

The Effect Of Job Stress, Job Satisfaction, And Organizational Commitment On Customer Service Quality Among BRI Frontliner Employees In West Jakarta

Vivi Restiani¹, Yunata Kandhias Akbar²

^{1,2}Department of Management, Faculty of Economics and Business, Universitas Esa Unggul, Indonesia

Correspondence E-mail : vivirestiani4@student.esaunggul.ac.id

Abstract

The increasingly competitive banking industry requires banks to maintain consistent customer service quality, particularly through frontliner employees who interact directly with customers. This study aims to examine the effects of job stress and job satisfaction on organizational commitment and the effects of job stress, job satisfaction, and organizational commitment on customer service quality among frontliner employees of Bank Rakyat Indonesia (BRI) in West Jakarta. This study employed a quantitative approach using a survey method involving 200 respondents selected through purposive sampling. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The results show that job stress has a significant negative effect on organizational commitment ($\beta = -0.340$; $t = 8.020$; $p = 0.000$), while its effect on customer service quality is negative but not significant ($\beta = -0.010$; $t = 0.179$; $p = 0.858$). Job satisfaction has a significant positive effect on organizational commitment ($\beta = 0.782$; $t = 27.726$; $p = 0.000$) and customer service quality ($\beta = 0.576$; $t = 9.599$; $p = 0.000$). Organizational commitment also has a significant positive effect on customer service quality ($\beta = 0.274$; $t = 4.006$; $p = 0.000$). The model explains 66.4% of the variance in organizational commitment and 63.7% of the variance in customer service quality based on the adjusted R^2 values. These findings indicate that job satisfaction is the strongest predictor of organizational commitment and plays an important role in improving customer service quality, while job stress primarily weakens employees' commitment to the organization. The findings provide empirical implications for BRI management in strengthening employee satisfaction and organizational commitment while maintaining service quality amid the ongoing digital transformation of the banking industry.

Keywords: Job stress, job satisfaction, organizational commitment, customer service quality.

INTRODUCTION

The banking industry increasingly depends on service quality as a key factor in maintaining customer trust and sustaining competitiveness. Customer service quality refers to the ability of employees and organizations to provide accurate, reliable, responsive, and effective services that meet customer needs and expectations. In banking, frontliner employees play a central role because they interact directly with customers and represent the quality of the institution through daily service activities (Yakub et al., 2025). Therefore, customer service quality is not determined solely by banking systems, technology, or products, but also by employees' psychological and behavioral conditions during service delivery. This makes employee-related factors particularly relevant in explaining variations in customer service quality within the banking sector (Yamoah, 2025).

Among the employee-related factors considered important in this study are job stress, job satisfaction, and organizational commitment. Job stress refers to psychological and emotional pressure that emerges when work demands, workload, role expectations, or working conditions exceed an employee's perceived ability to cope with them (Wongsuwan et al., 2023) (Akzani et al., 2024). Job satisfaction reflects employees' positive evaluation of their work, including their tasks, workplace environment, relationships, and overall work experience (Sujarwanta et al., 2023). Organizational commitment represents employees' attachment, loyalty, and willingness to remain involved in the organization, while customer service quality reflects employees' ability to provide dependable, accurate, professional, and effective services to customers (Al-refaei et al., 2023). These four constructs are closely related because employees' experiences at work can influence both their relationship with the organization and the quality of service they provide (Sandra et al., 2023).

The relationship among these variables can be explained through Social Exchange Theory, which views the relationship between employees and organizations as a reciprocal exchange (Perić et al., 2023). When employees perceive that the organization provides support, favorable working conditions, and experiences that satisfy their expectations, they are more likely to reciprocate through stronger commitment and positive work behavior. Conversely, excessive work pressure can weaken this reciprocal relationship when employees perceive that organizational demands exceed the support they receive (Farhansyah & Sitepu, 2025). In the service context, these reciprocal responses may eventually appear in the way employees perform their responsibilities toward customers (Pawisari et al., 2023). Accordingly, Social Exchange Theory provides

1442



a relevant theoretical basis for explaining how job stress and job satisfaction may shape organizational commitment and how these conditions may subsequently relate to customer service quality (Ahmad et al., 2023).

