Published by Management Department, Faculty of Economics and Business, Kuningan University

Indonesian Journal of Strategic Management

Journal homepage – https://ijsm.uniku.ac.id/pub/index



The Influence of Corporate Commitment on Employee Performance Through Industrial Relations Mediation at PT. INDOSPRING TBK

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ARTICLE INFO

Keywords:
Corporate Commitment, Industrial Relations, Employee Performance.

JEL Classification: M12; M51

ABSTRACT

This study aims to examine the effect of corporate commitment on employee performance with industrial relations as a mediating variable at PT. Indospring Tbk. The background of this study is based on the decline in employee productivity influenced by high levels of absenteeism and involvement in negative behaviors, such as online gambling, as well as the importance of the role of industrial relations in maintaining work harmony. The method used is a quantitative explanatory approach with path analysis techniques and Sobel mediation tests on 130 permanent employee respondents. The results show that corporate commitment has a positive and significant effect on employee performance, both directly and through industrial relations mediation. The direct path coefficient value is 0.665, and the indirect effect through industrial relations is 0.409 with a Sobel Z value of 4.533 ($p < 0.05$). The conclusion of this study is that industrial relations strengthens the impact of corporate commitment on improving employee performance. The implications of this study emphasize the importance of commitment-based HR management strategies and industrial collaboration.

Introduction

Every organization naturally desires harmonious and productive relationships between leaders, employees, and partners. These strong relationships not only help the company provide beneficial services to the community to meet daily needs, but also play a significant role in achieving the company's primary goal of achieving optimal profits. To maintain sustainability and growth, companies must actively accept input, criticism, and suggestions from various parties, including the community, employees, and partners. This input serves as important evaluation material for identifying shortcomings, improving processes, and developing more effective strategies for the future. In this way, companies can continuously improve service quality, strengthen relationships with stakeholders, and maintain their competitiveness in the market (Suwarto & Japlani, 2019). A worrying phenomenon affecting employee productivity at PT. Indospring Tbk is the increasing involvement of employees in online gambling. This involvement can lead to dependency, with employees hoping for instant financial gain. Unfortunately, this practice often results in significant financial losses. When employees become addicted to online gambling, they tend to neglect their work duties and responsibilities, shifting their focus to earning money to continue gambling. Furthermore, online gambling

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addiction also makes it difficult to plan financially (Rahmayanti & Johan, 2024). Many employees become in debt after taking out loans or credit without carefully considering their income. As a result, they experience financial stress, which impacts concentration and performance.

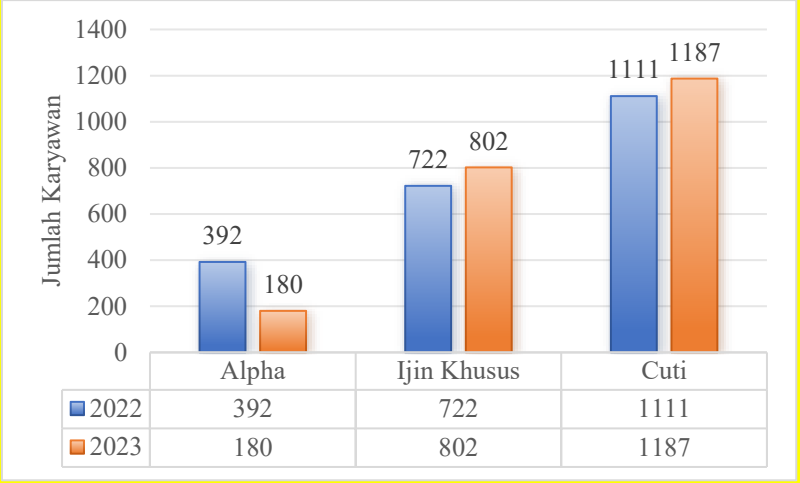


Figure 1. Summary of Employee Absence Data at PT. Indospring Tbk.

Source: internal data of PT. Indospring Tbk.

