

CREATING WORK COMMITMENT AND WORK ENGAGEMENT IN EXPORT-IMPORT STAFF WITH SUPERVISORY SUPPORT, EMPOWERMENT AND WORK STRESS

Suhardoyo

Faculty of Economics and Business, Bina Sarana Informatika University Indonesia
(suhardoyo.syo@bsi.ac.id)

ABSTRACT

This study aims to determine the effect of supervisory support, empowerment, and work stress on work engagement through work commitment as a mediating variable. An empirical study was conducted on export-import staff employees at companies in KBN Cakung Jakarta using a questionnaire. The novelty of this research is that this is the first research to be conducted on export-import staff at KBN, and the results will be able to provide a positive impact on the company and society. This study is a descriptive study with a population of 143 staff employees at companies in KBN Cakung Jakarta. The sample selected was 100 employees obtained through cluster sampling, stratified sampling, and proportional random sampling techniques. The analysis method is path analysis processed with the SPSS version 20.0 program. The results of this study indicate that supervisor support and empowerment effectively have a positive and significant effect on work engagement directly. As well as a positive and significant direct effect between supervisor support and empowerment on work commitment, while the work stress variable has a negative and significant effect directly on work commitment and work engagement. The indirect effect of supervisor support and empowerment on work engagement variables through work commitment has a positive and significant effect. As well as the indirect effect of work stress on work engagement through work commitment has a negative and significant effect. Based on the results of this study, it can be obtained that the variables of supervisory support, empowerment, and work stress have a direct significant effect on work commitment and have an impact on employee work engagement in the export-import staff section. And have an indirect impact on supervisory support and empowerment of work engagement through.

Keywords: Superiory Support, Empowerment, Work Stress, Work Commitment, Work Engagement

INTRODUCTION

To achieve organizational and human resource goals, initial capital is needed. The quality of their work is highly dependent on how the company manages these employees properly and correctly. One of them is how the company can provide support to its employees so that it allows for the formation of high employee commitment (Farchan, 2018). So it is necessary to form a good commitment to employees to be able to create a condition that is indeed needed by the company to complete all matters related to their work while still prioritizing the existence of a comprehensive work commitment for employees (Oktariani et al., 2017).

Employee engagement is a concept developed from positive psychology and positive organizational behavior. (Harter, 2020) and (Albrecht et al., 2017) describe the theory of the relationship and involvement that occurs closely physically, cognitively, and emotionally between a person and their role in a job, which is then referred to as employee engagement. In line with the definition above, Federman (Goyette et al., 2019) views employee engagement as

a level at which a person commits to an organization so that it can determine how a person behaves and how long he will stay in his position.

According to Marciano (Marciano, 2010) an engaged worker will be committed to the goal, use all his abilities to complete the task, maintain his behavior while working, ensure that he has completed the task well according to the goal, and is willing to take corrective steps or evaluation if necessary. Furthermore (Kumar and Kapoor, 2020) added that employee engagement has several advantages, namely increasing productivity, increasing profits, increasing efficiency, reducing turnover, reducing absenteeism, reducing fraud, increasing customer satisfaction, reducing work accidents, and minimizing employee complaints. Employees who are referred to as the determining element of the company's progress will certainly play a very important role as the company's mainstay in the future in facing market competition. Employees in realizing all of that must first be able to have good engagement (Suhardoyo, 2022).

This employee engagement crisis shows that there is a gap between the reality that occurs and the company's expectations, that employees should be able to maximize their potential and do their jobs well. Internal employee engagement is needed to make all of that happen, but in reality, what is found is that most employees underestimate their work. Many employees do not work according to the company's standard operating procedures (SOP), employees work as they please, employees do not pay attention to the SOP in each of their work divisions and many employees do not understand the SOP of their respective divisions. This can result in the results of their work not being able to achieve the targets or standards set by the company. The above problems can be found in KBN Cakung employees. Observations made by researchers from January 31, 2022, there were employees of the General Unit during working hours, and employees were found busy opening Facebook and Twitter accounts. Some employees play games at their respective computer desks. Employees spend a lot of their working time playing, not doing their jobs properly. The enthusiasm of the employees seems very low towards their work, employees do not fully concentrate on their work.

