

JURNAL ILMIAH MANAJEMEN BISNIS DAN INOVASI
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**EFFECT OF HR POLICIES, EMPLOYEE COMMITMENT AND REMOTE WORKING ON
ORGANIZATIONAL PERFORMANCE**
(Study on Collaborative Education Units in Indonesia)

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Abstract. *This research aims to analyze the effect of HR Policies, employee commitment, and remote working on organizational performance in Collaborative Education Units (SPK) in Indonesia. The method used in this research is a quantitative descriptive method. The population in this study consisted of employees who worked at education unit schools in Indonesia. The data analysis model uses Structural Equation Modeling (SEM) with a sample of 190 people. The analysis technique in this research is Partial Least Square (PLS), using the smartPLS 3.0 program to test the hypothesis. The research results show that HR Policies positively and significantly affect organizational performance. Employee commitment has a positive and significant effect on organizational performance. Remote working has a positive and significant effect on organizational performance.*

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Abstrak. Penelitian ini bertujuan untuk menganalisis pengaruh Kebijakan SDM, komitmen pegawai, dan kerja jarak jauh terhadap kinerja organisasi pada Satuan Pendidikan Kolaboratif (SPK) di Indonesia. Metode yang digunakan dalam penelitian ini adalah metode deskriptif kuantitatif. Populasi dalam penelitian ini terdiri dari pegawai yang bekerja pada sekolah satuan pendidikan di Indonesia. Model analisis data menggunakan Structural Equation Modeling (SEM) dengan sampel sebanyak 190 orang. Teknik analisis dalam penelitian ini adalah Partial Least Square (PLS), dengan menggunakan program smartPLS 3.0 untuk menguji hipotesis. Hasil penelitian menunjukkan bahwa Kebijakan SDM berpengaruh positif dan signifikan terhadap kinerja organisasi. Komitmen pegawai berpengaruh positif dan signifikan terhadap kinerja organisasi. Kerja jarak jauh berpengaruh positif dan signifikan terhadap kinerja organisasi.

BACKGROUND

The world of education in the globalization era has challenges and opportunities that must be faced. In the globalization era, advances in technology and information are growing rapidly, the world of education must be able to adapt and take advantage of existing opportunities so that the education quality becomes better. Increasing the education quality can produce student graduates who are ready and able to face the globalization challenges.

This is in accordance with media reports *byjournalflores.co.id* (2023) which states that in this globalization era, the education world in general is facing various challenges, including: First, globalization in the fields of culture, ethics and morals as a result of technological advances in the field of transportation and information. Second, the implementation of globalization and free trade, which means that alumni competition for jobs is getting tighter. Third, the results of international surveys show that the education quality in Indonesia is still low or is always placed in a caretaker position when compared with neighboring countries. Fourth, the problem of low levels of social capital. The essence of social capital is trust (trustworthy attitude) (Jemali, 2023).

This research was conducted at the SPK School (Collaborative Education Unit) in Indonesia, which is an educational unit organized or managed based on collaboration between Foreign Education Institutions (LPA) that are accredited/recognized in their country and Indonesian Education Institutions (LPI) on formal or non-formal channels. in accordance with statutory provisions (Article 1 Minister of Education and Culture No. 31 of 2014).

SPK School is an organization of educational institutions in Indonesia that requires good management in managing and developing it so that organizational performance increases. Improving organizational performance is not only the responsibility of the owner, leader or manager but also requires support from all members of the organization.

The high and low education quality is the responsibility of the government, teaching staff and the community, this is in accordance with the media report by *Kompas.id* (2023) which states that the 2022 PISA results published by the Organization for Economic Co-operation and Development (OECD) show a decline in educational performance only partly caused by the pandemic. Other causes include teacher and parent involvement, security of the school environment and its surroundings, as well as budget allocation for education (Prinantyo, 2023). The 2022 Program for International Student Assessment or PISA Indonesia scores indicate that basic education has not been effective in preparing important skills for the younger generation. In fact, mastery of skills is necessary so that students can develop and adapt to a changing world (Napitupulu, 2023).

