

Model for Increasing Organizational Performance through Affective Commitment and Innovation Behavior in Batik MSMEs in Pati Regency

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ABSTRACT

This research proposal is put forward in order to identify how the influence of the role of Innovation Behavior has on Organizational Performance, the influence of Innovation Behavior on Affective Commitment. Influence of Affective Commitment on Organizational performance. The type of research that will be carried out is explanatory research, where this research aims to analyze the relationship between exogenous variables and endogenous variables. Variables in this research include Organizational Performance, Innovative Behavior, Affective Commitment. The population to be analyzed in this research proposal is the population in this study. In this study, the population taken was batik UMKM from Pati Regency, with a total population of 333 people from batik UMKM in Pati Regency. The sample in this study was determined using a purposive sampling method with a total of 100 respondents. This research uses quantitative methods with primary data obtained from questionnaires. Sample selection will use a non-probability sampling method, namely a sampling technique where not all of the population can be sampled. Data analysis uses the Partial Least Square (PLS) method with SmartPLS. The research results show that affective commitment has a positive and significant influence on organizational performance. Affective commitment has a positive and significant influence on innovation behavior. Innovation behavior has a positive and significant influence on organizational performance.

Keywords: Organizational Performance, Innovative Behavior, Affective Commitment.

INTRODUCTION

Background

In the current era of globalization, the development and growth of Indonesia's economic sector are increasing. The rising level of competition has become a crucial factor for organizations and companies in the increasingly aggressive global economy. Globalization today has affected various aspects of human life. In the economic sector, industries, including those in Indonesia, have had a significant impact, whether in the service, manufacturing, or trade industries.

Therefore, the strong influence of economic sector dynamics pushes organizations to improve themselves in order to compete and survive. This includes business actors in Micro, Small, and Medium Enterprises (MSMEs). MSMEs can also improve the living standards of the community because they play an important role in Indonesia's economic sector. The growth and development of MSMEs hold great potential, allowing them to enhance general welfare while supporting the local economy.

One of the fastest-growing MSME sectors is the creative industry. A prime example is the batik industry, which stands out as an MSME with a competitive advantage—batik is a cultural heritage of Indonesia with distinct characteristics that are still preserved today. One way to maintain Indonesian culture is by wearing batik clothing. Batik can be worn by anyone, from the upper, middle, and lower economic classes, including the elderly, children, and adults.

Furthermore, the batik industry is introduced through regional batik industries, such as those in Central Java, specifically the batik industry in Pati. The development of Micro, Small, and Medium Enterprises (MSMEs) in the batik industry in this region remains a leading product among the local community. This applies to people across different economic levels—low, middle, and upper class. The batik industry continues to advance because batik clothing is popular across all social groups. Therefore, MSMEs in the batik industry maintain a unique competitive edge. Currently, batik MSMEs are experiencing business growth. As a result, batik MSMEs in Pati Regency strive to maintain quality to remain competitive with other small business sectors. However, the development of the batik industry in Pati has not progressed as much as in regions like Surakarta and Pekalongan.

Batik artisans in Pati need to express their aspirations in developing the batik industry effectively to sustain their businesses and compete with other creative batik MSMEs. Challenges Faced by Batik MSMEs in Pati Micro, Small, and Medium Enterprises (MSMEs) in the batik industry in Pati operate in the creative sector. Batik is known for its diverse motifs, patterns, and colors, each reflecting the uniqueness of its respective region. These regions have accommodated and supported the unique characteristics of their local products, making them widely recognized. For example, products like "Batik Pekalongan," "Batik Cirebon," and "Batik Solo" are well-known and associated with their respective regions. This indicates that Pati's batik industry lacks a strong competitive advantage, leading to challenges in its marketing performance. This issue is evident in the declining batik sales in Pati Regency over the past five years.

Table 1.1 Batik SME Sales Data

Year	Sale (Rupiah)	Change	Visitors (people)	change
2015	1056038400	-	1.205	
2016	863.256.900	-18%	1.440	20%
2017	775.822.300	-10%	905	-37%
2018	482.031.500	-38%	576	-36%
2019	775.822.300	61%	665	15%

Source: UKM Batik, 2020

Based on the data above, there are marketing performance issues in Batik SMEs, as indicated by a decline in sales over the past five years, along with a decrease in the number of buyers during the same period. This situation may have occurred because batik, besides being less recognized by the general consumer market, has also started to lose its regional identity by adopting more contemporary designs.

