

## **The Influence Of Job Engagement, Goal Orientation, And Career Satisfaction On Organizational Commitment At The Regional Staffing Agency Of The Province Of Kalimantan Timur**

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### **Abstract**

*This study explored the influence of job engagement, goal orientation, and career satisfaction on organizational commitment at the Regional Staffing Agency of Kalimantan Timur Province. Organizational commitment, which is essential for enhancing performance and trust in government agencies, is analyzed through three dimensions: affective, continuance, and normative commitment. This study utilizes a population of 71 civil servants from the Regional Staffing Agency and employs Structural Equation Modeling (SEM) through SmartPLS to analyze the relationships between variables. The study found that job engagement positively affects career satisfaction but has no significant direct impact on organizational commitment. Goal orientation had no significant influence on either career satisfaction or organizational commitment. Career satisfaction, although an important factor, does not directly impact organizational commitment. These findings highlight the complexities of the government's work environment, where job security and rigid regulations may diminish the role of engagement and satisfaction in fostering commitment. The study concludes with recommendations for enhancing employee engagement and aligning organizational goals with personal aspirations to improve commitment and performance.*

**Keyword : Organizational commitment, Job engagement, Goal orientation, Career satisfaction**

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## **INTRODUCTION**

Public organizations, such as government agencies, providing optimal services to the community are highly dependent on the role and function of government employees or employees. The emotional relationship between employees and the organization encourages and increases employee commitment to remain part of the organization. With this emotional attachment, there is a stronger sense of responsibility and desire to contribute optimally to achieving organizational goals (Suryati, 2021). Essentially, high organizational commitment illustrates the quality of human resources.

Organizational commitment is important for government agencies because it creates a strong foundation for operational effectiveness and sustainability (Widiarti & Dewi, 2016). In the context of the government, where duties involve managing public resources and providing services to the public, organizational commitment is the key to improving performance and building public trust. Employees who are committed to an organization tend to be more loyal, dedicated, and highly motivated to achieve organizational goals. This commitment can also create a stable work environment, which reduces employee turnover and increases productivity (Hariani et al. 2019).

The success of government agencies is very difficult to control and consistent if it relies only on individual abilities. Therefore, all elements in an organization must work together to foster commitment. High organizational commitment is key to achieving sustainable performance (Pratana and Abadi, 2018). In addition, high employee commitment directly contributes to improving the overall performance. Thus, the synergy between all parties in the organization will form a strong foundation for achieving optimal performance (Suryati, 2021).

High and low organizational commitments significantly affect organizational performance. According to Meyer et al. (1993), organizational commitment consists of three dimensions:

affective commitment, which relates to the desire of employees to be tied to the organization, and employees staying in the organization because of personal desires. Continuance commitment is based on rational needs. This commitment is formed based on profit and loss, considering what must be sacrificed if you are going to stay with the organization. Normative commitment is based on the norms that exist within employees in the form of beliefs and a sense of responsibility for the organization, surviving because of loyalty.

Employees with high organizational commitment are willing to work for their organization and have confidence in the acceptance of organizational values and goals (Anita, Abdillah, Wu, Faizal Sapthiarsyah, & Sari, 2020). The causes of organizational commitment mainly lead to four categories: personal characteristics, organizational characteristics, characteristics of the type of work performed, and work experience (Radosavljevic, Cilerdzic, & Dragic, 2017). The disadvantages of leaving the organization include wasted time and effort spent on acquiring specialized skills, loss of attractive benefits, waiver of privileges, and collapse of family and employee partnerships (Radosavljevic et al., 2017).

Organizational commitment was also implemented in the Regional Personnel Agency (BKD) of Kalimantan Timur Province, which is reflected in the staffing coordination meetings organized throughout the Kalimantan Timur in 2019. The event was held as a concrete effort to shape organizational commitment in Kalimantan Timur Province to provide the best service to the community and nation (Budiman, 2022). By holding coordination meetings, it is hoped that synergy and a common vision will be created among regional employees, which can result in operational efficiency and improved service quality. This awareness of commitment is expected to motivate local employees to work more focused and dedicated to carrying out their duties, while strengthening the integrity and image of the local government in the eyes of the community (Sudiyono & Qomariyah, 2018).

