

Research Article

# The Effect of Corporate Commitment, Organizational Civilization Behavior, and Personal Compensation on Employee Performance with Work Achievement as a Moderator Study Hj. Fatimah Sulhan Hospital, Demak Regency

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**Abstract:** This study was carried out at RS Hj. Fatimah Sulhan in Kabupaten Demak, Jawa Tengah, which functioned as both the research site and the moderating context of the investigation. The research aims to examine how personal compensation, Organizational Citizenship Behavior (OCB), and organizational commitment influence employee work performance within the hospital environment. A quantitative research design was implemented, involving 150 employees selected as respondents through appropriate sampling procedures. Data were collected using structured questionnaires and subsequently analyzed using Structural Equation Modeling (SEM) with the AMOS software to test the hypothesized relationships among variables. The findings reveal that personal compensation, OCB, and organizational commitment each exert a positive and statistically significant impact on employee performance. These results indicate that fair and competitive compensation, strong voluntary work behaviors, and a high level of commitment to organizational goals collectively enhance productivity, service effectiveness, teamwork quality, and overall institutional performance in the healthcare setting.

**Keywords:** Corporate Commitment; Employee Performance; Job Performance; OCB; Personal Compensation.

Received: December 22, 2025

Revised: January 11, 2026

Accepted: January 28, 2026

Published: January 31, 2026

Curr. Ver.: January 31, 2026



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## 1. Introduction

To attain competitive excellence in all fields, including healthcare, organizations and businesses always think about developing their human resources and enhancing hospital performance. According to Gunawan and Osnandi (2020), performance is the amount and caliber of an employee's job, which is always attained when they intentionally fulfill their obligations at work. In order to improve employee performance at work, workers consistently stress the significance of having clear performance criteria and assessing their performance effectively and efficiently. In this instance, job aptitude and work motivation are the two factors that always affect employee performance, according to research by Rahayu et al. (2022). In this instance, the Khan et al. (2020) study also discovered that there is a strong corporate bond in enhancing internal organizational performance and employee performance. Strong corporate engagement can also boost employee commitment and motivation, according to this study. Lee and Kim (2022) discovered that internal communication, leadership style, and organizational culture can all affect a company's corporate engagement. In order to boost corporate involvement, the study highlights how crucial it is to create a supportive and open workplace culture. According to research by Chen et al. (2023), corporate participation can raise personal compensation. According to this survey, businesses should put employee corporate engagement first by creating an

environment that consistently encourages work-life balance and supports people in doing their jobs well. A type of effort known as corporate commitment entails identifying employees, involving them in the business, and expressing a constant desire to stay with the company. Employees will always give their all to the organization or company where they work as a result of this. Because these employees play such a vital and essential role in the larger community, corporate companies must be held accountable for their conduct. By creating knowledge-sharing platforms and best practices, businesses may always enhance employee performance, claim Gunawan and Os-nandi (2020). Anwar Prabu Mangkunegara's study states that work performance is a gauge of the amount and caliber of work that workers can reliably accomplish while performing their tasks in line with their job obligations. Work performance is a type of labor that is consistently accomplished by employees in the course of doing their duties, which are constantly delegated to them with benchmarks using a variety of techniques and criteria that are always established by the organization. Mangkunegara's (2020) research study found that work performance is a form of work that is always achieved by employees and if employees can complete the tasks assigned to them. Work performance is measured using criteria established by the company. Work performance is very important for business success and can help companies evaluate employee performance and provide useful feedback for employee progress (Wexley and Yukl, 2020). Job performance is measured by various factors, including subjective assessments, productivity-based assessments, employee performance, and the employee's personal compensation system (Robbins, 2022). Employee performance is a form of work with factors that greatly influence job performance because employees with consistently high performance can more easily achieve their best performance (Mangkunegara, 2020).

## **2. Literature Review**

### **2.1. Definition of corporate affiliation**

This is a very strong and lasting effect between companies and their stakeholders, including employees, loyal customers, producers, and the wider community, known as corporate engagement. Corporate engagement can also increase the trust and loyalty of stakeholders in the corporation, according to Freeman (2020). This concept always emphasizes the importance of understanding and meeting the needs of stakeholders. Corporations that implement corporate engagement also have a greater chance of overcoming difficulties in achieving long-term success, according to Porter & Kramer, 2020. Corporate engagement also means that companies or institutions are committed to understanding the fulfillment of their stakeholders (Donaldson & Preston, 2020). This can also improve the company's financial performance in terms of increasing effectiveness and efficiency (Hill & Jones, 2020).