This shift has led to Batik Bakaran being perceived as lacking a competitive advantage compared to its competitors, such as those from Pekalongan and Solo, which are already a step ahead of Batik Bakaran. Competitive advantage is expected to result in superior market performance and financial performance (return on investment and shareholder wealth creation/dividends), which can be further developed through proper management of SME performance (Agustina Asatuan & Agusty Ferdinand, 2004).

The performance management of Batik SMEs needs to be handled professionally to create a more developed organization with a competitive edge in productivity. According to (Kumaat et al., 2015), performance is the outcome of an activity that provides feedback on an organization's effectiveness based on quality and standard measures. Every organization must evaluate its performance, as this assessment is crucial for determining the organization's success. Moreover, improvements in an organization's performance can serve as a foundation for refining these evaluations.

To achieve more effective organizational performance, Batik SMEs must prioritize meeting their performance needs. Starting from this, organizational performance becomes essential in ensuring high-quality human resources that can compete effectively and drive better performance to achieve the organization's goals.

LITERATURE REVIEW

Organizational Performance

The term "performance" originates from "Job Performance" or "Actual Performance," which means "work achievement or actual performance achieved by an individual". Define performance as "the quality and quantity of work achieved by an individual in carrying out assigned tasks according to predetermined standards and criteria." Meanwhile, describes performance as a "universal concept that represents the operational effectiveness of employees, organizational units, and divisions based on established standards and criteria."

According to Mangkunegara, factors influencing performance achievement include:

- **Ability**
- **Motivation**

According to research, employee performance indicators consist of:

1. **Good work quantity**, where employees complete tasks in accordance with set targets and deadlines.
2. **Work quality**, where an employee's performance is assessed based on how well the task is completed.

3. **Timeliness**, which measures an employee's ability to complete tasks within the required timeframe.
4. **Employee attendance**, where discipline and attendance levels are indicators of work success.
5. **Collaboration skills**, where employees can complete tasks in a team, fostering teamwork and solidarity.

Innovative Behavior

Innovative behavior is defined as all individual actions aimed at generating, introducing, and implementing something new and beneficial at all levels of an organization. New and beneficial aspects may include product or technological innovation, administrative process changes to enhance work relationships, or the application of new ideas and technologies to significantly improve efficiency and effectiveness.

Innovative behavior refers to all individual actions aimed at generating, introducing, and implementing useful innovations at every level of an organization. Define innovative behavior as the intention to introduce, enhance, and implement new ideas in one's tasks, workgroup, or organization. Meanwhile, defines innovative behavior as the effort to discover, recognize, and apply new things that benefit an organization.

Outlines the characteristics of individuals with innovative behavior as follows:

1. Seeking out new technologies, processes, techniques, and ideas.
2. Generating creative ideas.
3. Promoting and advocating ideas to others.
4. Researching and gathering necessary resources to realize new ideas.
5. Developing well-structured plans and schedules to implement new ideas.
6. Being creative.

In this study, innovative behavior is measured using indicators adapted:

1. Believing that existing products can still be developed.
2. Generating ideas in the workplace.
3. Striving to get ideas accepted by supervisors or the organization.
4. Implementing new motives in production processes.
5. Trying new methods in production processes.

Affective Commitment

Commitment is often defined as an individual's bond with an organization but can also extend to a project or idea. Employee commitment to an organization is one of the key factors in maintaining its sustainability. Affective commitment reflects employees' psychological attachment to their organization.

Define affective commitment as a close emotional bond between employees and their organization, manifested in involvement, a desire to stay, and loyalty to the company. State that affective commitment relates to employees' willingness to contribute and sacrifice for

their company. Employees with high commitment tend to stay longer, have lower absenteeism, and actively participate in organizational success.