Violations committed by these employees have occurred frequently, according to data obtained by researchers from the security department in each company that employee violations in 2022 showed that 65% of employee violations were in the form of violations of being late for work, 15% violations of completeness in clothing, 10% violations of not coming to work without permission and 10% violations of playing truant when working hours are in progress. In addition to conducting observations and interviews, researchers also conducted a preliminary study. The preliminary study was conducted by researchers on February 4, 2023, by giving a questionnaire containing 12 items related to the theory of employee engagement to 30 employees, with the results showing that out of 30 employees, 3 people had high employee engagement (work engagement) and 27 employees had low employee engagement (work engagement), this is contrary to the expectation that employees should have high work engagement and can work with sincerity and bring out their maximum abilities for the company.

Support from superiors (super Less than optimal supervisory support is one of the factors that affect employee commitment and employee engagement in the company to be low. With low superior support, employees will not be able to complete their work properly and correctly. According to (Robbins, 2017), supervisory support refers to a system of shared understanding held by members of an organization that distinguishes the organization from other organizations that receive support. Meanwhile, according to (Astuti, 2019) supervisory support is a form of assumption that is owned, and implicitly accepted by the group, and determines how the group feels, thinks, and reacts to a diverse environment. In supporting the commitment of an organization, the role of a superior who is also a leader cannot be ignored. The effectiveness of an organization is determined by the role of a guiding leader who will

always support in achieving the goals, vision, and mission of an organization that has been set (Parashakti, R. D., Haryadi, A., & Nashar, 2018). The influence of a leader can provide social effects in the form of a personal approach, authentic style, and two-way communication. A leader provides direction to his subordinates and instructions to his subordinates so that later his followers can accept and implement the goals and objectives of a company. A leader in a company is an individual who sets targets and motivates to achieve the targets and goals of an organization.

Currently, workers in a company are facing changes in empowerment for each employee to work according to their abilities, which if the employee is unable to complete their work will have an impact on the workload, increase pressure that requires better job skills and long working hours (Cooke, 2012). These pressures ultimately have an impact on job stress from the demands of workers from a company which will always be an obstacle in completing work (Consiglio et al., 2016). Employee engagement in the organization has direct implications for several outcomes of a company. Employee engagement is a phenomenon that can provide various changes in a company.

(Hawa and Nurtjahjanti, 2018), Stated that the attitude of employees toward the organization where they work is a commitment. This is also stated explicitly by who argue that organizational engagement is an individual attitude that identifies themselves with the goals of the organization in which they work. In general, employees believe that giving an attachment to their work is the center of the employee's life (Assidik, 2018).

METHOD, DATA, AND ANALYSIS

The population in this study was all staff of the export-import division in the industry in the Cakung Nusantara bonded zone, totaling 143 staff of the export-import division spread across eleven industries, namely five garment industries. The number of samples determined was 100 people based on the Slovin approach (Sugiyono., 2014). The selection of samples in this study used random sampling and then proportional stratified random sampling. The data analysis method used was path analysis which was used to estimate the causal relationship between variables that had been previously determined based on theory.

The independent variables measured in this study consisted of 5 variables, namely supervisory support (X_1), empowerment (X_2), and work stress (X_3), the dependent variables consisted of work commitment (Y_1) and work engagement (Y_2).