Employee absence from work is a crucial issue in companies, as shown in Figure 1.1, Employee Absence Data Recap, which shows a high frequency of absences for various reasons, such as employees being absent without explanation, special permission (IK), and sudden leave. This phenomenon has a direct impact on manpower shortages in operational processes, resulting in delays in achieving work targets and a decrease in overall team productivity (Susanti & Aesah, 2022). One of the main causes of this absence is employee health, particularly absence due to illness, which is often a major obstacle to the smooth running of company activities. To anticipate this, many companies have implemented strict initial selection policies, one of which is the implementation of Medical Check-Ups (MCU) for prospective employees. This procedure is intended to ensure that employees are in adequate physical health, so they are expected to be able to carry out their duties and responsibilities optimally and minimize the potential for prolonged absence due to health factors (Lusiana, 2020).

Table 1 Total Production Results of PT. Indospring Tbk

Performance	Unit	2021	2022	2023
	Production Volume			
Spring	Ton	92,893	110,229	110,233
Non-Spring	Ton	83	151	188
Total Production	Ton	94,997	112,402	112,444
Production Volume Growth	%	53.1%	18.33%	0.04%

Source: Annual Report of PT Indospring Tbk

Production volume data for three years (2021–2023) shows an increasing trend in both the Spring and Non-Spring categories, with total production increasing from 94,997 tons in 2021 to 112,402 tons in 2022, then slightly increasing to 112,444 tons in 2023. Spring production increased significantly from 92,893 tons to 110,229 tons in 2022, and stabilized at 110,233 tons in 2023, while Non-Spring production also increased from 83 tons to 188 tons in the same period. The highest production growth occurred in 2022 at 18.33%, but slowed drastically to 0.04% in 2023. This significant increase was influenced by the company's innovation in acquiring 35 units of production machine robots, which contributed to work efficiency and meeting market demand. In the face of increasingly complex economic challenges, companies often implement various efficiency strategies to reduce operational costs. These measures include adjusting production levels, delaying or reducing wage payments, reducing working hours, laying off some employees, and implementing unpaid leave policies. In certain circumstances, companies even resort to unilateral termination of employment (PHK) for efficiency reasons or force majeure, which require the company to take such action. In these situations, the role of Industrial Relations Mediators (MHI) is crucial in ensuring the sustainability of harmonious industrial

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relations. Mediators are tasked with facilitating communication and resolving disputes between workers and companies to achieve fair and mutually beneficial solutions.

Several studies have shown differing views regarding the influence of industrial relations on employee performance. Research conducted byArnila (2021)concluded that industrial relations have an impact on employee performance. However, another study conducted byNgongo et al. (2020)revealed that industrial relations do not have a significant impact on employee performance. In practice, the mediator's role in resolving industrial relations conflicts does not always run smoothly or result in agreements that meet all parties' expectations. The mediator is responsible for formulating and conveying terms and recommendations that can help the disputing parties reach an agreement. However, disagreements often arise regarding the proposed solutions. If any party objects to the terms, they must express their disagreement openly and formulate a written agreement that reflects the results of their negotiations. Therefore, the success of mediation depends heavily on openness, effective communication, and a commitment from all parties to resolve the dispute fairly and responsibly. This approach aims not only to create fairness in industrial relations but also to prevent new conflicts from arising in the future.(Dermawan & Sarnawa, 2021)The smooth running of company activities. To anticipate this, many companies have implemented strict initial selection policies, one of which is the implementation of a Medical Check-Up (MCU) for prospective employees. This procedure is intended to ensure that employees are in adequate physical health.

Literature Review

Employee performance

Employee performance is the work results achieved by individuals in carrying out their duties and responsibilities according to the role assigned by the organization. Performance reflects not only quantitative productivity levels but also the quality of work and contribution to achieving organizational goals. According to Mangkunegara (2021), performance is the quality and quantity of work results achieved by an individual in carrying out tasks according to assigned responsibilities. Gibson et al. (2022) emphasize that performance is the level of individual success in completing work based on established responsibilities. Meanwhile, Rivai and Sagala (2020) explain that performance is strongly influenced by factors such as ability, motivation, and opportunities provided by the organization. Therefore, employee performance assessment and development cannot be separated from managerial support and a conducive work environment. Measuring employee performance objectively and comprehensively, Bernardin and Russell (2023) put forward six main dimensions, namely: (1) Work quality, namely the extent to which work results meet the standards set by the organization; (2) Work quantity, which measures the volume or amount of work completed in a certain period; (3) Timeliness, namely the speed and accuracy of employees in completing tasks according to schedule; (4) Work effectiveness, which shows the ability to achieve work targets and objectives optimally; (5) Work efficiency, which is related to the ability to use resources optimally without waste; and (6) Job satisfaction, namely the level of individual satisfaction with their work and the work environment as a whole. Each of these dimensions has measurable indicators that can be used by management in evaluating performance periodically, so that strategic steps can be taken for further improvement or development.