In this study, affective commitment is measured using indicators from (Sukanto et al., 2014) :

1. Enjoying being part of the organization.
2. Having an emotional bond with the company.
3. Feeling like an integral part of the company.

Relationship Between Variables and Hypothesis Development

The Influence of Innovation Behavior on Organizational Performance

For an organization to perform well, it must implement effective strategies. Performance is increasingly recognized as a crucial component of organizational success. Enhancing innovative capabilities within an organization leads to higher performance and overall success. Innovation behavior represents an organization's ability to apply new knowledge and ideas, improving efficiency and innovation.

The better an organization integrates innovative behavior, the better its performance will be. Innovation behavior significantly impacts long-term organizational performance, as it fosters creativity and skill development. Increasing innovation behavior helps enhance performance effectiveness and efficiency. The stronger an organization's commitment to innovation, the more likely it is to generate new ideas that further improve its performance.

Research by (García-Morales et al., 2018) shows that innovation behavior positively affects organizational performance. This suggests that an increase in innovation behavior leads to an increase in organizational performance. Research also indicates that innovation behavior positively impacts organizational performance. Additionally, found that innovation behavior influences organizational performance.

Based on previous theories and studies, the following hypothesis is proposed:
H3: Innovation Behavior has a positive and significant effect on Organizational Performance.

The Influence of Innovation Behavior on Affective Commitment

Affective commitment serves as a mechanism for sharing knowledge among organizational members, fostering skill development and innovation. Affective commitment facilitates knowledge exchange among individuals, making it a critical element for organizations. It helps organizations develop a clear knowledge-sharing mechanism that ensures continued performance improvement.

Knowledge-sharing mechanisms, such as promoting innovation behavior, are crucial for sustaining organizations. Sharing knowledge significantly influences innovation behavior, as higher knowledge-sharing levels lead to better innovation capabilities. This allows

organizations to operate smoothly, generate new ideas, and develop creative human resources. Affective commitment is essential in increasing innovation behavior, as it encourages the application of innovative ideas within organizations.

Research by (Chiang & Lee, 2016) found that knowledge-sharing positively affects innovation behavior. This means that increasing affective commitment leads to increased innovation behavior. Research by (Nurazi et al., 2020) also found that knowledge-sharing positively influences innovation behavior within companies.

Based on previous theories and research, the following hypothesis is proposed:
H2: Affective Commitment has a positive and significant effect on Innovation Behavior.

Conceptual Framework

The research framework can be illustrated as follows:

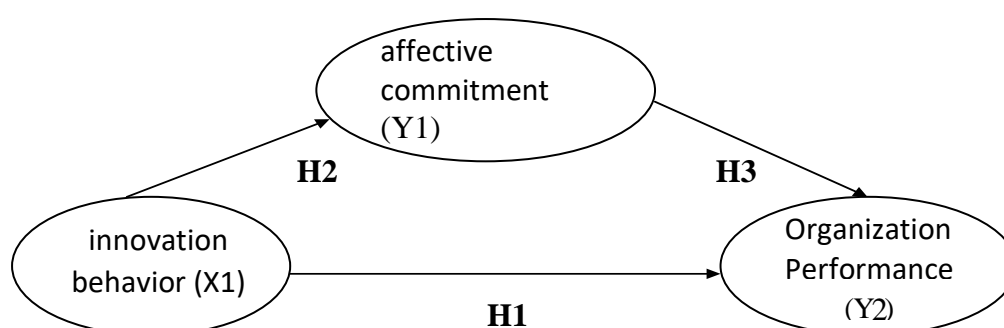


Figure 1

Framework of Thought

METHOD

Type of Research

This study aims to test hypotheses with the expectation of validating and strengthening the proposed hypotheses, ultimately supporting existing theories. In line with this objective, the research adopts a **quantitative approach**. Quantitative research is based on exact sciences and is used to study a specific population or sample, utilizing research instruments, quantitative or statistical data analysis, and aiming to test predetermined hypotheses (Sugiyono, 2017).

This study falls under **explanatory research**, which seeks to explain the relationship between variables and determine their respective positions within the research framework. The study aims to describe and analyze a model for improving organizational performance through affective commitment and innovation behavior in batik MSMEs (Micro, Small, and Medium Enterprises).