### **2.2. Definition of OCB (Organizational Citizenship Behavior).**

OCB is an important part of improving employee performance and the success of this company's organization because it is a voluntary behavior carried out by employees in helping to achieve the company's organizational goals without formal obligations and direct rewards. According to Organ's 2020 study, OCB is a form of voluntary behavior performed by employees in achieving organizational goals, such as helping colleagues, providing creative ideas, and performing additional tasks without being asked. OCB can always improve work effectiveness and efficiency (Podsakoff, 2020). It is an important component in increasing employee satisfaction and loyalty (Harrison & Wicks, 2020).

### **2.3. Definition of personal compensation.**

A part of employee compensation that is definitely given by the company to employees is personal compensation. According to Hasibuan (2020), personal compensation is a form of payment for a service and is always given by one person to another. Personal compensation includes both monetary income and goods that can be received by employees as a reward for their services to the company. According to Dessler (2020), personal compensation is compensation that can always be assessed in terms of the money given by the company to its employees, and this is usually given on a routine basis. Personal compensation can also be defined as goods and services that are always given to employees, and this is a form of monetary reward. Personal compensation can also include any type of monetary reward (Daft, 2020).

### **2.4. Definition of Work Performance.**

Work performance is a form of employee achievement in completing assigned tasks. According to Hasibuan's 2023 research, work performance is a form of achievement that

employees always achieve in completing their assigned tasks based on their skills, sincerity, and punctuality. Mangkunegara's research (2023) defines work performance as the quality and quantity of results achieved by employees when they perform work in accordance with their responsibilities. These work results are achieved by employees who always carry out their duties through their skills, as well as the best quality and quantity, and this is in accordance with the objectives, portions, and roles of their work, which is called work performance (Dharma, 2023). According to Hasibuan (2024), work performance is a form of performance results achieved by employees in completing their assigned tasks based on their skills, sincerity, and punctuality.

### **2.5. Definition of employee performance.**

Employee performance is a gauge of how well workers complete the tasks that are always given to them. Employee performance, according to Mangkunegara (2021), is a record of the caliber and volume of outcomes that workers regularly get while performing their responsibilities and adhering to regulations. Employee performance, according to study by Bernadin and Russell, Dihan & Hidayat, 2020, is a record of how well an employee performs in accomplishing specific tasks and job duties within a given time frame. According to study by Robbins (2006) and Dessler (2009), employee performance is defined as a kind of performance at a given degree of achievement of specified tasks in line with performance requirements in terms of quality and quantity that employees will carry out in their assignments. Employee performance, according to research by Nurjaya (2023), is a type of performance level attainment in completing particular duties.

### **2.6. The relationship between corporate commitment and job performance.**

Business commitment and job performance are two characteristics that are consistently found in business organizations. Hartatik (2023) asserts that work performance and company commitment are positively correlated. Strong devotion to the firm tends to increase employee productivity. Corporate affiliation is a factor that affects work performance, according to Rivai's research from 2023. Additionally, according to Sunyoto (2023), there is a positive relationship between corporate attachment and work performance, with the greatest performers typically having a high level of corporate attachment. According to Dharma's research in 2022, corporate commitment has an impact on all types of work performance.

### **2.7. The Relationship between OCB and Job Performance.**

OCB and job performance are two things that occur in corporate organizations. According to research by Takeuchi et al. (2020), OCB can improve employee job performance and productivity. Richard (2020) states that OCB is behavior in the workplace that exceeds employee job requirements and always helps the corporation to continue to grow and develop. Robbins (2020) states that OCB includes work motivation that encourages employees to exceed specific standards and seek work performance. Research by Organ et al. (2020) shows that OCB always has the ability to build social capital and improve corporate results.