Industrial Relations

Industrial relations is an integrated system that regulates interactions between workers, employers, and the government in a work environment, with the primary goal of creating harmonious, fair, and productive working conditions. According to Noe et al. (2021), industrial relations encompasses various important aspects such as employment policies, protection of workers' rights and obligations, and government oversight of employment practices. Dessler (2020) adds that industrial relations serves as a mechanism to balance the interests of workers and employers through negotiation processes, legal regulations, and collective bargaining agreements. Meanwhile, Snell and Morris (2021) emphasize that industrial relations extend beyond legal and administrative aspects to encompass psychological and social dimensions that influence the quality of interactions between workers and management. Thus, healthy industrial relations not only increase productivity and create a conducive work environment but also contribute to increased employee engagement and minimize the potential for conflict in the workplace. By optimally understanding and implementing industrial relations principles, organizations can create a balance between company interests and employee well-being, ultimately supporting sustainable growth. One crucial principle is open communication between employees and management. Kimani (2023) emphasizes that transparent, two-way internal communication can increase employee engagement and support the achievement of organizational goals. Furthermore, the implementation of fair employment policies also plays a crucial role. Mishra et al. (2014) state that effective

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communication helps build a culture of transparency, ensuring company policies are accepted and understood by all parties in the workplace. Furthermore, Wilkinson (2024) highlights the importance of building partnerships between management and employees as a foundation for creating harmonious and productive working relationships. Close collaboration between the two parties has been shown to increase job satisfaction, loyalty, and overall organizational effectiveness.

Organizational Commitment

Corporate commitment is a key foundation in organizational management, demonstrating the extent to which a company implements its vision, mission, and core values in its operations, not only focusing on profit but also on social responsibility towards employees, customers, the community, and the environment. Meyer et al. (2023a) divide corporate commitment into three dimensions: affective, normative, and sustainable. Affective commitment reflects a company's emotional attachment to the organization's values and goals, normative commitment emphasizes moral responsibility towards stakeholders, while sustainable commitment demonstrates efforts to maintain business continuity amidst competition. Robbins and Judge (2020) emphasize that organizational commitment is reflected in consistent strategies and policies that lead not only to business growth but also to employee well-being. Luthans (2023) adds that corporate commitment must also be manifested in the form of social responsibility, which can enhance the company's reputation in the public eye. According to Robbins and Judge (2020), organizational commitment refers to the extent to which employees identify with an organization and desire to remain a member. They identified several key indicators that reflect an employee's level of commitment to their organization. First, emotional attachment to the organization, reflected in a sense of pride in belonging and a desire to contribute more. Second, a willingness to maintain a long-term working relationship, where employees demonstrate loyalty and an intention to remain with the organization despite offers from other locations. Third, the alignment of personal values with organizational values, which makes work part of an employee's identity.

Hypothesis Development

The Influence of Company Commitment on Employee Performance

Corporate commitment reflects an organization's dedication to its values, vision, and employee well-being. When a company demonstrates a strong commitment—whether in the form of affective (emotional), normative (moral), or ongoing (rational) commitment—employees feel valued and are more motivated to contribute their best. This positively impacts individual performance, including productivity, discipline, and work quality. According to research by Hidayat and Nugroho (2023), high organizational commitment significantly increases employee loyalty and work performance in the service sector in Indonesia. Therefore, the stronger the company's commitment, the higher the employee performance.

Hypothesis 1 (H1): Company commitment has a positive effect on employee performance.

Industrial Relations Mediation between Company Commitment and Employee Performance

Industrial relations act as a mediating mechanism that bridges the influence of corporate commitment on employee performance. This means that corporate commitment will have a more effective impact on performance if managed through improving the quality of industrial relations. By creating a fair and participatory labor relations system, company policies reflecting high commitment will be more accepted and internalized by employees. Recent research by Wijaya and Rachmawati (2024) demonstrated that industrial relations have a significant mediating effect on organizational influence on productivity and job satisfaction.