High organizational commitment is key to organizational success in carrying out tasks, realizing work targets, and increasing the role of the organization in the long term (Widiarti & Dewi, 2016). Organizations need to develop and implement appropriate policies to retain local employees, stay with the organization, and increase their loyalty and dedication to the organization. Long before the implementation of work system adjustments, the transformation of personnel management in the Kalimantan Timur Provincial Government continued to develop.

Table 1. Distribution and number of employees of the Kalimantan Timur Provincial Government and districts/cities throughout Kalimantan Timur

NO	PROVINCE/DISTRICT/CITY	NUMBER OF EMPLOYEEES
1	KALIMANTAN TIMUR	10.508
2	SAMARINDA	7.348
3	BALIKPAPAN	4.635
4	BONTANG	2.779
5	BERAU	4.827
6	KUTAI KARTANEGARA	12.985
7	KUTAI BARAT	3.616
8	KUTAI TIMUR	5.977
9	PENAJAM PASER UTARA	3.432
10	PASER	4.346
11	MAHAKAM ULU	1.107

Source: REGIONAL STAFFING AGENCY of Kalimantan Timur Province 2023

Based on Table 1, which shows the distribution of employees of the Kalimantan Timur Provincial Government and Districts/Cities in Kalimantan Timur, it can be concluded that the number of Kalimantan Timur government employees reached 10,508, placing it as the second highest after Kutai Kartanegara. This significant number of employees has a significant impact

on the running of the organization, especially in the context of employee commitment. Employee commitment reflects the extent to which employees feel bound and dedicated to the organization's goals, values, and culture (Tarjono, 2019). In this context, many government employees can be a positive force if they have a high level of employee commitment.

Various factors influence organizational commitment, including work involvement. Job Engagement refers to an individual's level of involvement and activeness in carrying out their duties and responsibilities in the work environment. A high level of work involvement can positively impact employee commitment because individuals who feel actively involved tend to be more dedicated to the organization in which they work (Asrunputri 2014). Based on research conducted by (Jung, 2021) shows that work involvement affects organizational commitment. Meanwhile, other research (Kambunawati, 2022) illustrates that work involvement has no effect on organizational commitment.

The phenomenon of job engagement at the Regional Personnel Agency of Kalimantan Timur Province was reflected in the application of the general work system. Employees in this institution show a high level of discipline, characterized by a low level of disciplinary violations. In addition, a low rate of disciplinary penalties indicates that employees tend to comply with applicable rules and norms. During this period, the Regional Staffing Agency of Kalimantan Timur Province also achieved good performance, as shown in Table 2.

Table 2. Level of Discipline, Disciplinary Penalties, and Employee Performance Achievements from 2016-2023

YEAR	LEVEL OF DISCIPLINE	DISCIPLINARY PUNISHMENT	PERFORMANCE ACHIEVEMENTS
2023	100%	0%	95 Very Good
2022	98,57%	0.14%	92 Very Good
2021	100%	0%	95 Very Good
2020	100%	0%	92 Very Good
2019	100%	0%	90 Good
2018	100%	0%	94 Very Good
2017	100%	0%	94 Very Good
2016	100%	0%	93 Very Good

Source: Badan Kepegawaian Daerah of Kalimantan Timur Province 2023

Goal orientation is another factor that influences organizational commitment is goal orientation. When organizational members have a clear understanding of the organization's goals and vision, they tend to increase their commitment to the organization (Arifudin et al., 2020). Research conducted by Indrawati and Kurniawan (2021) showed that goal orientation affects organizational commitment. Meanwhile, other research (Difa & Sandjaja, 2023) illustrates that goal orientation has no effect on organizational commitment.

Workers in an organization, including regional employees, should have a certain goal orientation in their careers. This phenomenon indicates that regional employees retire or quit their institutions every year for various reasons. The impact of these events can be observed in the data illustrated in Table 3, which shows the number of civil servants from 2018-2023 to with a decrease in the number of employees nationally. A reduction in the number of employees can be interpreted as a result of various factors including retirement, transfer, or possibly resignation. This underscores the importance of understanding individual goal orientations in the context of human resource management and career planning in government agencies.