Population

The population refers to the generalization area consisting of objects/subjects with specific characteristics and qualities determined by the researcher for study and conclusion. The population in this study consists of batik MSMEs in Pati Regency, with a total of 333 batik MSME entrepreneurs.

Sample

A sample is a subset of the population that shares the same characteristics. This study employs a non-probability sampling technique. The sample selection follows the non-probability sampling method, meaning the respondents consist of individuals who are willing and easily accessible to the researcher for questionnaire distribution (Sugiyono, 2017).

Non-probability sampling does not provide equal opportunities for all members of the population to be selected as samples. The sample in this study consists of batik MSME entrepreneurs in Pati Regency.

Given the large population size, an accurate sample size is required. This study applies Slovin's formula (Umar, 2012), which is calculated as follows:

The total population is 100, and based on Slovin's formula, the resulting sample size can be determined as follows:

(Formula and calculations to be inserted accordingly.)

$$\begin{aligned}
 n &= \frac{N}{1 + Ne^2} \\
 &= \frac{100}{1 + (100) \times 0,12} \\
 &= \frac{100}{1,01} \\
 &= 99,00 \longrightarrow n = 100
 \end{aligned}$$

Keterangan :

n = number of samples

N = total population

Ne² = percent allowance for inaccuracy due to sampling error that can still be tolerated (10%)

So based on the results of the calculations above, the number of samples that were respondents in this research was 100 from batik MSME entrepreneurs in Pati Regency.

Sampling was carried out by purposive sampling of the objects under study, where the researcher created certain criteria based on the characteristics of the subjects to be sampled. This technique is carried out by sharing a questionnaire link from Google Forms accompanied by information about who is a Batik MSME entrepreneur. Questionnaires were distributed to respondents who according to the researchers could meet research standards, namely respondents who had been running a business for > 2 years.

Table 1 Results of Primary Data Collection

Criteria	Amount	Percentage
Questionnaires distributed	100	
Number of unreturned questionnaires	0	0%
Number of questionnaires that do not meet the criteria	0	0%
Number of questionnaires that meet the criteria	100	100%
Deployment Questionnaire		
UMKM Batik in Winong	23	23%
UMKM Batik in Juwana	35	35%
UMKM Batik in Jaken	20	20%
UMKM Batik in Tambakromo	22	22%

Source: Processed primary data, 2024

Table 2. Respondent Demographics

Information	Total	Percentage
Number of sample	100	100%
Gender		
Male	40	40%
Female	60	60%
Age		
25-35 y.o	35	35%
36-45 y.o	65	65%
long time in business		
<5 year	43	43%
>5 year	57	57%
Religion		
Islam	100	100%
Education		
Junior High School	25	25%