Hypothesis 2 (H2): Industrial relations mediate the effect of corporate commitment on performance

Methodology

The types of data used in this study are primary and secondary data. Primary data were obtained directly from respondents through questionnaires compiled based on indicators for each research variable. The questionnaire used a five-point Likert scale, ranging from "strongly disagree" to "strongly agree," to facilitate the measurement of respondents' perceptions. Meanwhile, secondary data were collected through documentation and literature reviews, including company reports, previous research results, and academic references from relevant journals. The use of these two types of data aims to obtain comprehensive and in-depth information to support quantitative analysis and research validity. The types of data used in this study are primary and secondary data. Primary data were obtained directly from respondents through questionnaires compiled based on indicators for each research variable. The questionnaire used a five-point Likert scale, ranging from "strongly disagree" to "strongly agree," to facilitate the measurement of respondents' perceptions.

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The population in this study were all permanent employees of PT Indospring Tbk, an automotive spare parts manufacturing company located in Gresik, East Java. The total population was 1,892 people consisting of various job levels. Due to the relatively large population, the researcher used a purposive sampling technique by considering positions directly related to the production process and involvement in the formulation of collective labor agreements. The sample size was calculated using the Slovin formula with a 10% error rate, resulting in a sample size of 130 respondents. This sample was considered representative of the population, as it was selected based on criteria of relevance to the research variables. The collected data were analyzed using path analysis techniques with the help of SPSS software. The analysis stages began with validity and reliability tests to ensure that the research instrument was accurate and consistent. Next, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests to meet the requirements of linear regression. Descriptive statistics were used to describe the characteristics of respondents and the distribution of responses. Afterward, a linear regression test was conducted to examine the direct influence between variables, followed by a mediation test using the Sobel method to examine the indirect influence through industrial relations. This approach allows researchers to understand the extent to which mediating variables contribute significantly to bridging the relationship between corporate commitment and employee performance.

Results and Discussion

Respondent Profile

Table 2. Respondent Profile

Respondent Profile	Category	Amount	Percentage
Gender	Man	85	65.4%
	Woman	45	34.6%
Age	< 25 Years	12	9.2%
	25 – 34 Years	52	40.0%
	35-44 Years	38	29.2%
	≥ 45 Years	28	21.5%
Years of service	< 5 Years	20	15.4%
	5 - 10 Years	38	29.2%
	11 - 15 Years	40	30.8%
	≥ 15 Years	32	24.6%

The respondent profile in this study shows that the majority of respondents were male, 85 people or 65.4%, while female respondents were 45 people or 34.6%. Based on age group, most respondents were in the age range of 25–34 years, namely 52 people (40.0%), followed by 35–44 years old as many as 38 people (29.2%), then ≥ 45 years old as many as 28 people (21.5%), and < 25 years old as many as 12 people (9.2%). In terms of work experience, the majority of respondents had work experience between 11–15 years as many as 40 people (30.8%), followed by 5–10 years as many as 38 people (29.2%), ≥ 15 years as many as 32 people (24.6%), and < 5 years as many as 20 people (15.4%). This composition reflects that the majority of respondents are employees of productive age and medium to long work experience, so they are considered relevant and able to provide objective assessments of the variables in the study.

Validity and Reliability Test

Table 3. Validity Test

Indicator	Rhitung	Rtable	Information
X1	0.512	0.171	Valid
X2	0.230	0.171	Valid
X3	0.282	0.171	Valid
X4	0.447	0.171	Valid
X5	0.496	0.171	Valid
X6	0.565	0.171	Valid
X7	0.600	0.171	Valid