Table 3. Number of Civil Servants from 2018-2023

YEAR	AMOUNT	PERCENTAGE DECREASE
2018	4.185.503	-2.42
2019	4.189.121	+0.08
2020	4.168.118	-0.5
2021	3.995.634	-4.13
2022	3.992.766	-0.1
2023	3.790.000	-5.07

Source: Badan Kepegawaian Negara, 2023

The next factor that was expected to influence organizational commitment was career satisfaction. Career satisfaction refers to the level of individual satisfaction with an organization's career development and achievement. Individuals who are satisfied with their career development tend to be more attached to and committed to the organization where they work (Kusumawati & Mutamimah, 2020). Research conducted by Artini and Mujiati (2022) showed that career satisfaction affects organizational commitment. Meanwhile, Hendrianto and Marhalinda (2020) showed that career satisfaction has no effect on organizational commitment.

The phenomenon of career satisfaction can be clearly observed in the level of achievements and awards obtained by the Regional Personnel Agency (BKD) of Kalimantan Timur Province in 2022, as shown in Table 4. Organizational achievements include success in innovation and creativity, recognition as the best regional apparatus, best ASN implementation, competency assessment achievements, and achievements in planning staffing needs and mutations. The level of career satisfaction can be reflected in these achievements because these successes are in line with the fulfillment of employees' needs and expectations of their career development.

Table 4. Awards achieved by the Regional Staffing Agency of Kalimantan Timur Province

YEAR	LEVEL	PROVIDED BY	ACHIEVEMENTS/AWARDS
2022	Regional	Governor of Kalimantan Timur	Award for Participant Screening for Regional Apparatus Service Innovation and Creativity (PEPES IKAN PEDANA) Prov. and districts/cities in Kalimantan Timur in 2022 to BKD Prov Kaltim for Innovation Presentation "SI PECUT"
2022	Regional	Governor of Kalimantan Timur	Winner II of the Best Regional Apparatus of Kalimantan Timur Prov. 2022 Category of SAKIP Implementation
2022	Regional	Governor of Kalimantan Timur	First Winner of Best Regional Apparatus of Kalimantan Timur Prov. 2022 Category of Regional Property Management
2022	National	BKN RI	BKN Award for Best ASN Management Implementation
2022	National	BKN RI	BKN Award Ranked 4th Small Type Provincial Government for Competency Assessment Achievements
2022	National	BKN RI	BKN Award Ranked 1st Small Type Provincial Government for the achievement of Personnel Needs Planning and Mutation
2022	National	Kanreg VIII BKN	Best 1 in organizing ASN management governance in accordance with NSPK in the BKN Regional Office VIII working area

Source: Regional Staffing Agency of Kalimantan Timur Province 2023

With a series of achievements, a team with high commitment is required to achieve organizational goals. However, organizational achievements do not always guarantee that all regional employees or civil servants will remain in the BKD of the Kalimantan Timur Province. In recent years, employees have left BKD in Kalimantan Timur Province. Based on the data in Table 5, the number of civil servants of the Regional Staffing Agency (BKD) of Kalimantan Timur Province has increased in the last seven years, due to both personal reasons and assignments. This can potentially affect the achievement of work targets and the maintenance of other regional apparatuses. Therefore, more attention needs to be paid to human resource management to minimize employee turnover, maintain organizational stability, and increase work effectiveness.

Table 5. Number of Employees Who Mutated From the Regional Civil Service Agency Kalimantan Timur Province Since 2017-2023

YEAR	AMOUNT
2023	2
2022	6
2021	4
2020	4
2019	0
2018	0
2017	0

Source: Regional Staffing Agency of Kalimantan Timur Province Year 2023

This study makes a significant contribution by integrating important variables that affect organizational commitment in the Regional Staffing Agency of Kalimantan Timur Province. The novelty of this study is that it focuses on the career satisfaction variable, which becomes a mediating variable, explaining the relationship between the effects of job engagement and goal orientation on organizational commitment. Career satisfaction plays a key role in mediating the relationship between job engagement, goal orientation, and organizational commitment. Employees who feel actively engaged in their work and have a goal orientation aligned with organizational goals are likely to experience higher career satisfaction. High career satisfaction, in turn, can be a major driver of increased organizational commitment (Amalia et al., 2021)

Job engagement, career satisfaction, and goal orientation influence organizational commitment (B). Joo & Park, 2010; Nanjundeswaraswamy, 2023; Otoo & Rather, 2023). In addition, research (Singh, 2022) shows that job engagement directly and indirectly affects career satisfaction and organizational commitment.

Based on this explanation, the research gap in this study lies in the variation in the results of previous studies on the factors that influence organizational commitment. Conflicting or inconsistent findings in previous studies indicate that there is still a need to investigate additional factors that can mediate or explain the relationship between work involvement, goal orientation, and organizational commitment.