Figure 1 The complete research model is described as follows:

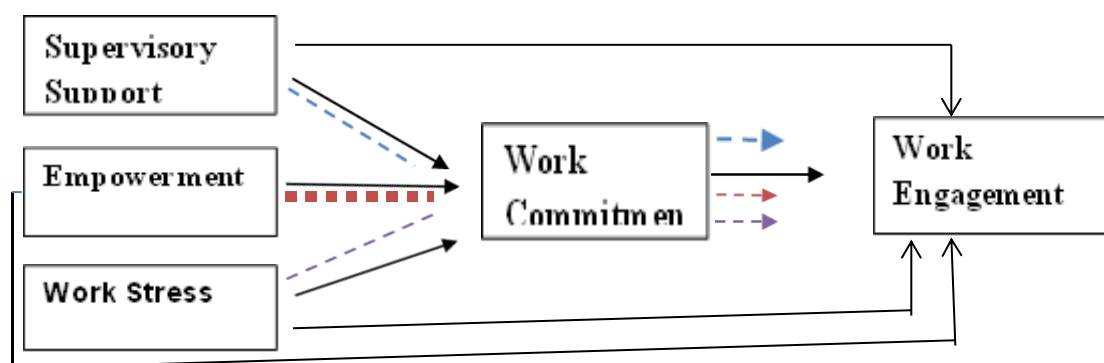


Figure 1. Research Model

RESULT AND DISCUSSION

Characteristics of Respondents The number of export-import employees is quite large, which is 100 people, The characteristics of the respondent population in this study are distinguished based on gender, education, and length of service. More comprehensively regarding the description of respondents in this study, namely those characterized by the research sample of employees in the industry in the Cakung Nusantara Bonded Zone occupy the largest proportion, which is around 68%, women are 68, 32% are 32, while men. High school education level is 40% is 40, D-3 is 25% is 25 while S1 is around 35% is 35, and finally the length of service between 2-5 years is 15% is 15, the length of service 6-10 years is 24% is 24 while the most are with a proportion of 61% is more than 10 years is 61 So from this it is taken as a sample of all.

So based on the calculations, the results obtained are in Table 1 below:

Table 1. Part Analysis Result

<i>Independent Variable</i>	<i>Intervening Variable</i>	<i>Dependent Variable</i>	<i>t</i>	<i>P</i>	<i>Direct Effects</i>	<i>Indirect Effects</i>	<i>Total Effects</i>
Supervisory Support (X1)	(Y1)	-	2,538	0,015	0,226		0,289
	(Y1)	(Y2)	3,844	0,000	0,254	0,155	
Empowerment (X2)	(Y1)	-	7,290	0,000	0,570		0,591
	(Y1)	(Y2)	6,246	0,000	0,428	0,153	
Work Stress (X3)	(Y1)	-	-6,173	0,032	-0,569		-0,485
	(Y1)	(Y2)	-5,876	0,000	-0,440	-0,145	
-	(Y1)	(Y2)	4,123	0,000	0,396	-	-

Source: data processing results, 2023

1. Path Analysis Based On Direct Effect

a. Supervisory support variable on work commitment

Based on Table 1. the direct relationship between supervisor support and employee commitment is obtained by a t-count value of 2.538. The value of the p column (Table 1) is $0.015 < 0.05$ and the t-count value of $2.538 > 1.660$ (table t value) is accepted and H_0 so that Hypothesis 4 is accepted which means that the path analysis coefficient is significant. The magnitude of the path coefficient of the supervisor support variable on employee commitment is 2.226. Supervisory support has a strong level of relationship with each increase or increase of 1 unit of supervisory support will be able to increase 0.226 units of employee commitment directly

b. Supervisory Support variable on work engagement

Based on Table 1, the direct relationship between supervisory support and work engagement is obtained by a t-count value of 3.844. The value of the p column (Table 1) is $0.000 < 0.005$ and the t value is $3.844 > 1.660$ (t-table value). So H_1 is accepted and H_0 is rejected so that hypothesis 1 (H_1) is accepted which means that the path analysis coefficient is significant. The magnitude of the path coefficient of the supervisory support variable on employee performance is 0.254. Based on the results of the path analysis, a strong direct influence value was found between supervisory support on work engagement so that every increase of 1 unit of supervisory support can increase work engagement by 0.254 units of work engagement directly