### **2.8. The relationship between personal compensation and job performance.**

There are two things that always happen in companies: personal compensation and work performance. Hasibuan (2022) found that personal compensation has a positive nature and is always correlated with work performance and company performance. According to Rivai (2022) and Simamora (2022), personal compensation is also always competitive and can always improve employee performance and satisfaction. Bangun (2022) also states that personal compensation, if implemented fairly, can always increase employee motivation and performance. Sastrohadwiryo (2022) also states that there is a positive correlation between job performance, organizational performance, and personal compensation.

### **2.9. The relationship between corporate commitment and employee performance.**

There are two interrelated things in the corporate world, namely corporate engagement and employee performance. Corporate engagement, as stated by William Khan (2020), is a very strong bond between employees and the company, which includes a sense of optimism and enthusiasm at work. Work enthusiasm, work dedication, and absorption are the three factors of corporate commitment according to Schubeli and Bakker (2020). Macey (2020) states that employees who work for the company will work very hard and become better. Robbins (2020) defines corporate attachment as the extent to which employees pay attention and are actively involved in their work. Luthans (2020) states that corporate attachment is an attitude that shows the loyalty of employees to the corporation.

### **2.10. The relationship between OCB and employee performance.**

In the corporate world, there are two interrelated things, namely OCB and employee performance. A study by Padang State University shows that OCB can increase productivity,

according to research by Fayed & Syamsir, 2025. In addition, research by Brawijaya University shows that OCB increases the productivity of its employees, according to Rahayu & Sardanto, 2024. Research by Askar et al., 2025, shows that OCB has several potentials in increasing employee satisfaction and commitment to the organization. In addition, OCB has a strategic role in creating a productive work environment, according to research by Rahayu & Sardanto, 2024.

### **2.11. The relationship between personal compensation and employee performance.**

In organizational businesses, there are two ideas: employee performance and personal compensation. According to Fadhilah et al. (2025), employee performance is correlated with positive personal compensation. Furthermore, according to Kusuma Candra Kirana and Pradipta (2021), personal pay contributes to better employee performance. Brawijaya University research indicates that personal remuneration enhances employee performance (Rahayu & Sardanto, 2024). Non-monetary compensation is no different (Nurhayat & Wahyuni, 2021). Employee performance is positively impacted by personal pay, both monetary and non-monetary, according to a Padang State University study. According to Irfan Fadhilah (2025), employee performance is positively impacted by personal pay.

### **2.12. The relationship between work performance and employee performance.**

Work performance and employee performance are the two ideas in business organizations. Employee performance at work can boost productivity and motivate workers to achieve to the best of their abilities. According to study by Darim (2020), employees who achieve the best at work also typically perform the best as employees. Work performance has a favorable impact on employee performance. Both Schaufeli and Bakker (2020) assert that job performance can enhance worker performance and offer prospects for growth (Bakker, 2020). Furthermore, according to a Brawijaya University study, employee job performance positively affects employee performance (Rahayu & Sardanto, 2024).

### **2.13. Review of Previous Research**

Prior research has demonstrated that employee performance can be enhanced by company commitment, personal compensation, and organizational citizenship behavior (OCB). This is due to the fact that OCB can increase workers' job satisfaction and loyalty to the organization. According to a 2018 study by Mahmud Fatoni, OCB serves to counteract the impact that organizational dedication and staff involvement have on PT. BCA, Jember's performance. Employee performance can be enhanced by corporate commitment to the organization, which can also boost employee motivation and satisfaction. According to a Diponegoro University study, corporate connection improves employee performance in addition to personal remuneration. Personal remuneration has been shown to boost employee motivation and satisfaction (Agung and Lestariningsih, 2022; Khoiriah et al., 2019; Eka and Ngatno, 2019). individual performance at the Banyuwangi BNI Branch Office can be enhanced by the work environment, individual competency, and personal compensation, per a 2022 study by Dony Kristiawan from Brawijaya University, OCB. Furthermore, OCB can boost worker productivity.