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Indicator	Rhitung	Rtable	Information
X8	0.504	0.171	Valid
X9	0.380	0.171	Valid
X10	0.251	0.171	Valid
X11	0.189	0.171	Valid
X12	0.353	0.171	Valid
X13	0.356	0.171	Valid
X14	0.233	0.171	Valid
X15	0.128	0.171	Valid
Y1	0.695	0.171	Valid
Y2	0.721	0.171	Valid
Y3	0.710	0.171	Valid
Y4	0.715	0.171	Valid
Y5	0.704	0.171	Valid
Y6	0.719	0.171	Valid
Y7	0.737	0.171	Valid
Y8	0.753	0.171	Valid
Y9	0.719	0.171	Valid
Y10	0.749	0.171	Valid
Z1	0.831	0.171	Valid
Z2	0.834	0.171	Valid
Z3	0.834	0.171	Valid
Z4	0.831	0.171	Valid
Z5	0.829	0.171	Valid
Z6	0.833	0.171	Valid
Z7	0.833	0.171	Valid
Z8	0.818	0.171	Valid
Z9	0.830	0.171	Valid
Z10	0.827	0.171	Valid

Based on the validity test results presented in Table 3, all indicators in the independent variable (X), mediating variable (Z), and dependent variable (Y) are declared valid, because the calculated r-value of each indicator is greater than the r-table value of 0.171. Indicators in the corporate commitment variable (X1–X15) show calculated r-values ranging from 0.128 to 0.600, and although there is one indicator (X15) with an calculated r-value approaching the critical value (0.128), it is still declared valid because it meets the minimum criteria for correlation set. Furthermore, all indicators in the employee performance variable (Y1–Y10) have high calculated r-values, ranging from 0.695 to 0.753, indicating a strong correlation with the total score of the variable. Meanwhile, indicators in the industrial relations variable (Z1–Z10) obtain very high calculated r-values, ranging from 0.818 to 0.834, which indicates a very good level of validity. Thus, all question items in the questionnaire can be used in further analysis processes because they meet the instrument validity requirements.

Table 4. Reliability Test

Variables	*Cronbach's Alpha*	Information
Company Commitment (X)	0.709	Valid
Industrial Relations (Z)	0.844	Valid
Employee Performance (Y)	0.744	Valid

Based on the table above, the Cronbach Alpha value is > 0.6, so the variable is declared reliable.

Normality Test

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual

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One-Sample Kolmogorov-Smirnov Test

N			130
Normal Parametersa,b	Mean		.0000000
	Standard Deviation		2.05027946
Most Extreme Differences	Absolute		.088
	Positive		.088
	Negative		-.063
Test Statistics			.088
Asymp. Sig. (2-tailed)c			.200d
Monte Carlo Sig. (2-tailed)e	Sig.		.200
	99% Confidence Interval	Lower Bound	.189
		Upper Bound	.210

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on the test results, the Asymp. Sig. (2-tailed) value was 0.200, which is above the significance value of 0.05. This indicates that there is no significant difference between the residual distribution and the normal distribution.

Multiple Regression Analysis

Table 6. Results of Linear Regression Coefficient Values

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,520	3,385		.744	.458		
	Company Commitment	.372	.074	.401	5,010	.000	.558	1,793
	Industrial Relations	.396	.078	.409	5.104	.000	.558	1,793

a. Dependent Variable: Employee Performance

Based on the results of multiple regression analysis, the following regression equation was obtained:

$Y=2.520 + 0.372X + 0.396Z$

With the coefficient interpretation, the constant (intercept) of 2.520 indicates the predicted value of employee performance when the Corporate Commitment and Industrial Relations variables are equal to zero. The regression coefficient for Corporate Commitment of 0.372 means that every one unit increase in Corporate Commitment will increase Employee Performance by 0.372 units, assuming the Industrial Relations variable is constant.

Sobel test

$Z = (a \times b) / \sqrt{[(b^2 \times SE_a^2) + (a^2 \times SE_b^2)]}$
Calculation Steps:
$a \times b = 0.665 \times 0.409 = 0.271985$
$b^2 \times SE_a^2 = (0.409)^2 \times (0.074)^2 = 0.0009168$
$a^2 \times SE_b^2 = (0.665)^2 \times (0.078)^2 = 0.002689$

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Lower total = √(0.0009168 + 0.002689) = √0.0036058 = 0.06003
Z = 0.271985 / 0.06003 = 4,533

So it can be concluded that the Z value = 4.533 > 1.96, which means that the industrial mediation relationship between the influence of company commitment on employee performance is significant at α = 0.05. So the direct and indirect influence relationship can be depicted in Figure 4 below.

