multicollinearity Test

Table 3. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,930	2,028		1,445	,152		
	Work Experience	,550	,164	,381	3,358	,001	,618	1,618
	Job Satisfaction	,194	,084	,263	2,315	,023	,618	1,618

- a. Dependent Variable: Organizational Commitment

Source: Data Processing Results, 2025

Based on the results of the multicollinearity test in the table above, it is known that the work experience and job satisfaction variables have a tolerance value of 0.618 which is greater than 0.1 and a VIF value of 1.618 which is smaller than 10. These results show that there are no symptoms of multicollinearity between independent variables in the regression model.

Heroscedasticity Test

Table 4. Heroscedasticity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Si.
		B	Std. Error	Beta		
1	(Constant)	5,553	1,106		5,022	,000
	Work Experience	-,176	,089	-,268	-1,968	,052
	Job Satisfaction	,065	,046	,195	1,432	,156

a. Dependent Variable: Abs_RES

Source: Data Processing Results, 2025

Based on the table above, the results of the heteroscedasticity test show that the work experience variable has a significance value of 0.052 and the job satisfaction variable of 0.156, both greater than 0.05. These results indicate that the regression model does not experience symptoms of heteroscedasticity.

Hypothesis Test

T test

Table 5. Test Results t

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Si.
		B	Std. Error	Beta		
1	(Constant)	2,930	2,028		1,445	,152
	Work Experience	,550	,164	,381	3,358	,001
	Job Satisfaction	,194	,084	,263	2,315	,023

a. Dependent Variable: Organizational Commitment

Source: Data Processing Results, 2025

Based on the t-test table above, the results of the analysis show that the work experience variable has a significance value of 0.001, smaller than 0.05. This means that H0 is rejected and Ha is accepted, so it can be concluded that work experience has a significant effect on organizational commitment. Meanwhile, the job satisfaction variable has a significance value of 0.023 which is also smaller than 0.05. Thus, job satisfaction also has a significant effect on organizational commitment.

Coefficient of Determination

Table 6. Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	,582a	,338	,322	5,179

a. Predictors: (Constant), Job Satisfaction, Work Experience

b. Dependent Variable: Organizational Commitment

Source: Data Processing Results, 2025

Based on the table above, the R Square value is 0.338, meaning that 33.8% of the organizational commitment variables can be explained by work experience and job satisfaction, the remaining 66.2% can be explained by other variables outside the research variables.

Sobel Test

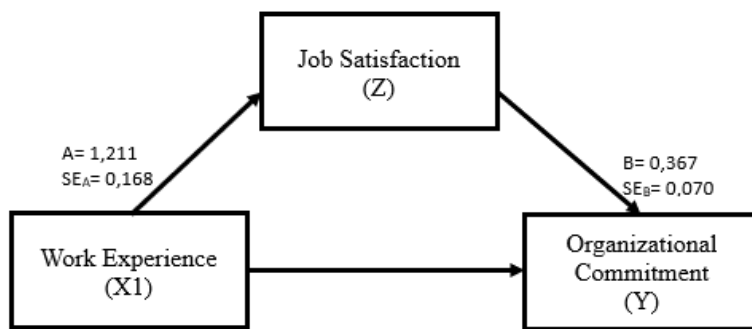


Figure 1. Mediation Test Results

Table 7. Mediation Test Results

Variabel	Sobel test	P-value	Keterangan
Work Experience → Job Satisfaction → Organization Commitment	4,2399	0,000	Mampu memediasi

Source: Data Processing Results, 2025

Based on the results of the Sobel test in the table above, a p-value of 0.000 was obtained which was smaller than 0.05. These results show that the job satisfaction variable is able to mediate the influence of work experience on organizational commitment.

Discussion

The Effect of Work Experience on Organizational Commitment in Employees of RS X in Semarang

Work experience is one of the important factors that shape the level of organizational commitment of employees. Longer work experience typically strengthens an individual's understanding of the organization's values, culture, and goals. Long-time employees tend to have a high emotional attachment and loyalty to the workplace because they feel like they are an integral part of the organization. In addition, a good work experience can increase confidence in carrying out tasks, expand adaptability to organizational changes, and foster a sense of ownership of work results. These aspects contribute to the formation of employee commitment to stay afloat and make maximum contributions to the organization.