c. Empowerment variable on work commitment

Based on the results of the analysis in Table 1, there is a direct relationship between the empowerment variable and employee commitment, the t value is 7.290. The value of the p column (Table 1) is $0.000 < 0.05$, and the t value is $7.290 > 1.660$ (t-table value) so H1 is accepted and H0 is rejected so that Hypothesis 2 is accepted which means that the path analysis coefficient is significant. The magnitude of the path coefficient of the empowerment variable on commitment is 0.570. The effect of empowerment on work commitment can be seen to have a strong level of relationship, namely that every increase of 1 unit of empowerment can increase 0.570 units of work commitment directly

d. Empowerment variable on work engagement

Based on the results of the analysis in Table 1, there is a direct relationship between the empowerment variable and work engagement, the t value is 6.246. The value of the p column (Table 1) is $0.000 < 0.05$, and the t value is $6.246 > 1.660$ (t-table value) so H1 is accepted and H0 is rejected so that Hypothesis 2 is accepted which means that path analysis coefficient is significant. The magnitude of the path coefficient of the work empowerment variable on work engagement is 0.428. The effect of work empowerment on work engagement can be seen to have a strong level of relationship, namely, every increase of 1 unit of work empowerment will be able to increase 0.428 units of work engagement directly

e. Work stress variable on work commitment

Based on the results of the analysis in Table 1, there is a direct relationship between work stress and work commitment, the calculated t value is -6.173. The value of the p column (Table 1) is $0.032 < 0.05$, so H1 is accepted and H0 is rejected so that Hypothesis 6 (H6) is accepted, which means that the path analysis coefficient is significantly negative. The magnitude of the path coefficient of the work stress variable on work commitment is -0.569. This can be seen that the level of causal relationship is that every increase of 1 unit of work stress can directly reduce -0.569 units of work commitment.

f. Work stress variable on work engagement

Based on the results of the analysis in Table 1, the direct relationship between work stress and work engagement is obtained with a calculated t-value of -5.876. The value of the p column (Table 1) is $0.000 < 0.05$, so H1 is accepted and H0 is rejected so that Hypothesis 3 is accepted which means that the path analysis coefficient is significantly negative. The path coefficient of the work stress variable on work engagement is -0.440. This means that the level of strong relationship is that every 1 unit increase in work stress can directly reduce -0.440 units of work engagement.

g. Work commitment variable on work engagement

Based on the results of the analysis in Table 1, the direct relationship between work commitment and work engagement obtained a t-count value of 4.000. The value of the p column (Table.1) is $0.000 < 0.05$ and the t-count value is $4.123 > 1.660$ (t-table value), so H1 is accepted and H0 is rejected so that Hypothesis 7 is accepted which means that the path analysis coefficient is significantly positive. The magnitude of the path coefficient of the work commitment variable on work engagement is 0.396. It can be seen that the level of strong relationship where every 1 unit increase in work commitment will be able to increase 0.396 units of work engagement directly.

2. Path Analysis Based On Indirect Effects

a. Supervisory Support variable on work engagement through work commitment

Based on the results of the analysis in Table 1, the effect of the supervisor support variable on work engagement through commitment is 0.155, so there is an indirect positive effect between the supervisory support variable on work engagement through work commitment. For the indirect effect of the supervisor support variable on work engagement

through commitment, it can be described that every increase of 1 unit of supervisory support can increase 0.155 units of work engagement indirectly through commitment.

b. Empowerment variable on work engagement through work commitment

Based on the results of the analysis in Table 1, the effect of the empowerment variable on work engagement through work commitment is 0.153, so there is an indirect positive effect between the empowerment variable on work engagement through commitment. Thus, there is an indirect relationship where the empowerment variable is influenced by the work engagement variable through the commitment variable has an indirect effect where every increase of 1 unit of competency can increase 0.153 units of work engagement indirectly through commitment.

c. Work stress variable on work engagement through work commitment

Based on the results of the analysis in Table 1, the effect of the work stress variable on work engagement through commitment is -0.145, so there is an indirect negative effect between the work stress variable on work engagement through commitment. The relationship between work stress and work engagement through commitment can be described that if there is an increase of 1 unit of work stress, it can reduce -0.145 units of work engagement indirectly through commitment.