## **3. Proposed Method**

Research always uses both primary and secondary data. Questionnaires are used to conduct the research. This investigation was carried out at Hj. Fatimah Sulhan Hospital in Demak Regency. This research study is a public health institution that is always responsible and always able to provide health effects to the community with equity and sustainability, always supporting the development programs of the Ministry of Public Health as a whole. Sugiyono (2016: 8) examines a particular demographic and sample using a quantitative method. Descriptive research, according to Sugiyono (2016: 53), is a kind of study that seeks to ascertain the value of each independent variable and at least one variable. that can be independent and also make comparisons and analyze the extent to which each of these independent variables can interact with one another. When conducting multiple regression statistical analysis, researchers always check the validity and credibility of the questionnaire.

## 4. Results and Discussion

### 4.1. Result of Research

#### Variance Extracted (AVE)

Table 1. Extracted Variance Test.

Number	Variable name	AVE	0,500	Description
1	Corporate Affiliation	0,558	0,500	Fulfilling the Extracted Variance
2	Organizational Citizenship Behavior (OCB)	0,516	0,500	Fulfilling the Extracted Variance
3	Personal Compensation	0,518	0,500	Fulfilling the Extracted Variance
4	Work Achievements	0,522	0,500	Fulfilling the Extracted Variance
5	Employee Performance	0,586	0,500	Fulfilling the Extracted Variance

#### Dicriminant Validity

Table 2. Discriminant Validity Test.

Number	Variable name	Corporate Affiliation	Organizational Citizenship Behavior (OCB)	Personal Compensation	Work Achievements	Employee Performance
1	Corporate Affiliation	<b>0,749</b>				
2	Organizational Citizenship Behavior (OCB)	0,304	<b>0719</b>			
3	Personal Compensation	0,526	0,313	<b>0,722</b>		
4	Work Achievements	0,763	0,442	0,758	<b>0,723</b>	
5	Employee Performance	0,799	0,492	0,815	0,972	<b>0,766</b>

#### Contract Reliability

Table 3. Construct Reliability Test.

Number	Variable name	Contract Reliability	0,600	Description
1	Corporate Affiliation	0,864	0,600	Reliabel
2	Organizational Citizenship Behavior (OCB)	0,882	0,600	Reliabel
3	Personal Compensation	0,813	0,600	Reliabel
4	Work Achievements	0,846	0,600	Reliabel
5	Employee Performance	0,895	0,600	Reliabel

Taken from primary data sources.

#### Confirmatory Analysis of Exogenous Variables.

Table 4. Goodness of Fit Indices Test for Exogenous Variables.

Goodness of fit index	Cut-off Value*	Model results	Description	
- Chi--square (df=101)	Expected to be small	125,45	102,931	Good
Sign-Probability	≥ 0,05		0,429	Good
AGFI	≥ 0,90		0,904	Good
GFI	≥ 0,90		0,929	Good
RMSEA	≤ 0,08		0,012	Good
TLI	≥ 0,95		0,999	Good
CFI	≥ 0,95		0,999	Good
CMIN.DF	≤ 2,00		1,018	Good

Taken from primary data sources.

**Confirmatory Analysis of Endogenous Variables.****Table 5.** Goodness of Fit Indices Test for Endogenous Variables.

Goodness of fit index	Cut-off Value*	Model results	Description
<sup>2</sup> - Chi-square df=43	Expected to be small 59,31	54,388	Good
Sign-Probability	≥ 0,05	0,115	Good
AGFI	≥ 0,90	0,912	Good
GFI	≥ 0,90	0,943	Good
RMSEA	≤ 0,08	0,042	Good
TLI	≥ 0,95	0,986	Good
CFI	≥ 0,95	0,989	Good
CMIN.DF	≤ 2,00	1,266	Good

Taken from primary data sources.

**Full Model Confirmatory Factor Analysis.****Table 6.** Structural Equation Modeling Analysis Conformity Testing.

Goodness of fit index	Cut-off Value*	Model results	Description
<sup>2</sup> - Chi-square df= 101	Expected to be small 125,00	287,559	Good
Sign-Probability	≥ 0,05	0,429	Good
AGFI	≥ 0,90	0,904	Good
GFI	≥ 0,90	0,927	Good
RMSEA	≤ 0,08	0,122	Good
TLI	≥ 0,95	0,999	Good
CFI	≥ 0,95	0,999	Good
CMIN.DF	≤ 2,00	1,018	Good

Taken from primary data sources.