Based on the phenomena that occur above, it shows that organizational performance in the education world is still not optimal, so serious management and improvements are needed so that the quality of education increases. An organization's performance in the realm of education is reflected in the education quality, competent teaching staff so that it can produce student graduates who are reliable and ready to work or continue school with the best grades.

Organizational performance in this research can be influenced by human resource policies (HR Policies), employee commitment and remote working. HR Policies or human resource policies are organizational values and philosophies provided to staff and determine the mandatory roles that must be played by various stakeholders in employment relationships (Irakunda & D'Silva, 2021). Human Resource Management Policy relates to how the organization wants to handle key aspects of human resource management (Armstrong, 2014).

Human resource policies that are carried out well by management in managing employees can maintain the right balance among organizational staff, build morale, improve quality, develop teams so that it can cause employees to work with high work motivation, full of enthusiasm, more focused so that this can increase organizational performance. This is in accordance with research

conducted by Alkalha et al. (2012), Kaur (2014), which states that HR Policies have a significant effect on organizational performance.

Employee commitment is another factor that can influence organizational performance. Employee commitment is a psychological state that binds an employee to an organization thereby reducing employee turnover problems and as a mindset that takes various forms and binds an individual to a series of actions that are important for a certain goal (Ulabor & Bosed, 2019). Another opinion states that employee commitment is the extent to which employees feel devoted to their organization, employee commitment as an affective response to the entire organization and the level of attachment or loyalty felt by employees towards the organization (Ikyanyon & Agber, 2020).

The high employee commitment possessed by employees means that employees can work with high morale, feel useful for the organization, want to progress with the organization, feel comfortable and feel like belonging to the organization. The condition of high employee commitment in employees can increase organizational performance even more. This is in accordance with research conducted by Inkanyon & Agber (2020), Maric et al. (2021), Ndai & Makhamara (2021), which states that employee commitment has a significant effect on organizational performance.

Remote working is another factor that can influence organizational performance. Remote work, often also called remote work, is a type of work process where employees work away from their offices, either from home or from another location (Kurdy et al., 2022). The implementation of remote working allows work to no longer be tied to location and time which can be carried out with the support of technology and communication access. The dimensions and indicators for the remote working variable adapt the research results of Raj et al. (2023).

Remote working that is carried out well by employees and supported by adequate communication equipment from the organization can enable employees to continue working in accordance with organizational goals, even though supervision is reduced. However, if the employee is truly professional in his field, he will continue to work enthusiastically for the benefit of the organization. Remote working that runs well can improve organizational performance. This is in accordance with research conducted by Boutros et al. (2023), Raj et al. (2023), Caraianni et al. (2023) which states that remote working has a significant effect on organizational performance.

LITERATURE REVIEW

Organizational Performance

Organizational performance is defined as the results achieved from actions with the skills of employees who perform them in several situations (Prasetya & Kato, 2011). Organizational performance is the reciprocal result of effort, ability, and task perception. According to Rivai (2018: 604), performance is a general term used for some or all of the actions or activities of an organization in a period with reference to a number of standards such as past or actual costs, on the basis of efficiency and responsibility or management accountability and such. Meanwhile, according to Wibowo (2017: 4), performance is the implementation of the plan that has been prepared. Work implementation is carried out by human resources who have the ability, competence, motivation and interests.

Human Resource Management Policy relates to how the organization wants to handle key aspects of human resource management (Armstrong, 2014). The dimensions and indicators for organizational performance variables adapt the research results of Hossain et al. (2019).

HR Policies

Human Resources Policies are the values and philosophy of an organization imparted to staff and determine the mandatory roles that various stakeholders must play in employment relationships (Irakunda & D'Silva, 2021). Human Resource Management Policy relates to how the organization wants to handle key aspects of human resource management (Armstrong, 2014).