3. Path Diagram For The Model

The overall calculation results between variables that describe the empirical causal relationship between variables X_1 , X_2 , and X_3 to Y_1 and Y_2 can be seen in Figure 2 below. The figure shows the empirical causal relationship of the variables of superior support, empowerment, and work stress to work commitment and work engagement. Figure 2

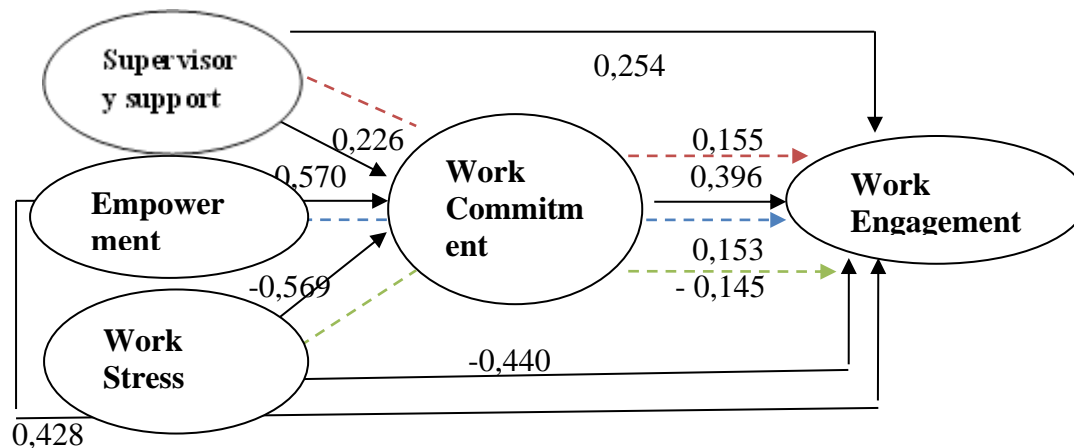


Figure 2. Empirical Causal Relationship of Variables

Discussion of Research Results

a. Supervisory Support Variable on Work Commitment

An increase of one unit of t-value in the direct relationship of supervisory support will increase one unit of t-value in organizational commitment which has an impact on the implementation of effective supervisory support which will affect the commitment of the organization he leads. Supervisory support has an orientation towards employee development and capabilities so that it can improve their competence and realize a great commitment to the company where they work. Supervisory support will realize that the success of the organization he leads will be greatly determined by the success of the export-import staff in carrying out their duties. This is by the results of a study by (Rinda and Muzakki, 2021), Supervisory support has a positive and significant effect on organizational commitment with an R-Square value of

0.9123 (91.23%). As well as supervisor support, and working conditions have a positive and significant effect on affective commitment at the Fusia Restaurant, Surabaya.

b. Supervisory support variable on Work Engagement

Supervisory support contributes 3.834 to lecturer performance, thus export import staff will feel ownership and pride in the company where they work. Literature studies that provide empirical exposure that supervisory support contributes directly to performance have been studied by (Rinda and Muzakki, 2021). Where Supervisory support has a positive and significant effect on work engagement with an R-Square value of 0.8997 (89.97%) (Nafiudin and Anadari, 2022) support from superiors will have an impact that is easy to implement. So supervisory support greatly influences work engagement in companies in the Cakung Nusantara bonded zone.