High school	35	35%
Bachelor's Degree	40	40%
Income		
>2.000.000	100	100%

Source: Processed Primary Data, 2024

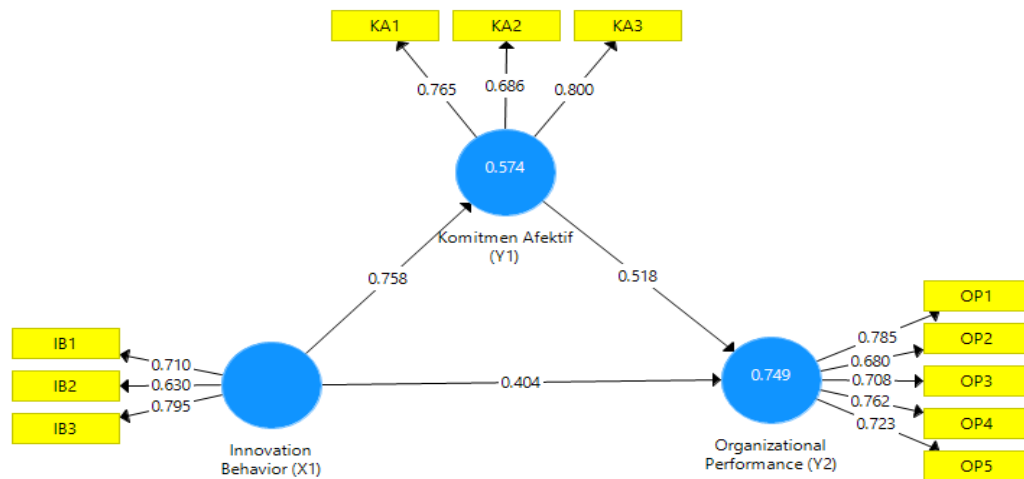


Figure 2

Measurement Model Testing

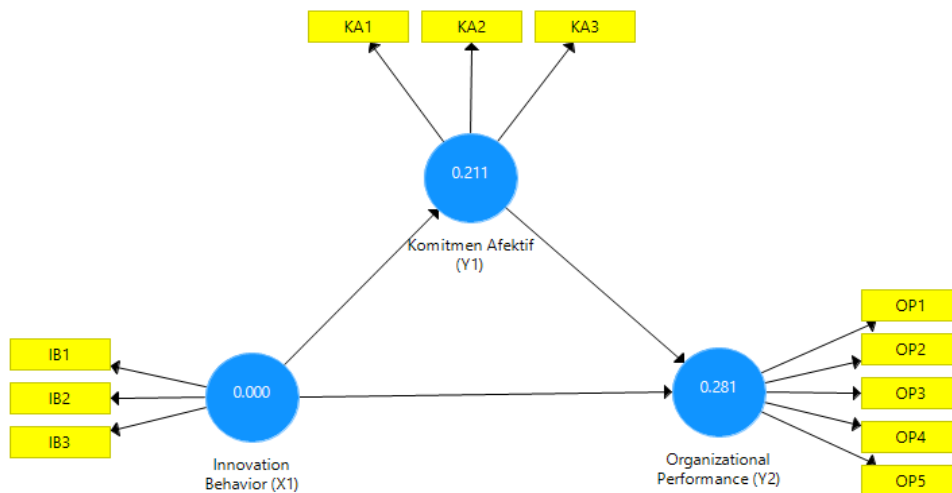


Figure 3
Blindfolding Results

Table 6. Outer Loadings Values

	Innovation Behavior (X1)_	ffective commitment (Y1)	Organizational Performance (Y2)
IB1	0.710		
IB2	0.630		
IB3	0.795		
KA1		0.765	
KA2		0.686	
KA3		0.800	
OP1			0.785
OP2			0.680
OP3			0.708
OP4			0.762
OP5			0.723

Source : processed data, 2024

In the Innovation behavior, affective commitment and organizational performance variables, the outer loadings value for all variables is > 0.40 , this proves that the outer loadings value meets the criteria, so no variables were excluded because all variables were valid. The outer loadings values on the Innovation behavior indicators, affective commitment and organizational performance are said to be very strong because the average outer loadings are above 0.70. This concludes that the outer loadings value above 0.40 indicates a correlation between the indicator and the variables Innovation behavior, affective commitment and organizational performance and shows that the indicator works in the measurement model.

Table 7. AVE value

	Average Variance Extracted (AVE)
Innovation Behavior (X1)_	0.511
Komitmen Afektif (Y1)	0.565
Organizational Performance (Y2)	0.537

Source : processed data, 2024

From the results of table 7, it shows that the AVE value for the variables innovation behavior, affective commitment, organizational performance shows > 0.50 . An AVE value of 0.50 or more indicates that on average the construct explains more than half of the indicator variance. And conversely, if the AVE value > 0.50 indicates that on average more variance remains in item errors than in the variance explained by the construct. It can be concluded that the indicators for the variables innovation behavior, affective commitment, organizational performance are valid, so the AVE value is > 0.50 .