Human resource policies must be able to maintain the right balance among organizational staff, build morale, improve quality, develop teams and productivity through rewarding employees, promoting and developing them for effective organizational performance (Barbeito, 2004). Torrington et al, (2008), stated that human resource policies are guidelines for the approach an organization plans to manage its employees. They define the organization's philosophy and values regarding how people should be treated. From here flow the principles and values that managers are expected to adopt in dealing with HR problems. The dimensions and indicators for the HR Policies variable adapt the research results of Alkalha et al. (2012).

Employee Commitment

Employee commitment is defined as the extent to which employees feel devoted to their organization, employee commitment as an affective response to the entire organization and the level of attachment or loyalty felt by employees towards the organization (Ikyanyon & Agber, 2020). Employee commitment is a psychological state that binds an employee to an organization thereby reducing the problem of employee turnover and as a mindset that takes various forms and binds an individual to a series of actions that are important for a particular goal (Ulabor & Bosed, 2019).

According to Đorđević et al. (2019), employee commitment is influenced by organizational justice, and employees who feel their organization is fair will also be more committed and more motivated to achieve more for their company. The dimensions and indicators for the employee commitment variable adapt the research results of Ndai & Makhamara (2021).

Remote Working

Remote work, often also called remote work, is a type of work process in which employees work away from their offices, either from home or from another location. The concept of remote work is not new and has been implemented for a long time, as evidenced by various studies before the pandemic broke out in 2019. Remote work first occurred in 1970 in the midst of the oil crisis when Jack Nilles and his colleagues published their report calculating the potential savings from reduced movement (Kurdy et al., 2022). Because remote workers operate far from their managers and leaders, they are monitored and assessed differently than other workers who work face-to-face with their managers. Based on previous research, remote workers face less institutional control than face-to-face workers (Elshaiekh et al., 2018).

According to McShane & Glinow (2021) remote working has the same concept as teleworking, where a person is flexible in working both in terms of time, place, method of communication and use of information (Irawanto et al., 2021). The implementation of remote working allows work to no longer be tied to location and time which can be carried out with the support of technology and communication access. The dimensions and indicators for the remote working variable adapt the research results of Raj et al. (2023).

Framework

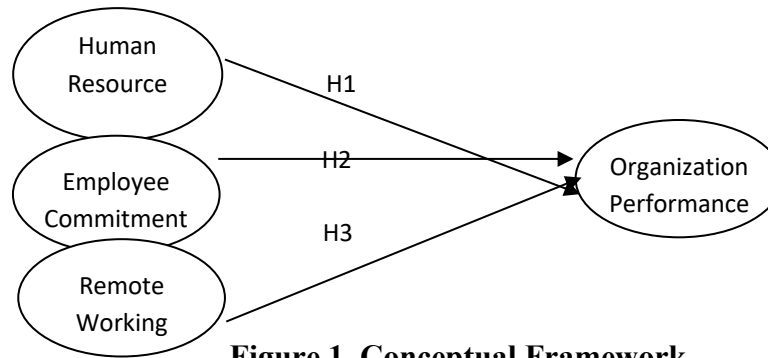


Figure 1. Conceptual Framework

Research Hypothesis

A hypothesis is a temporary assumption that still requires further research to prove it. The proposed research hypothesis is:

- H1 There is a positive and significant effect of HR Policies on organizational performance at SPK Schools in Indonesia.
- H2 There is a positive and significant effect of employee commitment on organizational performance at SPK Schools in Indonesia.
- H3 There is a positive and significant effect of remote working on organizational performance at SPK Schools in Indonesia.

RESEARCH METHOD

The research method used is a quantitative descriptive method. Descriptive methods are used to study the who, what, when and how aspects of a topic. Simple descriptive concerns a question or univariate hypothesis regarding, or stating something about, the size, shape, distribution, or existence of a variable. Cooper and Schindler (2015) explained that quantitative research tries to make accurate measurements of something. The population in this research is Strategic Human Resources, namely Principals, Managers and Directors at SPK schools in Indonesia. Data analysis using structural equation modeling (SEM). Determination of sample size for PLS according to Hair et al. (2019) is: (Number of indicators + number of latent variables) x (5 to 10 times). In this research there were 38 indicators. Based on the formula above, the sample size is $5 \times 38 = 190$ respondents. The data collection technique was carried out by means of a questionnaire. Questionnaires were distributed to employees of heavy equipment companies in Indonesia. The analysis technique in this research is Partial Least Square (PLS) using the smartPLS 3.0 program to carry out hypothesis testing.