c. Empowerment Variable on Work Commitment

Organizational commitment will increase along with the increasing influence of the empowerment variable. In this relationship, empowerment is worth 7.190 on organizational commitment. Export-import staff is the operationalization of the driving force of activities in the company. Employee empowerment is the most important thing as the main capital in an educational organization. This is by research (Atmaja and Puspitawati, 2018), employee empowerment has a positive influence on organizational commitment. This result is by his statement that employee empowerment has a positive and significant effect on organizational commitment in Amanusa Nusa Dua Hotel employees. This means that proper employee empowerment will increase employee organizational commitment.

d. Empowerment Variables on Work Engagement

Empowerment of export-import staff has a positive influence on increasing work engagement by 6.146. The role of work empowerment has an impact on the ability of export-import staff employees to act professionally in carrying out their duties and responsibilities in their capabilities. Professional employees are those who master, follow developments, can develop, and are responsible for discipline can interact with their work professionally, provide broad, deep, and up-to-date information containing elements of novelty needed by the community, create a conducive work atmosphere for the development of attitudes that create a careful and precise assessment system, monitoring, monitoring and evaluation that is measured validly (Susanti and Oskar, 2018). This study succeeded in proving the significance of the influence of lecturer empowerment which will lead to work engagement. This has also been studied by several previous researchers who also stated that empowerment shows that empowering leadership behavior has a positive effect on work engagement (Mansoor Hussain, 2020).

e. Work Stress Variables on Work Commitment

The work stress factor is also a problem in the organization. The results of the research analysis show that export-import staff employees have played their roles well by playing an effective and efficient role, which is a factor that minimizes the job stress of export-import staff in the company. If work stress is high, it will affect employee commitment so that many jobs are unable or even delayed. The next result is that the work piles up and increases. Research that is in line with this (Widiyana, 2021) states that work stress has a negative and significant effect on work commitment. So that to reduce the workload that results in work stress, it must be maintained so that work stress does not increase and can maintain work commitment. Research (Simamora et al., 2019), showed that work stress hurts organizational commitment.

f. Work Stress Variables on Work Engagement

Each export import staff employee works according to their role in the company, meaning that each employee has a group of tasks that must be carried out by existing rules by existing operating standards, and guideline procedures. The results of the research analysis show that export-import staff have played their roles well by playing an effective and efficient

role, which is a factor that minimizes employee job stress. For this reason, it is necessary to manage work stress for export import staff in the company properly so that it does not decrease and cause work stress. With a high work demand influence value, work stress is -5.876 on employee work engagement, so work stress experienced by employees can be inversely proportional to employee performance. Literature reviews discussing the topic of job stress that has a direct effect on work engagement have also been studied by several previous researchers who discussed the topic of job stress has a direct impact on work engagement has been studied by (Pranitasari et al., 2021) work stress hurts employee work engagement at PT Pos Indonesia North Jakarta by - 6.3%.

g. Wok commitment variables to work engagement

This study also examines the organizational commitment of export-import staff which contributes that with the work commitment of export-import staff, it will be able to provide direct implications for several outcomes of an educational organization. Empirical studies that discuss the topic of work commitment studies that have a direct effect on employee wok engagement have been studied, among others (Yusnita and Megawati, 2021) affective commitment has a positive and significant effect on work engagement. So to provide high commitment, it needs to be supported by maximum work engagement as well.

h. Supervisory support variable on work engagement through work commitment

The influence given by supervisory support on work engagement through work commitment is said to be quite good based on the indirect effect value of 0.155. This indirect influence can create feelings of trust, pride, and the ability of export-import staff employees to achieve the best work engagement and realize trust in supervisory support. These results are by research conducted by (Susanti and Oskar, 2018) and (Roczniewska et al., 2022).

i. Empowerment variable on work engagement through work commitment

The indirect effect value of empowerment on work engagement through commitment shows a strong and significant influence. Empowered export import staff have a sense of self-determination, namely being free to determine choices about how to do their work. Through wok commitment, an employee will feel the harmony between personal goals and the organization which leads to increased commitment. These results are from research conducted by (Herdiman and Tirtoprojo, 2024).

j. Work stress variable on wok engagement through work commitment

The direction of the negative relationship indicates that the greater the work stress will result in decreased or reduced work engagement and work commitment, and vice versa. Low stress levels will affect the improvement of the physical and psychological condition of a staff which also affects performance. Research (Aveline and Kumar, 2017) shows that work stress affects organizational work engagement and the relationship is through wok commitment. These results are also supported by research (Bakker and Demerouti, 2008) which found that there is a significant relationship between work stress and organizational commitment, and showed that organizational commitment has a significant effect on employee work engagement.