The significant difference in this study lies in the object of the research, which specifically focuses on the Regional Staffing Agency of Kalimantan Timur Province. The locality of the research object is an important factor because organizational characteristics and work culture can vary among local government agencies. Based on this exposure, this study was conducted to determine the effects of work involvement and goal orientation on career satisfaction and organizational commitment at the Regional Staffing Agency of Kalimantan Timur Province.

## RESEARCH METHODS

The population in this study were State Civil Servants who had the status of Civil Servants (PNS) at the Regional Staffing Agency (BKD) of Kalimantan Timur Province, with as many as 71 people. This study uses the census method or population research; the sample in this study is all Civil Servants (PNS) who work at the Regional Staffing Agency of Kalimantan Timur Province, which is located at street M. Yamin No.1 Samarinda, Jalan Bhayangkara Samarinda and the Employee Competency Assessment Centre which is located at street Kartini No. 13 Samarinda.

The data analysis in this study used the PLS structural equation Modeling (SEM) method with Smart PLS software. The SEM method can operationally map the relationship between independent variables into a structural model that is grouped into exogenous and endogenous variables (Hair et al. 2018).

Job engagement indicators were obtained from (Schaufeli et al., 2002; Schaufeli and Bakker, 2004), Goal Orientation indicator (Carson et al., 2004), Career Satisfaction indicators from (Chang, Baek, and Kim (2021), and Organizational Commitment (Meyer et al., 1993). Likert Scale 1-5

## RESULT AND DISCUSSION

An overview of the respondents is presented in the table below.

Table 7. Descriptive Characteristics of Respondents

No	Description	Frequency	Percentage
Gender			
1.	Male	34	47.9%
2.	Female	37	52.1%
	Total	71	100%
Field of Duty			
1.	ASN Mutation	11	15.5%
2.	ASN coaching	14	19.7%
3.	ASN Development	9	12.7%
4.	PPI Civil Servants	10	14.1%
5.	Secretariat	15	21.1%
6.	UPTD PKP	12	16.9%
	Total	71	100%
Age			
1.	20-29 Years	15	21.1%
2.	30-39 Years	19	26.8%
3.	40-49 Years	24	33.8%
4.	Over 50 Years	13	18.3%
	Total	71	100%
Position			
1.	Administrator	6	8.5%
2.	Specific Functional	31	43.7%
3.	Executive	28	39.4%
4.	Supervisor	5	7.0%
5.	Primary High Leader	1	1.4%
	Total	71	100%
Last Education			
1.	Diploma III	4	5.6%

No	Description	Frequency	Percentage
2.	Postgraduate	12	16.9%
3.	Bachelor/Diploma IV	49	69.0%
4.	High School	6	8.5%
	Total	71	100%
Length of Service			
1.	1-4 Years	12	16.9%
2.	5-8 Years	9	12.7%
3.	9-12 Years	5	7.0%
4.	More than 12 Years	45	63.4%
	Total	71	100%

From the results in Table 7, it can be seen that the 71 respondents studied were based on gender. Women dominated, namely 37 respondents (52.1%) and as many as 34 respondents (47.9%).

After collecting data from the participants, statistical analysis was conducted using the measurement model. This testing model was used to ensure the reliability and consistency of the instrument and validity of the data being analyzed. This allows for a uniform data analysis. The researcher used Smart PLS to examine the data and applied three criteria. Therefore, the composite reliability, discriminant validity, and convergent validity of the external model were tested. The SmartPLS output results for outer loading are shown in Figure 2.