RESULTS AND DISCUSSION

Evaluation of Outer Model

Evaluation of the outer model includes testing construct validity (convergent validity and discriminant validity) and testing construct reliability. Validity tests are carried out to measure what should be measured and determine the capabilities of the instrument. Meanwhile, reliability testing is used to measure the consistency of measuring instruments in measuring a concept.

Convergent Validity

Convergent validity testing is carried out using the outer loading or loading factor value. Indicators that meet convergent validity or are declared to be in the good category must have an outer loading value > 0.7 .

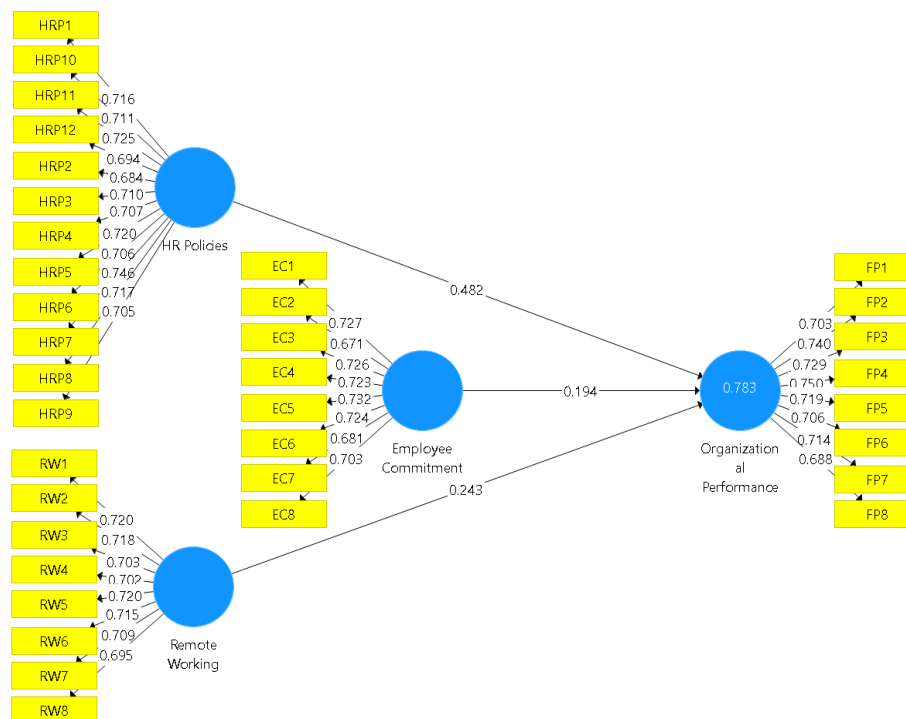


Figure 2. Outer Model

The following table shows the outer loading value for each variable indicator:

Table 2. Outer Loading

Variables	Indicators	Outer Loading	Reliability
HR Policies (X1)	HRP1	0.716	Reliable
	HRP2	0,682	Reliable
	HRP3	0,710	Reliable
	HRP4	0,707	Reliable
	HRP5	0,721	Reliable
	HRP6	0,705	Reliable
	HRP7	0,747	Reliable
	HRP8	0,714	Reliable