CONCLUSION

Supervisory support does not contribute directly to work commitment and work engagement, these results are expected so that leaders should focus more on factors that can affect work engagement both directly and indirectly, especially focusing on supervisory support. Organizational and operational, so that supervisory support can formulate and provide more effective solutions if there are indications of decreased commitment and work engagement in the company at KBN Cakung.

Based on the results of the path analysis, work stress also contributes less to work commitment and work engagement so it should be prioritized to improve employee

competence and expertise. Empowerment has quite significant results so it is necessary to develop and empower employees to be able and willing to work according to their abilities. Based on the results of this study, it can be concluded that the variables of supervisory support, empowerment, and work stress have a significant effect on work commitment and have an impact on employee work engagement in the export-import staff section.

REFERENCE

- Assidik, G.K., 2018. Utilization of Social Media as an Alternative Learning Media Based on Interactive and Contemporary Digital Literacy. *Semin. Nas. SAGA Univ. Ahmad Dahlan* 1, 242–246.
- Astuti, A.K., 2019. The Role of Supervisor Support for Employees. *JRMB* 14, 1–13.
- Atmaja, N.P.C.D., Puspitawati, N.M.D., 2018. Effect Of Physical Work Environment Through Productivity Employees Job Satisfaction As An Intervening Variable. *Int. J. Business, Econ. Law*, 17, 98–104.
- Aveline, S., Kumar, R.M., 2017. Employee Engagement And Effects Of Work Life Balance In Software Industries In Chennai 116, 459–466.
- Bakker, A.B., Demerouti, E., 2008. Towards A Model Of Work Engagement. *Career Dev. Int.* 13, 209–223. <https://doi.org/10.1108/13620430810870476>
- Consiglio, C., Borgogni, L., Tecco, C. Di, Schaufeli, W., 2016. What Makes Employees Engaged With Their Work? The Role Of Self-Efficacy And Employee's Perceptions Of Social Context Over Time. *Career Dev. Int.* 21.
- Cooke, F., 2012. Work – Life Balance In China ? Social Policy , Employer Strategy And Individual Coping Mechanisms Work – Life Balance In China ? Social Policy , Employer Strategy And Individual. *Asia Pacific J. Hum. Resour.* 50, 6–22. <https://doi.org/10.1111/J.1744-7941.2011.00005.X>
- Farchan, F., 2018. HRM Strategy A Way to Create Organizational Performance in Achieving Competitive Advantage. *Risalah, J. Educator. And Stud. Islam.* 4, 42–52. <https://doi.org/10.5281/Zenodo.3551998>
- Goyette, M., Mann-Feder, V., Turcotte, D., 2019. Youth Empowerment And Engagement : An Analysis Of Support Practices. *REP* 64, 31–50.
- Harter, 2020. Employee Engagement Continues Historic Rise Amid Coronavirus. *Febr.* 6, 2020.
- Hawa, M.A., Nurtjahjanti, H., 2018. Relationship Between Work-Life Balance and Employee Loyalty at PT. Hanil Indonesia in Boyolali 7, 424–429.
- Herdiman, Tirtoprojo, S., 2024. The Influence Of Psychological Empowerment On Work Engagement With The Mediating Role Of Organizational Commitment In Wera Community Health Center Employees. *Int. J. Manag. Sci. Inf. Technol.* 4, 104–112.
- Kumar, A., Kapoor, S., 2020. Employee Engagement Amidst COVID-19 Pandemic: A Challenge Or Opportunity For Indian Organisations. *Int. J. Adv. Sci. Technol.* 29, 1980–1987.
- Mansoor Hussain, A.G., 2020. Interactive Effect Of Work Place Spirituality And Job Autonomy With Organizational Based Self -Esteem On Organizational Learning Culture. *Int. J. Psychosoc. Rehabil.* 24, 793–807. <https://doi.org/10.37200/IJPR/V24I6/PR260078>
- Marciano, P.L., 2010. More Advance Praise For Carrots And Sticks Don ' T Work Build A Culture Of Employee Engagement With The Principles Of RESPECT. McGraw-Hill/Irwin, A Business Unit Of The McGraw-Hill Companies, Inc., 1221 Avenue Of The Americas, New York, NY, 10020, United States Of America.
- Nafiudin, Anadari, 2022. The Influence of Compensation Satisfaction and Supervisory Support on Employee Engagement (Study on Manufacturing Company Employees in Banten