**4.2. Discussion**

The findings of our prior regression study, which looked at OCB, personal compensation, job performance, employee performance, and company commitment variables, can be used to explain the findings of this one.

**4.2.1. The Effect of Corporate Commitment on Job Performance.**

The findings of this study seem to be consistent with the results of the structural equation model that tested the impact of company commitment on job performance. The results of this study support the notion that corporate commitment and work performance have a substantial positive and supporting relationship. The results of the survey indicate that workers who are content to stay with the company will be happier in their improved roles. Employee job performance is positively impacted by the strong bond they have with the organization. Strong ties between employees and the organization will increase their motivation to meet its objectives (Suryanto, 2020). According to Bakker's 2020 research, corporate attachment can also enhance employee performance by giving workers chances to continuously advance.

**4.2.2. The Effect of Organizational Citizenship Behavior on Job Performance.**

According to the findings of a structural equation model evaluating the impact of OCB on job performance, the research study concluded that OCB can always enhance work performance. The study discovered unmistakable proof of a strong and favorable correlation between OCB and work success. These findings demonstrate that workers willingly assist friends with high workloads and perform better in accordance with protocols. They also demonstrate that workers who cover for absent coworkers can work more efficiently and precisely. By lowering conflict and fostering more social connection among staff members, OCB can also enhance organizational performance (Borman & Motowidlo, 2020). Additionally, OCB can enhance employee performance by giving workers the chance to continuously grow and progress, citing Hasibuan's 2020 research.

**4.2.3. The effect of personal compensation on job performance.**

The results of this structural equation model indicate that personal compensation has an impact on work performance, and this study demonstrates that it can also enhance work performance. This study discovered empirical data that consistently demonstrates a strong positive relationship between work performance and personal pay. Because work motivation and job satisfaction can always rise, personal pay can boost employee performance and lower employee turnover (Bakker, 2020). Other research indicates that proper personal

remuneration might improve employee performance by increasing motivation and job satisfaction (Mangkunegara, 2020).

#### 4.2.4. *The effect of job performance on employee performance.*

The assumption that work performance and employee performance are significantly correlated is consistently supported by empirical evidence collected in this study. Job performance can enhance employee performance, according to the findings of the structural equation testing of the relationship between job performance and employee performance. By decreasing conflict and consistently enhancing social connection among employees, job performance can be enhanced through employee productivity (Kusuma Candra Kirana & Pradipta, 2021). Additionally, according to Mangkunegara's research from 2020, employee job happiness positively affects employee job performance, which can therefore result in a rise in employee performance.

## 5. Conclusion

The testing of the research hypothesis in this study can be used to draw conclusions. The study's findings demonstrate a strong and favorable relationship between employees' job performance and organizational commitment at Hj. Fatimah Sulhan Hospital in Demak Regency. Work performance increases in line with organizational commitment. Employee performance at Hj. Fatimah Sulhan Hospital in Demak Regency is likewise significantly impacted by OCB. These employees' performance at work may be impacted by this increase in OCB. Employee performance at Hj. Fatimah Sulhan Hospital in Demak Regency is positively and significantly impacted by personal compensation as well. Employee work performance will be impacted by a rise in personal compensation. Demak Regency's Hj. Fatimah Sulhan Hospital observes the benefits of OCB. Employee performance may be impacted as corporate commitment rises. Personal pay has a favorable and considerable impact on employees' work performance, according to Hj. Fatimah Sulhan Hospital in Demak Regency. Employee performance will always be impacted by increases in personal compensation. The research produced the following recommendations. Satisfaction with working hours is the weakest indicator of commitment to the company. It is highly recommended that employees receive as much detailed career information as possible. This will help employees learn more about job descriptions, think about their career paths at the hospital, and prepare them to advance in their careers. One of the weakest indicators of OCB is not complaining. To improve organizational performance, it is always helpful to assist employees and retain good employees. It is recommended to always promote a spirit of mutual assistance and solidarity among employees. Leaders must always set a good example for employees by behaving appropriately in the workplace, such as not complaining about minor issues. This behavior will increase work commitment and performance. Skill ability is a weak indicator factor, so leaders must be able to provide training to employees who are always advancing in their careers and always building relationships with their best work and colleagues.

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