At the broader organizational level, the transformation of banking services toward digital channels has increased the operational demands faced by frontliner employees. Data reported in the BRI Annual Report, as presented in the original study, show that BRI recorded a 14.5% increase in digital transactions, while the number of BRImo users reached 33.4 million users (Nurhasanah et al., 2025). This expansion of digital banking services illustrates the growing scale of technological adoption within BRI and creates additional demands for employees to adapt to digital service developments while continuing to serve customers who require direct assistance at branch offices (Licandro et al., 2025). Frontliner employees are therefore expected to maintain high service standards while simultaneously responding to technological changes, customer expectations, and operational demands (Lo et al., 2024).

At the local level, service problems remain visible in several BRI branches in West Jakarta. Supporting data collected from Google Reviews in the original study show ratings of 3.3 for BRI Daan Mogot, 3.4 for BRI KCP Slipi, 3.5 for BRI KC Kebon Jeruk, and 3.6 for BRI KC Jakarta Tanjung Duren. Customer complaints included long queues, extended waiting times, inconsistent employee responses, slow service, and problems related to BRImo that required customers to visit branch offices directly (Kim & Yeo, 2024). Initial observations were further supported by a pre-survey involving 32 BRI employees. The pre-survey indicated that some employees still experienced workload and work pressure, while job satisfaction, organizational commitment, and customer service quality were generally perceived to be relatively good. These initial findings suggest that employee psychological conditions and organizational attitudes remain relevant issues for examining service quality in the selected BRI context (Fitrio et al., 2023).

Previous national studies provide empirical support for examining these relationships, although they were conducted in different organizational settings. Rizan et al. (2022) investigated work-life balance and job stress in relation to job satisfaction and service quality among employees in hospitals in Karawang. Their study showed that job stress, through job satisfaction, had a significant negative relationship with service quality, indicating that psychological pressure can affect the quality of services delivered by employees (Rizan et al., 2022). In the banking sector, Rosdiana et al. (2025) examined communication, job satisfaction, organizational commitment, and service quality among 113 employees of an Islamic banking institution in Central Jakarta. Their findings showed that job satisfaction had a positive and significant effect on organizational commitment, organizational commitment had a positive and significant effect on service quality, and



organizational commitment also mediated the relationship between job satisfaction and service quality (Rosdiana et al., 2025).

Despite these findings, an empirical gap remains. Rizan et al. (2022) examined employees in the healthcare sector, whose work environment, service procedures, and customer interactions differ from those of commercial banking employees. Meanwhile, Rosdiana et al. (2025) focused on Islamic banking employees in Central Jakarta and did not incorporate job stress into the same model that links job satisfaction, organizational commitment, and service quality. The present study therefore addresses a different empirical context by simultaneously examining job stress and job satisfaction as predictors of organizational commitment and customer service quality among BRI frontliner employees in West Jakarta. This issue is particularly relevant because BRI is undergoing continuous digital transformation while branch employees must still respond directly to customer needs. Examining these relationships is therefore necessary to understand whether employee psychological conditions and work attitudes are associated with the consistency of customer service quality within this specific banking environment.

Based on this background, this study aims to analyze the effect of job stress and job satisfaction on organizational commitment and to examine the effects of job stress, job satisfaction, and organizational commitment on customer service quality among frontliner employees of Bank Rakyat Indonesia in West Jakarta. The study addresses the identified problem through a quantitative survey of eligible frontliner employees and evaluates the proposed relationships using Partial Least Squares Structural Equation Modeling. Through this approach, the study seeks to identify which employee-related factors have the strongest relationships with organizational commitment and customer service quality. The findings are expected to provide an empirical basis for BRI management in managing work pressure, strengthening employee satisfaction and commitment, and maintaining customer service quality amid continuing changes in banking services.

METHODS

This study employed a quantitative approach using a survey method to examine the effects of job stress and job satisfaction on organizational commitment and their relationships with customer service quality among employees of Bank Rakyat Indonesia (BRI). The research was conducted at BRI branch offices in West Jakarta, which were selected based on preliminary findings indicating differences in customer service quality across branches. The population consisted of BRI employees working in front-office functions, including Teller, Customer Service, and Operational Staff. Respondents were selected using purposive sampling with two eligibility criteria: employees had worked at

1444



BRI for at least one year and held responsibilities that directly or indirectly affected service quality. The study used 20 measurement indicators, and the final sample consisted of 200 respondents. Primary data were collected through a closed-ended questionnaire distributed using Google Forms, with responses measured on a five-point Likert scale ranging from 1, “strongly disagree,” to 5, “strongly agree.”