- Province). *J. Manajmen* 1, 76–85.
- Oktariani, D., Hubeis, A.V.S., Sukandar, D., 2017. Job Satisfaction of Generation X and Generation Y Towards Work Commitment at Bank Mandiri Palembang Introduction. *J. Appl. Business and Management*, 3, 12–22. <https://doi.org/10.17358/JABM.3.1.12>
- Parashakti, R. D., Haryadi, A., & Nashar, M. (2018)., 2018. Effect Of Styles And Leadership Work Discipline To Employee Performance (Case Study Of PT. Telecommunication Indonesiatbk Dki Jakarta), In: In The 2018 International Conference Of Organizational Innovation. Pp. 419–429.
- Pranitasari, D., Rini, C., Kusumawardani, W., Kerja, E., 2021. The Influence of Work Stress and Work Environment. *Management Media. Services* 9, 49–69.
- Rinda, A., Muzakki, P., 2021. Scientific Journal of Management and Business Perceived Organizational Support on Organizational Commitment and Employee Performance Scientific Journal of Management and Business. *J. Ilm. Management and Business*. 22, 111–120.
- Robbins, M., 2017. *The 5 Second Rule: Transform Your Life, Work, And Confidence With Everyday Courage*. Savio Republic.
- Roczniowska, M., Smoktunowicz, E., Calcagni, C.C., Schwarz, U.V.T., Hasson, H., Richter, A., 2022. Beyond The Individual : A Systematic Review Of The Effects Of Unit-Level Demands And Resources On Employee Productivity , Health , And Well-Being 27, 240–257.
- Simamora, V., Mustika, M.D., Sjabadhyni, B., 2019. Effects Of Flexible Work Arrangements On Ethical Decision Making: Job Satisfaction As A Mediator. *J. Psikol. Talent*. 4.
- Sugiyono., 2014. *Qualitative Quantitative Research Methods and R&D*. Alfabeta, Bandung.
- Suhardoyo, 2022. Implementation Of Strategies To Increase Competitive Advantage And Company Survival Post Pandemic Covid-19 In The Industrial Revolution 6 . 0. *Int. J. Sci. Technol. Manag*. 3, 1453–1459.
- Susanti, E., Oskar, D.P., 2018. Branding Strategy in Building MSME Brand Equity (Case Study: Padang City Souvenir Center). *IKRAITH Ekon*. 1, 116–130.
- Widiyana, E.O., 2021. The Influence of Job Stress, Workload, Work Conflict and Compensation on Employee Work Commitment at PT. Intidragon Suryatama Mojokerto. *J. Ilmu Manajemen*.1, 33–42.
- Yusnita, E., Megawati, 2021. On Work Engagement With Affective Commitment As A Mediating Variable (Study On Nurses Of Meuraxa Regional General Hospital, Banda Aceh City). *J. Ilm. Mhs. Ekon. Manaj*. 3, 94–104.