Based on the results of the t-test, it was shown that the work experience variable had a significant effect on organizational commitment, with a significance value of $0.001 < 0.05$. These results show that the higher the work experience employees have, the greater their commitment to the organization. These findings indicate that the experience gained while working at RS X has had a positive impact on employee loyalty and sense of responsibility towards the hospital. This experience allows employees to understand the work system, organizational culture, and build good interpersonal relationships with colleagues and superiors, thus strengthening their commitment to continue to contribute to achieving organizational goals.

Batubara et al.'s (2025) view emphasizes that work experience is not only a matter of length of work, but also the quality of learning that forms technical, managerial, and interpersonal competencies. This perspective is relevant to the condition of RS X employees who show that work experience helps them master the hospital's operational system, increase confidence, and strengthen their sense of belonging to the institution. Busro (2018) also argues that work experience is an important factor in career development, as it allows individuals to hone practical skills through new challenges, which ultimately form a long-term commitment to the organization.

Pitriyani & Halim (2020) said that work experience is a track record of professional achievements that affect satisfaction, motivation, and loyalty to the organization. The results of this study are in line

with this view, where the more experience the employees of Hospital X get, the higher their loyalty and sense of attachment to the hospital. Diverse work experience allows employees to understand the dynamics of work in depth, create a sense of pride in their profession, and strengthen the desire to stay in the organization.

This is in line with previous research by Arifin & Darmawan (2021) which showed that work experience has a significant effect on employee performance and commitment. Both studies confirm that work experience has a positive impact on employee behavior and responsibility towards the organization. Employees who have longer work experience will better understand the values of the institution and show a greater commitment to maintaining the performance and sustainability of the organization.

The Effect of Work Experience on Job Satisfaction in Employees of RS X in Semarang

Job satisfaction is a positive emotional condition that arises from an individual's assessment of their work. Employees who feel that their work matches their expectations, needs, and skills will be more likely to feel satisfied and motivated to do better. Work experience plays an important role in shaping job satisfaction because through experience, individuals can understand the workload, organizational demands, and find a balance between responsibilities and rewards received. The more experience one gains, the greater the opportunity for individuals to adapt, solve work challenges, and feel valued by the organization.

The results showed that work experience had a significant effect on job satisfaction, with a t-value of 3.358 and a significance value of $0.001 < 0.05$. These findings illustrate that RS X employees who have longer work experience tend to feel more satisfied with their work. Adequate experience helps employees master tasks, reduce work pressure, and increase their sense of competence in their profession. This condition creates positive feelings about the work environment and strengthens overall job satisfaction. So, the higher the work experience a person has, the greater the chance to feel satisfaction with work at RS X Semarang.

Sariwulan & Ghofar (2024) argue that job satisfaction arises when work is able to meet individual needs and values. This is in line with research results showing that a broader work experience allows employees to adjust to the demands of the organization and feel a balance between personal expectations and the reality of work. Paais & Souhoka (2021) also add that job satisfaction arises when individuals feel their roles are in line with the rewards received, which is often the case with experienced employees because they are better able to manage organizational responsibilities and expectations.

Tan (2025) highlights that job satisfaction comes not only from internal factors such as individual abilities, but also from external conditions such as the work environment and relationships with colleagues. This view supports the findings of RS X employees, where long work experience helps them build strong social relationships, understand the hospital's work system, and adjust to the organizational culture. These aspects contribute to increased overall job satisfaction, making work experience an important foundation in creating employee comfort and psychological well-being.

The results of this study are in line with the research of Rustini & Muslichah (2022) which shows that supportive work environment conditions can increase employee job satisfaction. Both affirm that a positive organizational experience and climate will create a sense of comfort and emotional satisfaction for individuals in the workplace. Improving constructive work experience at RS X has been shown to have a similar impact on job satisfaction as described in the previous study.

The Effect of Job Satisfaction on Organizational Commitment in Employees of RS X in Semarang

Job satisfaction has a strong role in shaping organizational commitment, as job satisfaction is often the basis for employee loyalty and the desire to stay in the organization. Employees who feel satisfied with working conditions, social relationships, and reward systems tend to have a higher sense of responsibility and emotional attachment. As job satisfaction increases, employees focus not only on

personal achievement, but also on the overall success of the organization. Therefore, job satisfaction is an important indicator that determines the extent to which employees are committed to the organization.