The research instrument consisted of 20 items representing four constructs, with five indicators assigned to each variable. Job stress was measured through indicators related to loss of motivation, difficulty controlling work situations, excessive workload, work pressure, and stressful job conditions. Job satisfaction was measured through overall satisfaction, pride in working for the organization, comfort in the work environment, suitability between tasks and abilities, and harmonious relationships with coworkers. Organizational commitment was measured through emotional attachment, pride in working with supervisors, respect for supervisors, loyalty to the organization, and confidence that working in the organization was the right decision. Customer service quality was measured through service accuracy, service reliability, effectiveness in carrying out service duties, willingness to provide the best service, and the ability to resolve customer problems according to applicable procedures. Before the main survey, a pretest was conducted involving 30 respondents with characteristics consistent with the target population to assess the initial validity and reliability of the instrument.

Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4. The analysis consisted of outer model and inner model evaluations. The outer model assessment examined convergent validity, discriminant validity, internal consistency, and construct reliability. Indicators were considered valid when the outer loading values exceeded 0.70 and the Average Variance Extracted values exceeded 0.50, while reliability was considered acceptable when Cronbach’s Alpha and Composite Reliability values were above 0.70. The inner model assessment evaluated the explanatory and predictive capacity of the structural model through R^2 , f^2 , and Q^2 values. Hypothesis testing was performed through a bootstrapping procedure by examining path coefficients, t-statistics, and p-values. A hypothesized relationship was considered statistically significant when the p-value was below 0.05 or the t-statistic exceeded 1.96.

RESULT AND DISCUSSION

Respondent Characteristics

A total of 200 respondents met the predetermined eligibility criteria and were included in the analysis. The respondent profile was described based on gender, age, employment status, length of employment, and job position to provide an overview of the characteristics of BRI employees participating in this study.

1445



Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	62	31.0%
	Female	138	69.0%
Age	< 20 years	17	8.5%
	20–28 years	163	81.5%
	> 28 years	20	10.0%
Employment Status	Permanent Employee	189	94.5%
	Contract Employee	11	5.5%
Length of Employment	1–3 years	186	93.0%
	> 3 years	14	7.0%
Position	Teller	96	48.0%
	Customer Service	74	37.0%
	Operational Staff	28	14.0%
	Leader	2	1.0%

The respondent characteristics show that most participants were female, totaling 138 employees or 69.0%, while male respondents accounted for 31.0%. Most respondents were aged 20–28 years, representing 81.5% of the sample. Permanent employees dominated the employment status category at 94.5%, while 93.0% of respondents had worked for 1–3 years. In terms of position, Teller employees formed the largest group at 48.0%, followed by Customer Service at 37.0%, Operational Staff at 14.0%, and Leader at 1.0%. These figures describe the composition of the 200 BRI employees included in the study and are consistent with the demographic data reported in the original research.

Measurement Model Assessment

The measurement model was evaluated to determine the validity and reliability of the four constructs used in the study, namely Customer Service Quality, Job Stress, Job Satisfaction, and Organizational Commitment. The assessment focused on outer loading, Average Variance Extracted (AVE), Cronbach's Alpha, Composite Reliability, and discriminant validity. The results show that all indicators and constructs met the required measurement criteria and could therefore be retained for the structural model analysis.



Table 2. Measurement Model Assessment

Construct	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability (rho_c)	AVE
Customer Service Quality	CSQ1	0.929	0.959	0.968	0.858
	CSQ2	0.914			
	CSQ3	0.926			
	CSQ4	0.930			
	CSQ5	0.934			
Job Stress	JS1	0.953	0.976	0.981	0.913
	JS2	0.952			
	JS3	0.961			
	JS4	0.939			
	JS5	0.971			
Job Satisfaction	JST1	0.952	0.977	0.982	0.917
	JST2	0.960			
	JST3	0.963			
	JST4	0.958			
	JST5	0.955			
Organizational Commitment	OC1	0.937	0.968	0.975	0.888
	OC2	0.944			
	OC3	0.928			
	OC4	0.947			
	OC5	0.956			

As shown in Table 2, all 20 indicators produced outer loading values ranging from 0.914 to 0.971, exceeding the minimum criterion of 0.70. Customer Service Quality had an AVE of 0.858, Job Stress 0.913, Job Satisfaction 0.917, and Organizational Commitment 0.888, indicating that all constructs met the convergent validity requirement. The Cronbach's Alpha values ranged from 0.959 to 0.977, while Composite Reliability values ranged from 0.968 to 0.982. These results confirm that all constructs demonstrated high internal consistency and adequate reliability for further structural model evaluation.