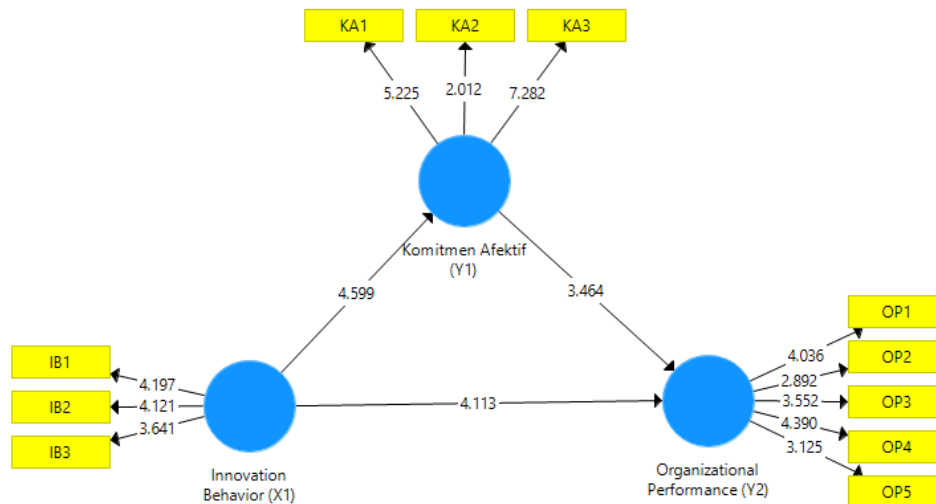


Figure 4

Structural Model Testing

Table 8 Hypothesis Test Results

	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistik (O/STDEV)	P Values
Innovation Behavior (X1) _-> Komitmen Afektif (Y1)	0.758	0.697	0.165	4.599	0.000
Innovation Behavior (X1) _-> Organizational Performance (Y2)	0.404	0.395	0.098	4.113	0.000
Komitmen Afektif (Y1) _-> Organizational Performance (Y2)	0.518	0.474	0.150	3.464	0.001

Source : processed data, 2024

The inner test results in table 4.20 show five relationship paths that are significant at $\alpha = 0.05$. Based on the signs contained in the coefficients and the formative relationships with the variables, the PLS model can be interpreted as follows:

Tabel 9. Summary of Hypothesis Test Results

Hipotesis	Jalur	Hipotesis	Hasil	Kesimpulan
H1	Innovation Behavior- Organizational performance	significant positive	significant positive	accepted
H2	Innovation Behavior-Komitmen Afektif	significant positive	significant positive	accepted
H3	Komitmen Afektif-Organizational performance	significant positive	significant positive	accepted

Source : processed data, 2024

Here is the English translation of your text:

Hypothesis Testing Results 1

The results of hypothesis testing show that the innovation behavior variable has a significantly positive effect on organizational performance, with a path coefficient (O) of 0.404, a t-statistic value of 4.113, and a significance level of 0.000, which is smaller than $\alpha = 0.005$. Based on these results, H0 is rejected, and H1 is accepted, indicating that innovation behavior has a positive and significant influence on organizational performance. Therefore, the first hypothesis, which states that there is a positive influence between innovation behavior and organizational performance, is accepted.

Hypothesis Testing Results 2

The results of hypothesis testing show that the innovation behavior variable has a significantly positive effect on affective commitment, with a path coefficient (O) of 0.758, a t-statistic value of 4.599, and a significance level of 0.000, which is smaller than $\alpha = 0.05$. Based on these results, H0 is rejected, and H2 is accepted, indicating that innovation behavior has a positive and significant influence on affective commitment. Therefore, the second hypothesis, which states that there is a positive influence between innovation behavior and affective commitment, is accepted.

Hypothesis Testing Results 3

The results of hypothesis testing show that the affective commitment variable has a significantly positive effect on organizational performance, with a path coefficient (O) of 0.518, a t-statistic value of 3.464, and a significance level of 0.001, which is smaller than $\alpha = 0.05$. Based on these results, H0 is rejected, and H3 is accepted, indicating that affective commitment has a positive and significant influence on organizational performance. Therefore, the third hypothesis, which states that there is a positive influence between affective commitment and organizational performance, is accepted.