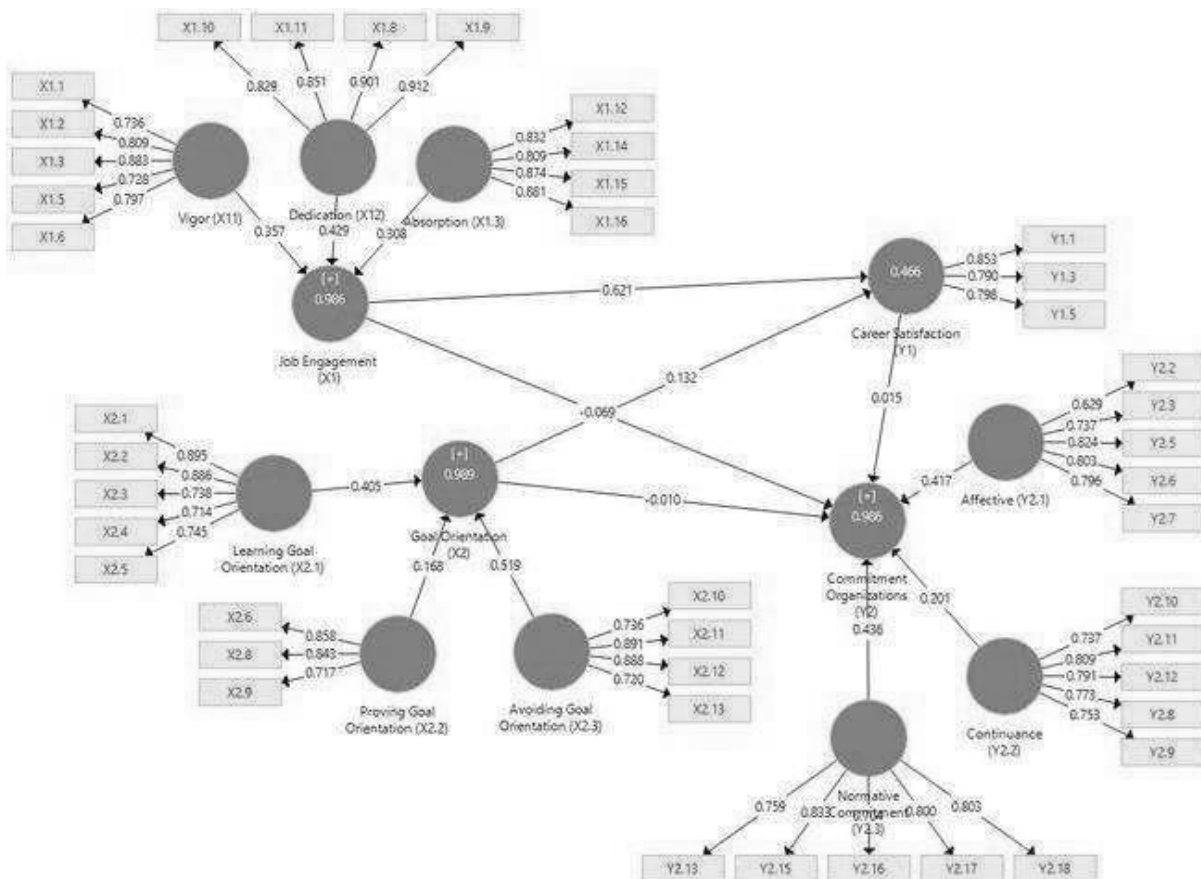


Figure 2. Outer Model

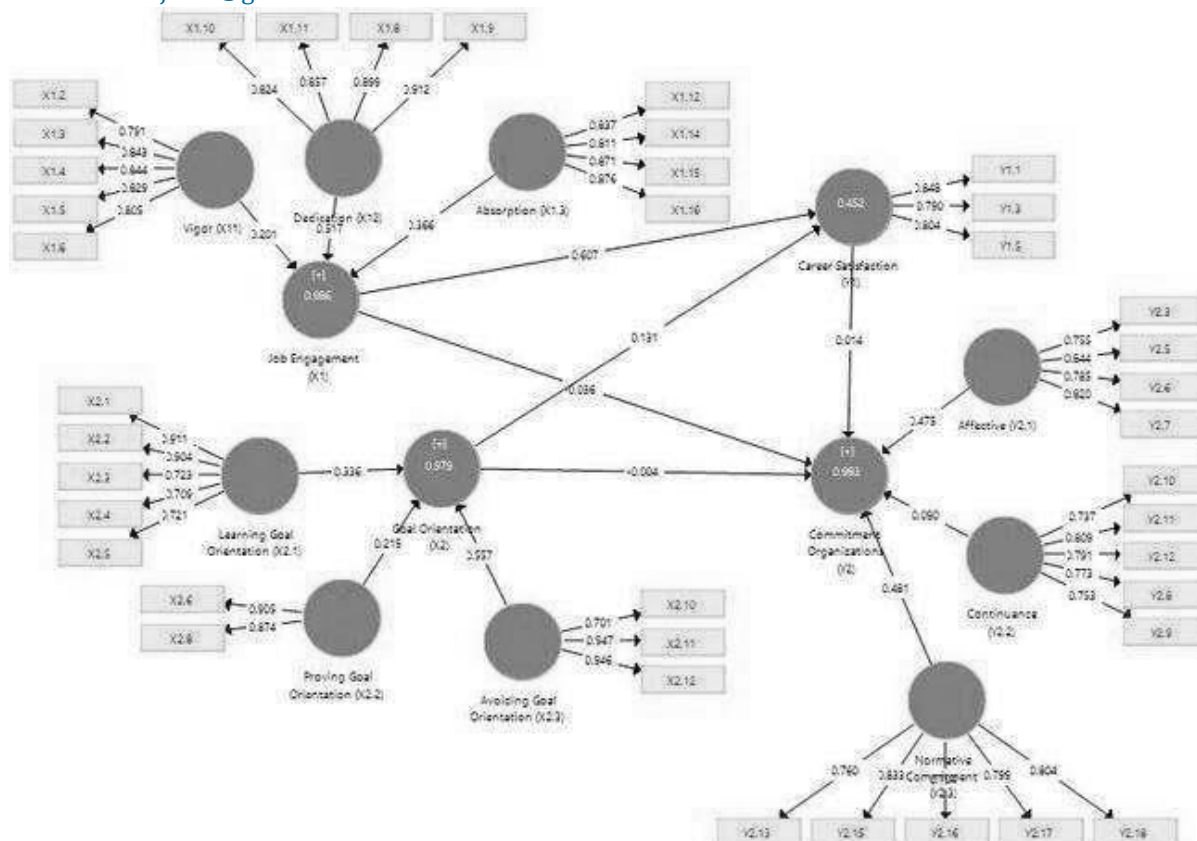


Figure 3. Final Outer Model

Furthermore, the construct validity and reliability criteria yielded valid and reliable results. The AVE value was greater than 0.5, while Cronbach's alpha and composite reliability were greater than 0.6 or 0.7. Based on the calculation results, it can be concluded that the table items are convergently valid. Meanwhile, from the reliability test results, all construct variables in this study have a satisfactory level of reliability because they are above 0.70. So, it can be concluded that all variables in this study are declared reliable.

Table 8. R-Square Results

	<i>R Square</i>	<i>R Square Adjusted</i>
Career Satisfaction (Y <sub>1</sub> )	0.452	0.436
Commitment Organizations (Y <sub>2</sub> )	0.993	0.93

Source: SmartPLS Output

Table 8 shows that the results of the *R-Square* calculation on the Career Satisfaction and Employee Commitment variables are as follows:

Career Satisfaction (Y<sub>1</sub>) R Square: 0.452; this value indicates that the independent variables in the model can explain 45.2% of the variance in Career Satisfaction. Adjusted R Square: 0.436; this adjusted value takes into account the number of variables in the model and the sample used. The Adjusted R Square is slightly lower, indicating an adjustment that considers the possibility of overfitting.

Commitment Organizations (Y<sub>2</sub>) R Square: 0.993 This value is very high, indicating that the independent variables in the model can explain 99.3% of the variance in Commitment Organizations. Adjusted R Square: 0.993 This value is the same as R Square, indicating that the model is very strong in explaining the variance of the dependent variable without much overfitting.

Overall, the high R Square values on several Commitment Organizations (Y<sub>2</sub>) variables indicate that the model used can explain the variance of these variables. However, for Career Satisfaction (Y<sub>1</sub>), the model explains about half of the variance, which is still quite good but not

as strong as the other variables. The Adjusted R Square values adjust for model complexity and sample size and, in this case, show results consistent with the R Square, indicating an overall good model.

Hypothesis testing refers to the analysis of path coefficients through bootstrapping procedures with the help of SmartPLS software. The resulting values in the analysis are the T-value and P-value. This study uses a significance level  $\alpha$  of 5% because the data used includes respondent survey results, which cannot be controlled, so it requires tolerance for small errors in research to get a good level of accuracy. Therefore, the influence between variables can be shown by the T-value > 1.96. This is also reinforced by the P-value <0.05, which indicates the significance of the influence between the two (Hair et al., 2018). The calculation results can be seen in Figure 4 and Table 9 below:

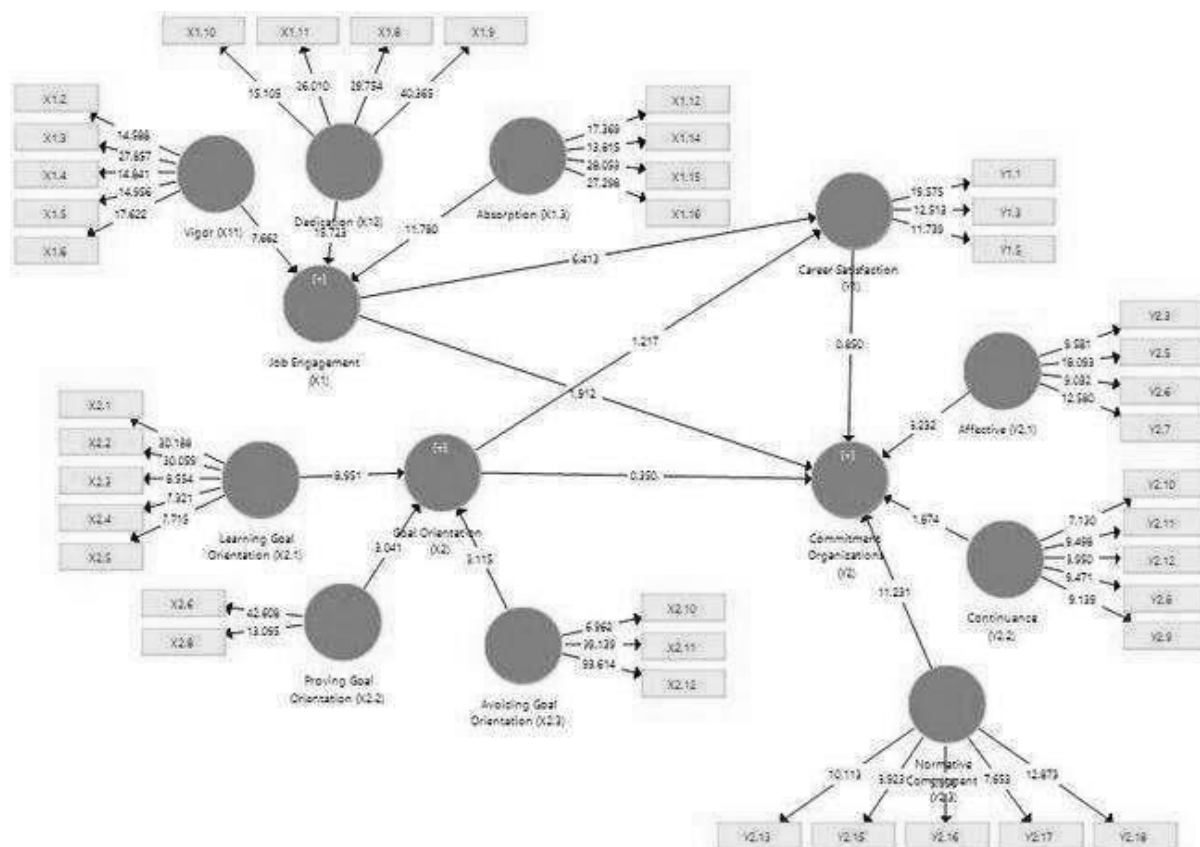


Figure 4. Inner Model

Table 9. Hypothesis Test Results

Hypothesis	Original Sample	T Statistics	P Value	Description
H <sub>1</sub>	-0.036	1.912	0.056	Rejected
H <sub>2</sub>	-0.004	0.350	0.727	Rejected
H <sub>3</sub>	0.014	0.850	0.396	Rejected
H <sub>4</sub>	0.607	6.413	0.000	Accepted
H <sub>5</sub>	0.131	1.217	0.224	Rejected

Source: SmartPLS Output

Hypothesis 1. Job engagement has a significant positive effect on organizational commitment

Based on the results of hypothesis testing, it can be seen that the path coefficient value that connects the Work Involvement variable to Organizational Commitment at a 5% error probability and a P-value of 0.056 so that it is declared insignificant ( $p\text{-value} > 0.05$ ), it means that Work Involvement has no significant effect on Organizational Commitment. This shows that this study's hypothesis (H1 ) is not supported. This happens because of Rigid Policies and Regulations: Staffing structures in the government sector are often tightly governed by regulations and policies that do not provide much room for innovation or freedom of initiative. This can make employees feel limited and not fully engaged in their work.