Table 3. Discriminant Validity Using HTMT

Construct	CSQ	JS	JST	OC
Customer Service Quality (CSQ)				
Job Stress (JS)	0.034			

Job Satisfaction (JST)	0.805	0.115		
Organizational Commitment (OC)	0.732	0.259	0.764	

The HTMT results in Table 3 show that all inter-construct values were below 0.90. The highest HTMT value was 0.805 between Job Satisfaction and Customer Service Quality, while the lowest was 0.034 between Job Stress and Customer Service Quality. The discriminant validity assessment was also supported by the Fornell-Larcker results, where the square roots of AVE for Customer Service Quality (0.927), Job Stress (0.955), Job Satisfaction (0.957), and Organizational Commitment (0.942) were higher than their respective correlations with other constructs. Therefore, the four constructs demonstrated adequate discriminant validity and measured distinct concepts within the research model.

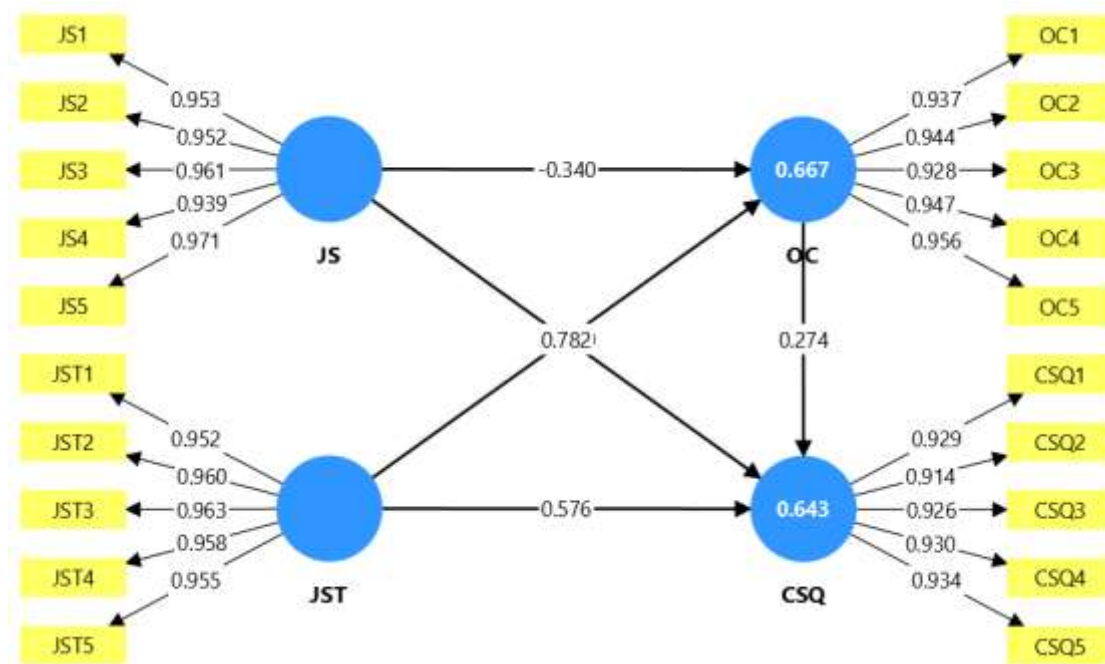


Figure 1: PLS Algorithm Results

Figure 1 shows that all indicators have strong outer loading values on their respective constructs, ranging from 0.914 to 0.971. These values indicate that the indicators consistently represent Customer Service Quality, Job Stress, Job Satisfaction, and Organizational Commitment. The figure also shows R^2 values of 0.667 for Organizational Commitment and 0.643 for Customer Service Quality, although these structural results are discussed in the next section. Overall, the measurement model demonstrates adequate indicator reliability and supports the use of all constructs for further structural model analysis.