Discussion

The Influence of Innovation Behavior on Organizational Performance

Based on the results of the first hypothesis test in this study, innovation behavior has a positive influence on organizational performance. This is reinforced by the fact that the higher the level of innovation behavior among Batik MSME entrepreneurs, the higher the organizational performance. This is proven by the positive and significant path coefficient value. The positive coefficient indicates that as innovation behavior increases, organizational performance also improves. This finding is supported by responses from the questionnaire, where most Batik MSMEs in Pati work in alignment with their organizational goals, leading to widespread implementation of organizational performance strategies. The highest indicator of innovation behavior is the ability to generate new ideas, meaning employees strive to have their ideas accepted by the company. Meanwhile, the highest indicator of organizational

performance is teamwork ability, meaning employees understand the effectiveness of their work within the organization.

This study supports previous research conducted by (Afsar & Umrani, 2019), which found that innovative behavior affects performance. This means that the higher the level of innovative behavior, the greater the performance improvement. Thus, it can be concluded that innovation behavior influences organizational performance in Batik MSMEs by encouraging efforts to have their ideas accepted and meeting work quantity requirements. Therefore, innovation behavior has a positive impact on organizational performance.

The Influence of Innovation Behavior on Affective Commitment

Based on the results of the second hypothesis test in this study, innovation behavior has a positive influence on affective commitment. This is reinforced by the fact that the higher the level of innovation behavior among Batik MSME entrepreneurs, the higher their affective commitment. This is proven by the positive and significant path coefficient value. The positive coefficient indicates that as innovation behavior increases, affective commitment also improves. This finding is supported by responses from the questionnaire, where most Batik MSMEs in Pati believe that their products still have room for development and that new ideas are frequently implemented in their work. The highest indicator of innovation behavior is the ability to generate new ideas, meaning employees strive to have their ideas accepted by the company. Meanwhile, the highest indicator of affective commitment is identification, meaning employees have an emotional attachment to their company.

This aligns with the research by (Aya Hamza et al., 2024), which found a positive relationship between organizational commitment and innovative behavior. That study emphasized that increasing organizational commitment is a strategy to enhance individuals' innovative behavior. Additionally, research by (Torlak et al., 2024) also confirmed a significant positive relationship between organizational commitment and innovative behavior. His findings suggest that innovation processes can be facilitated by improving organizational commitment while addressing internal challenges.

This highlights that individuals who feel connected to and involved in an organization are more likely to stay and contribute new ideas to improve performance. also explained that professionals exhibit an idealism reflected in their commitment to their work, quality improvement, and workplace. High commitment fosters responsibility and loyalty, leading to better organizational outcomes. Thus, it can be concluded that innovation behavior influences affective commitment in Batik MSMEs by encouraging efforts to have their ideas accepted and frequently implementing new patterns in production. Therefore, innovation behavior has a positive impact on affective commitment.

The Influence of Affective Commitment on Organizational Performance

Based on the results of the third hypothesis test in this study, affective commitment has a positive influence on organizational performance. This is reinforced by the fact that the higher the level of affective commitment among Batik MSME entrepreneurs, the higher the organizational performance. This is proven by the positive and significant path coefficient

value. The positive coefficient indicates that as affective commitment increases, organizational performance also improves. This finding is supported by responses from the questionnaire, where most Batik MSME entrepreneurs in Pati enjoy working in their businesses and feel emotionally attached to their organizations, leading to widespread implementation of organizational performance strategies. Affective commitment can affect organizational performance (Tanoto & Charista, 2024). Affective commitment affects organizational performance (Sitorus & Jaya, 2024). Employee performance is a crucial factor that affects organizational performance, and organizational commitment has a significant effect on employee readiness to change and adapt to change (Zulfri et al., 2024). The studies above provide insight into how affective commitment can affect organizational performance.

This suggests that an increase in organizational commitment leads to better performance outcomes. These findings suggest that organizational commitment is a key factor in determining critical behaviors such as job performance, workplace attendance, and employee retention. Employees with strong commitment and loyalty will work optimally to achieve high performance. Organizations should focus on building employee trust, as employees who feel valued are more likely to remain committed. Thus, it can be concluded that affective commitment influences organizational performance in Batik MSMEs by fostering a sense of belonging. Therefore, affective commitment has a positive impact on organizational performance.

Conclusion

The research question in this study was how to improve organizational performance through affective commitment and innovation behavior in Batik MSMEs. The findings indicate that affective commitment influences innovation behavior, which in turn enhances organizational performance

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