Hypothesis 2. Goal orientation has a significant positive effect on organizational commitment

Based on the results of hypothesis testing, it can be seen that the path coefficient value that connects the Goal Orientation variable to organizational commitment at a 5% error probability and a P-value of 0.727 so that it is declared insignificant ( $p\text{-value} > 0.05$ ), it means that Goal Orientation has no significant effect on Organizational Commitment. This shows that this study's hypothesis (H2 ) is not supported. This may occur because of the existence of Job Stability that Leads to Status Quo Satisfaction: Civil servants often enjoy high job stability, which can make them less motivated to reach for higher goals or change the way they work. This could contribute to the low relationship between goal orientation and organizational commitment.

Hypothesis 3. Career satisfaction has a significant positive effect on organizational commitment

Based on the results of hypothesis testing, it can be seen that the path coefficient value that connects the Career Satisfaction variable to Organizational Commitment at a 5% error probability and a P-value of 0.00 so that it is declared insignificant ( $p\text{-value} > 0.05$ ), it means that Career Satisfaction has no significant effect on Organizational Commitment. This shows that this study's hypothesis (H3 ) is not supported. This is due to the existence of High Job Security: In the civil service system, job security is often very high. Career satisfaction may not be directly related to organizational commitment because employees may feel secure in their positions without necessarily feeling emotionally attached or highly committed to the organization.

Hypothesis 4. Job engagement has a significant positive effect on Career satisfaction

Based on the results of hypothesis testing, it can be seen that the path coefficient value that connects the Goal Orientation variable to employee commitment at a 5% error probability and a P-value of 0.00 so that it is declared significant ( $p\text{-value} < 0.05$ ), it means that Job engagement has a significant effect on Career Satisfaction. This shows that the hypothesis (H4 ) in this study is supported.

Hypothesis 5. Goal orientation has a significant positive effect on career satisfaction

Based on the results of hypothesis testing, it can be seen that the path coefficient value that connects the Goal Orientation variable to Career Satisfaction at a 5% error probability and a P-value of 0.224 so that it is declared insignificant ( $p\text{-value} > 0.05$ ), it means that Goal Orientation has no significant effect on Career Satisfaction. This shows that this study's hypothesis (H5 ) is not supported. This is due to the existence of Goal congruence: If the goals set by the organization are not in line with the employee's personal aspirations or desires, then the organization's goal orientation may not significantly impact the individual's career satisfaction. For example, if the organization focuses on bureaucratic efficiency but employees are more interested in impactful public services, the gap may make employees dissatisfied.

## CONCLUSION

1. Job engagement does not significantly affect organizational commitment, which may be due to rigid regulations and policies in the government staffing structure, which limit employee innovation and initiative. To improve job engagement and organizational commitment, the government may consider relaxing some overly rigid regulations. This will give employees

- room for innovation and freedom of initiative, which can increase their engagement at work and loyalty to the organization.
2. Goal orientation is also not significant in influencing organizational commitment, possibly because civil servants tend to be satisfied with job stability, making them less motivated to achieve higher goals or change their working methods. Government organizations should develop and communicate their goals that emphasize stability, achievement, and improvement. Training and workshops can be organized to motivate employees to be more proactive and oriented toward more significant results.
  3. Career Satisfaction does not significantly affect Organizational Commitment, presumably due to high job security in the civil servant system, which makes employees feel safe without the need for high emotional commitment to the organization. Although career satisfaction does not directly affect organizational commitment, it is important for management to find ways to increase employees' career satisfaction. Career development programs and promotion opportunities can be enhanced to make employees feel more valued and attached to the organization.
  4. Job Engagement has a significant effect on Career Satisfaction, indicating that employees tend to feel more satisfied with their careers when they feel engaged. Given that job engagement significantly influences career satisfaction, management should seek methods to increase it. This could include recognizing employee contributions, opportunities for participation in decision-making, and creating a supportive work environment.
  5. Goal Orientation does not significantly affect Career Satisfaction, perhaps because there is a mismatch between organizational goals and employees' personal aspirations; thus, organizational goals do not significantly affect career satisfaction. To overcome the mismatch between organizational goal orientation and individual career satisfaction, it is important for management to understand and integrate employees' personal aspirations into organizational goal setting. Companies can conduct periodic assessments and dialogue to align organizational objectives with employee aspirations. This approach helps make corporate goals more appealing and inspiring for staff members by understanding their expectations and ambitions.

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