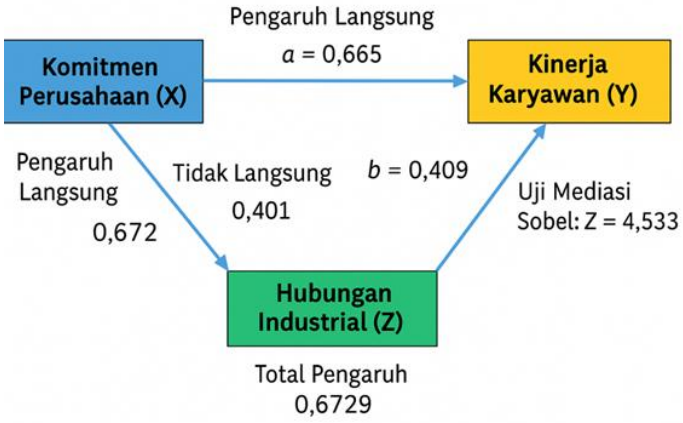


Figure 2. Direct and indirect effects

Hypothesis Testing

Table 7. Hypothesis Testing

No	Hypothesis	Path Coefficient	Test Statistics	Information	Hypothesis Decision
1	KP (X) → KK (Y)	a = 0.665	-	Significant direct effect	H1: Accepted
2	KP (X) → HI (Z) →KK (Y)	b = 0.409 (indirect), Total = 0.6729	Z = 4.533	Significant mediation	H2: Accepted

The analysis results show that Corporate Commitment (KP) has a significant direct effect on Employee Performance (KK) with a coefficient of 0.665, which indicates that the higher the corporate commitment, the higher the employee performance. In addition, KP also has a significant effect on Industrial Relations (HI) with a coefficient of 0.672, which means that corporate commitment also strengthens harmonious industrial relations between management and employees. Furthermore, there is an indirect effect of KP on KK through HI with a mediation coefficient value of 0.409 and a total effect of 0.6729. The mediation test using the Sobel Test produces a Z value = 4.533, which exceeds the critical limit (Z > 1.96), so it can be concluded that HI significantly mediates the relationship between KP and KK. Thus, the three hypotheses in this study can be accepted because all relationship paths show a statistically significant effect.

DISSCUSION

The Influence of Company Commitment on Employee Performance

The analysis results show that corporate commitment has a significant and positive effect on employee performance at PT. Indospring Tbk. This is consistent with Meyer et al. (2023) who divided organizational commitment into affective, normative, and ongoing commitment, where employees demonstrate higher loyalty and work motivation when they feel appreciated. Corporate commitment is reflected in programs such as Employee Children's Scholarships, Free Umrah, and ongoing training, which increase work morale and reduce absenteeism. This support strengthens employees' emotional connection with the company and encourages active participation in achieving organizational goals. These findings align with Allen and Shanock (2019) and Rego et al. (2022), who stated that organizational commitment impacts the continuous improvement of employee performance.

Industrial relations significantly mediate the influence of company commitment on employee performance.

By creating a harmonious work environment through dialogue, trust, and cooperation between management and employees. This finding supports the theory of pluralist industrial relations, which emphasizes the importance of negotiation mechanisms in organizations with diverse interests (Budhwar &

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Debrah, 2019). At PT. Indospring Tbk, effective industrial relations practices are reflected in the fair resolution of various internal conflicts through mediation, as well as the implementation of open communication forums between management and employees. Collaborative company policies such as uniform distribution, improving catering quality, and other welfare programs demonstrate that healthy industrial relations strengthen the implementation of company commitments. Without the support of industrial relations, good commitment policies risk failure due to resistance or low trust from employees, making industrial relations an important bridge in realizing organizational values into concrete actions.

Conclusion

Corporate commitment has been shown to significantly impact employee performance, with welfare programs, training, rewards, and a fair and transparent work system enhancing employee loyalty, discipline, and productivity. Employees who feel cared for demonstrate emotional attachment and a sense of belonging to the company, consistent with the theory of organizational commitment. Furthermore, industrial relations plays a significant role in strengthening this influence. When the relationship between management and employees is built on open communication, trust, and cooperation, company policies are more easily accepted and internalized by employees. This mediation creates a harmonious and stable work environment, which directly impacts overall performance improvement.

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