Structural Model Assessment

The structural model was evaluated to determine the explanatory power, predictive relevance, and effect size of the relationships among Job Stress, Job Satisfaction, Organizational Commitment, and Customer Service Quality. The assessment used R^2 , adjusted R^2 , $Q^2_{predict}$, and f^2 values to evaluate how well the exogenous constructs explained and predicted the endogenous constructs in the research model.

Table 4. Structural Model Assessment

Explanatory and Predictive Power

Endogenous Construct	R^2	Adjusted R^2	$Q^2_{predict}$
Customer Service Quality	0.643	0.637	0.613
Organizational Commitment	0.667	0.664	0.659

Effect Size

Relationship	f^2	Effect Size
Job Stress → Customer Service Quality	0.000	No effect
Job Stress → Organizational Commitment	0.344	Moderate
Job Satisfaction → Customer Service Quality	0.326	Moderate
Job Satisfaction → Organizational Commitment	1.816	Very large
Organizational Commitment → Customer Service Quality	0.070	Small

The results show that Customer Service Quality had an R^2 of 0.643 and an adjusted R^2 of 0.637, indicating that Job Stress, Job Satisfaction, and Organizational Commitment explained 63.7% of its variance after adjustment. Organizational Commitment had an R^2 of 0.667 and an adjusted R^2 of 0.664, indicating that Job Stress and Job Satisfaction explained 66.4% of its variance. Both endogenous constructs also demonstrated predictive relevance, with $Q^2_{predict}$ values of 0.613 for Customer Service Quality and 0.659 for Organizational Commitment. The f^2 results further show that Job Satisfaction had the strongest effect on Organizational Commitment with a value of 1.816, while its effect on Customer Service Quality was 0.326. Job Stress had an f^2 of 0.344 on Organizational Commitment but showed virtually no effect on Customer Service Quality with an f^2 of 0.000, while Organizational Commitment had a small effect on Customer Service Quality with an f^2 of 0.070.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure by examining the path coefficient, t-statistic, and p-value for each proposed relationship. A hypothesis was accepted when the t-statistic exceeded 1.96 and the p-value was below 0.05. The results of the direct effect analysis are presented in Table 5.

1449



Table 5. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient (β)	t-statistic	p-value	Decision
H1	Job Stress $\rightarrow$ Organizational Commitment	-0.340	8.020	0.000	Supported
H2	Job Stress $\rightarrow$ Customer Service Quality	-0.010	0.179	0.858	Not Supported
H3	Job Satisfaction $\rightarrow$ Organizational Commitment	0.782	27.726	0.000	Supported
H4	Job Satisfaction $\rightarrow$ Customer Service Quality	0.576	9.599	0.000	Supported
H5	Organizational Commitment $\rightarrow$ Customer Service Quality	0.274	4.006	0.000	Supported

The results show that four of the five proposed hypotheses were supported. Job Stress had a significant negative effect on Organizational Commitment ($\beta = -0.340$; $t = 8.020$; $p = 0.000$), supporting H1, while its effect on Customer Service Quality was negative but not significant ($\beta = -0.010$; $t = 0.179$; $p = 0.858$), resulting in the rejection of H2. Job Satisfaction had a significant positive effect on Organizational Commitment ($\beta = 0.782$; $t = 27.726$; $p = 0.000$) and Customer Service Quality ($\beta = 0.576$; $t = 9.599$; $p = 0.000$), supporting H3 and H4. Organizational Commitment also had a significant positive effect on Customer Service Quality ($\beta = 0.274$; $t = 4.006$; $p = 0.000$), supporting H5. Among all tested relationships, the strongest path coefficient was found in the relationship between Job Satisfaction and Organizational Commitment.

DISCUSSION

The findings show that Job Stress has a significant negative effect on Organizational Commitment ($\beta = -0.340$; $t = 8.020$; $p = 0.000$), indicating that higher work pressure is associated with weaker employee attachment and commitment to BRI. For frontliner employees, service targets, direct interaction with customers, and adaptation to changing banking services can create work pressure that may reduce employees' sense

1450



of comfort and attachment to the organization. This result is consistent with the logic of Social Exchange Theory, in which employees may reduce their commitment when they perceive that work demands are not balanced by sufficient organizational support. However, Job Stress does not have a significant effect on Customer Service Quality ($\beta = -0.010$; $t = 0.179$; $p = 0.858$). This finding differs from Rizan et al. (2022), who found a negative effect of work stress on service quality among healthcare employees in Karawang. The difference indicates that the effect of work stress on service quality may vary across organizational and occupational contexts. In the BRI context, employees may still be able to maintain service performance despite experiencing work pressure, although this study does not directly test the organizational mechanisms that may explain this condition (Rizan et al., 2022).