Based on the results of the t-test, the job satisfaction variable has a significant influence on organizational commitment with a significance value of $0.023 < 0.05$. These results show that the high level of job satisfaction among employees of RS X Semarang contributes to increased commitment to the organization. Employees who feel satisfied with the work system, work environment, and leadership support tend to actively participate in achieving organizational goals. They are also more loyal and try to maintain the image of the hospital through optimal performance.

Pratiwi et al. (2023) explained that organizational commitment is reflected in the conformity of personal values with organizational values. Employees who are satisfied with their work tend to have a stronger value match and feel a deep emotional attachment to the organization. Siswanto et al. (2022), also emphasized that job satisfaction plays a role as an emotional factor that fosters loyalty and decreases intention to leave the organization. This explains why RS X employees who are satisfied with their work show a high commitment to supporting the hospital's sustainability.

Priatna's (2024) view strengthens the results of this study by emphasizing that organizational commitment is not only an emotional bond, but also a tangible form of behavior such as discipline and active participation. High job satisfaction among RS X employees encourages the emergence of such positive behaviors, such as willingness to help colleagues, maintain professionalism, and contribute to improving service quality. This shows that job satisfaction not only has a psychological but also practical impact in strengthening commitment to the organization.

These results are in line with the findings of Pratama (2023) and Rato (2020) who show that job satisfaction plays a role as a mediating variable that strengthens the relationship between organizational factors and commitment. The results of RS X's research show a similar pattern, where increased job satisfaction significantly strengthens attachment and loyalty to the organization. This suitability shows that job satisfaction is an important determinant in strengthening organizational commitment, both in the context of general companies and hospitals.

The Effect of Work Experience on Organizational Commitment through Job Satisfaction as a Mediation Variable in Employees of X Hospital in Semarang

The relationship between work experience and organizational commitment is not only direct, but can also occur through intermediate variables such as job satisfaction. Sufficient work experience allows individuals to understand the characteristics of the job and the organizational system, which ultimately leads to satisfaction with their work. High job satisfaction can increase loyalty, a sense of responsibility, and the desire to stay in the organization. This process illustrates that job satisfaction acts as a bridge that strengthens the influence of work experience on organizational commitment, because the positive experiences felt by employees during work form emotional satisfaction that deepens attachment to the organization.

The results of the Sobel test showed a p-value of 0.000 which was smaller than 0.05, indicating that job satisfaction was able to mediate the influence of work experience on organizational commitment. This means that a good work experience not only directly increases employee commitment to the organization, but also indirectly through increased job satisfaction. RS X employees who have long work experience tend to feel more comfortable, appreciated, and satisfied with the role they play, which has an impact on increasing commitment to the hospital. These findings suggest that efforts to improve quality work experience, such as ongoing training and a fair reward system, can strengthen job satisfaction while driving employee loyalty and attachment to the organization.

These findings are in line with the opinion of Pitriyani & Halim (2020) who said that work experience can increase individual motivation and satisfaction, which ultimately has an impact on loyalty to the organization. Meanwhile, the theory from Sariwulan & Ghofar (2024) explains that job

satisfaction arises when work meets individual needs and values, which can be achieved through meaningful work experiences.

Priatna (2024) added that organizational commitment is formed through strengthening employees' positive values and behaviors towards the organization. When work experience results in satisfaction, employees tend to exhibit more disciplined and responsible behavior. This shows that in RS X employees, job satisfaction is an important effect of quality work experience, which then strengthens their commitment to the hospital emotionally and behaviorally.

These results are in line with Pratama research (2023) which proves that job satisfaction has a mediating role in the relationship between organizational factors and commitment. The similarity in the direction of results shows that at RS X, job satisfaction is also an effective link between work experience and organizational commitment. These findings reinforce that improved work experience will have a greater impact on commitment if employees feel satisfied with their roles and environment.

4. CONCLUSION

In conclusion, work experience affects organizational commitment, where the longer the working period and the higher the knowledge, skills, and mastery of equipment supported by appropriate compensation, the employee commitment also increases. Work experience also affects job satisfaction in employees of RS X in Semarang, which shows that a positive work experience can form job satisfaction. Job satisfaction affects organizational commitment because job satisfaction encourages employees to stay and be loyal to the organization. Job satisfaction has been proven to be able to mediate the influence of work experience on organizational commitment, thereby strengthening the relationship between work experience and employees' emotional attachment to the hospital.

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