Job Satisfaction emerged as the strongest predictor in the model, particularly in its effect on Organizational Commitment ($\beta = 0.782$; $t = 27.726$; $p = 0.000$), and it also had a significant positive effect on Customer Service Quality ($\beta = 0.576$; $t = 9.599$; $p = 0.000$). These findings indicate that employees who feel satisfied with their work, work environment, responsibilities, and workplace relationships tend to develop stronger attachment to the organization and provide better service to customers. Organizational Commitment also had a significant positive effect on Customer Service Quality ($\beta = 0.274$; $t = 4.006$; $p = 0.000$), showing that employees with stronger loyalty and attachment to BRI are more likely to maintain service standards and contribute positively to customer service. These results are consistent with Rosdiana et al. (2025), who found that Job Satisfaction had a positive and significant effect on Organizational Commitment and that Organizational Commitment had a positive and significant effect on Service Quality among Islamic banking employees in Central Jakarta. Overall, the findings strengthen the view that positive employee experiences and organizational attachment play an important role in maintaining service quality in the banking sector (Rosdiana et al., 2025).

CONCLUSION

This study concludes that Job Stress, Job Satisfaction, and Organizational Commitment play different roles in explaining Customer Service Quality among BRI frontliner employees in West Jakarta. Job Stress has a significant negative effect on Organizational Commitment, indicating that higher work pressure can weaken employees' attachment and commitment to the organization, but it does not have a significant direct effect on Customer Service Quality. In contrast, Job Satisfaction has a significant positive effect on both Organizational Commitment and Customer Service Quality and represents the strongest relationship in the research model, particularly in strengthening employees' commitment to the organization. Organizational Commitment also has a significant positive effect on Customer Service Quality, showing that

1451



employees with stronger loyalty and attachment to BRI tend to maintain better service performance. Overall, the findings indicate that improving job satisfaction, strengthening organizational commitment, and managing work stress are important for supporting consistent customer service quality among BRI frontliner employees amid the continuing transformation of banking services.

REFERENCES

- Ahmad, R., Nawaz, M. R., Ishaq, M. I., & Khan, M. M. (2023). *Social exchange theory: Systematic review and future directions*. *Frontiers in Psychology*, 13(1), 1015921. <https://doi.org/10.3389/fpsyg.2022.1015921>
- Akzani, N. E. M., Junaidi, & Oemar, F. (2024). *Pengaruh Kompetensi dan Komitmen Organisasi terhadap Kualitas Pelayanan melalui Variabel Moderasi Loyalitas Pegawai di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Siak*. *Jurnal Ilmiah Ekonomi dan Bisnis*, 21(1), 120–126. <https://doi.org/10.31849/jieb.v21i1.17960>
- Al-refaei, A. A.-A., Ali, H. B. M., Ateeq, A. A., & Alzoraiki, M. (2023). *An Integrated Mediating and Moderating Model to Improve Service Quality through Job Involvement, Job Satisfaction, and Organizational Commitment*. *Sustainability*, 15(10), 7978. <https://doi.org/10.3390/su15107978>
- Farhansyah, I., & Sitepu, A. S. (2025). *Stres Kerja dan Komitmen Organisasi Dipengaruhi Berpikir Positif serta Kepuasan Kerja*. *Jurnal Lentera Bisnis*, 14(2), 2884–2899. <https://doi.org/10.34127/jrlab.v14i2.1712>
- Fitrio, T., Yudha Remofa, H., & Ismail, Y. (2023). *The Role of Service Quality Agility, Competence, and Organizational Commitment in Improving Employee Performance*. *Jurnal Aplikasi Manajemen*, 21(1), 228–241. <https://doi.org/10.21776/ub.jam.2023.021.1.17>
- Kim, L., & Yeo, S. F. (2024). *How stress and satisfaction influence customer service quality in banking industry*. *Heliyon*, 10(11), e32604. <https://doi.org/10.1016/j.heliyon.2024.e32604>
- Licandro, O., Severino-gonzález, P., Ortigueira-sánchez, L., Veas-gonzález, I., & Rebolledo-aburto, G. (2025). *Job Satisfaction as a Factor That Moderates the Relationship Between Internal Social Responsibility and Organizational Commitment: A Structural Equation Analysis*. *Sustainability*, 17(18), 8091. <https://doi.org/10.3390/su17188091>
- Lo, Y., Lu, C., Chang, Y., & Wu, S. (2024). *Heliyon Examining the influence of organizational commitment on service quality through the lens of job involvement as a mediator and emotional labor and organizational climate as moderators*. *Heliyon*, 10(2), e24130. <https://doi.org/10.1016/j.heliyon.2024.e24130>



- Nurhasanah, N., Sarah, S., & SK, P. (2025). *The Influence of Job Satisfaction and Organizational Commitment on Employee Performance*. *Jurnal Ilmiah Manajemen Kesatuan*, 13(3), 1411–1420. <https://doi.org/10.37641/jimkes.v13i3.3342>
- Pawisari, Madhakomala, R., & Purwana, D. (2023). *The Effect of Commitment and Engagement on the Quality of Service of Millennial Employees in the Banking Industry*. *International Journal of Research and Review*, 10(2), 112–118. <https://doi.org/10.52403/ijrr.20230215>
- Perić, G., Slavković, M., Gašić, M., Đurović, B., & Dramićanin, S. (2023). *Unboxing the Complex between Job Satisfaction and Intangible Service Quality: A Perspective of Sustainability in the Hotel Industry*. *Sustainability*, 15(18), 14019. <https://doi.org/10.3390/su151814019>
- Rizan, M., Hanoum, F. C., & Kresnamukti, A. (2022). *Peran Work-Life Balance dan Stress Kerja dalam Menciptakan Kepuasan Kerja serta Pengaruhnya terhadap Kualitas Pelayanan yang Diberikan oleh Tenaga Kesehatan Rumah Sakit di Karawang*. *JRMSI – Jurnal Riset Manajemen Sains Indonesia*, 13(2), 306–330. <https://doi.org/10.21009/JRMSI.013.2.08>
- Rosdiana, A., Emilisa, N., Puspa, T., Hapsari, B. B., & Fitriyani. (2025). *Pengaruh Communication, Job Satisfaction, dan Organizational Commitment terhadap Service Quality pada Karyawan Bank Syariah Indonesia Jakarta Pusat*. *Media Riset Bisnis & Manajemen*, 24(2), 105–124. <https://doi.org/10.25105/mrbm.v24i2.22838>
- Sandra, A. M., Emilisa, N., Mulvi, A. N. A., & Lestiani, I. (2023). *Pengaruh antara Job Satisfaction terhadap Service Quality yang dimediasi oleh Person Organization Fit dan Organization Commitment*. *Jurnal Disrupsi Bisnis*, 6(6), 667–673. <https://doi.org/10.32493/drj.v6i6.36037>
- Sujarwanta, T. H., Syaodih, E., & Rahim, A. H. (2023). *Pengaruh Kepuasan Kerja terhadap Kualitas Pelayanan dan Kepuasan Pasien*. *Service Management Triangle: Jurnal Manajemen Jasa*, 5(2), 69–78. <https://doi.org/10.51977/jsj.v5i2.1400>
- Wongsuwan, N., Phanniphong, K., & Na-Nan, K. (2023). *How Job Stress Influences Organisational Commitment: Do Positive Thinking and Job Satisfaction Matter?* *Sustainability*, 15(4), 3015. <https://doi.org/10.3390/su15043015>
- Yakub, F., Javid, A. W., & Alhadar, F. M. (2025). *Pengaruh Kepuasan Kerja, Komitmen Organisasi dan Budaya Organisasi terhadap Kualitas Pelayanan pada Rumah Sakit Umum Daerah (RSUD) Maba Kabupaten Halmahera Timur*. *JMBSI UNSRAT (Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi)*, 12(2),
- Yamoah, E. E. (2025). *Employee commitment in Ghanaian healthcare: a multi-factor analysis*. *Business, Management and Economics Engineering*, 23(1), 44–66. <https://doi.org/10.3846/bmee.2025.22414>
- /