	HRP9	0,709	Reliable
	HRP10	0,712	Reliable
	HRP11	0,725	Reliable
	HRP12	0,695	Reliable
Employee commitment (X2)	EC1	0,727	Reliabel
	EC2	0,671	Reliable
	EC3	0,726	Reliable
	EC4	0,722	Reliable
	EC5	0,734	Reliable
	EC6	0,725	Reliable
	EC7	0,680	Reliable
	EC8	0,702	Reliable
Remote Working (X3)	RW1	0,721	Reliable
	RW2	0,718	Reliable
	RW3	0,703	Reliable
	RW4	0,699	Reliable
	RW5	0,721	Reliable
	RW6	0,713	Reliable
	RW7	0,709	Reliable
	RW8	0,698	Reliable
Firm Performance (Y)	FP1	0,700	Reliable
	FP2	0,717	Reliable
	FP3	0,720	Reliable
	FP4	0,736	Reliable
	FP5	0,715	Reliable
	FP6	0,711	Reliable
	FP7	0,694	Reliable
	FP8	0,668	Reliable
	FP9	0,723	Reliable
	FP10	0,710	Reliable

Source: Results of SmartPLS 3.0, 2024 Program

It can be seen in Table 2 that each research variable indicator has an outer loading value $> 0,6$. Those results prove that the outer loading value meets the convergent validity requirements, where the outer loading value is between 0.5 - 0.6, as stated by Chin in Imam Ghozali (2018:39). It can be concluded that each dimension is declared feasible or valid for research use and for further analysis.

Outer model schematic display in Figure 2 shows that the path coefficient value of the dominant path coefficient is found in the HR Policies variable on organizational performance of 0,523. Additionally, the second path coefficient shown on the remote working variable on organizational performance is 0,235. Meanwhile, the smallest value is found in the employee commitment variable on organizational performance of 0,186.

Discriminant Validity

Discriminant validity testing is carried out using the average variant extracted (AVE) value, which must be $> 0,5$ for each variable as a requirement for a good model. The results of the discriminant validity test can be seen below:

Table 3. Average Variant Extracted (AVE)

Variables	AVE	Validity
HR Policies	0.507	Valid
Employee Commitment	0.506	Valid
Remote Working	0.504	Valid
Organizational Performance	0.504	Valid

Source: Results of SmartPLS 3.0, 2024 Program

Table 3 shows the AVE values for the variables HR Policies, employee commitment, remote working and organizational performance > 0.5 . So it can be stated that each variable has met the requirements for good discriminant validity.

Composite Reliability

Composite Reliability is used to test the reliability value of each indicator on a variable. A variable can be declared to meet the requirements if it has a composite reliability value of > 0.6 . The table below is the composite reliability value of each research variable:

Table 4. Composite Reliability

Variables	Composite Reliability	Reliability
HR Policies	0.925	Reliable
Employee commitment	0.891	Reliable
Remote Working	0.891	Reliable
Organizational performance	0.910	Reliable

Source: Results of SmartPLS 3.0, 2023 Program

Table 4 shows that all composite reliability values of the research variables are ≥ 0.7 . This means that all variables are reliable at a high level because they meet composite reliability.

Cronbach Alpha

Cronbach alpha is used to strengthen previous reliability tests. Variables that meet and fulfill the Cronbach alpha requirements must have a Cronbach alpha value > 0.75 . The table below is a description of the Cronbach alpha values for each research variable:

Table 5. Cronbach Alpha

Variables	Cronbach Alpha	Reliability
HR Policies	0.911	Reliable
Employee commitment	0.860	Reliable
Remote Working	0.860	Reliable
Organizational performance	0.890	Reliable

Source: Results of SmartPLS 3.0, 2024 Program

Table 5 shows that the Cronbach alpha value for each research variable is $\geq 0,7$. In other words, each research variable has met the Cronbach alpha value requirements, meaning that all variables have a high level of reliability.

Evaluation of Inner Model

Inner Model testing (structural model) which includes r-square output, parameter coefficients and t-statistics is used to test the hypothesis. Whether a hypothesis is accepted or rejected can be seen from the significance values between constructs, t-statistics and p-values. The value of this proof can be seen in the bootstrapping results. The t-statistic $> 1,96$ with a significance level of p-value of 0,05 (5%) and a positive beta coefficient are the rules of thumb used in this research. The results of the boot strapping research model are depicted through the inner model below:

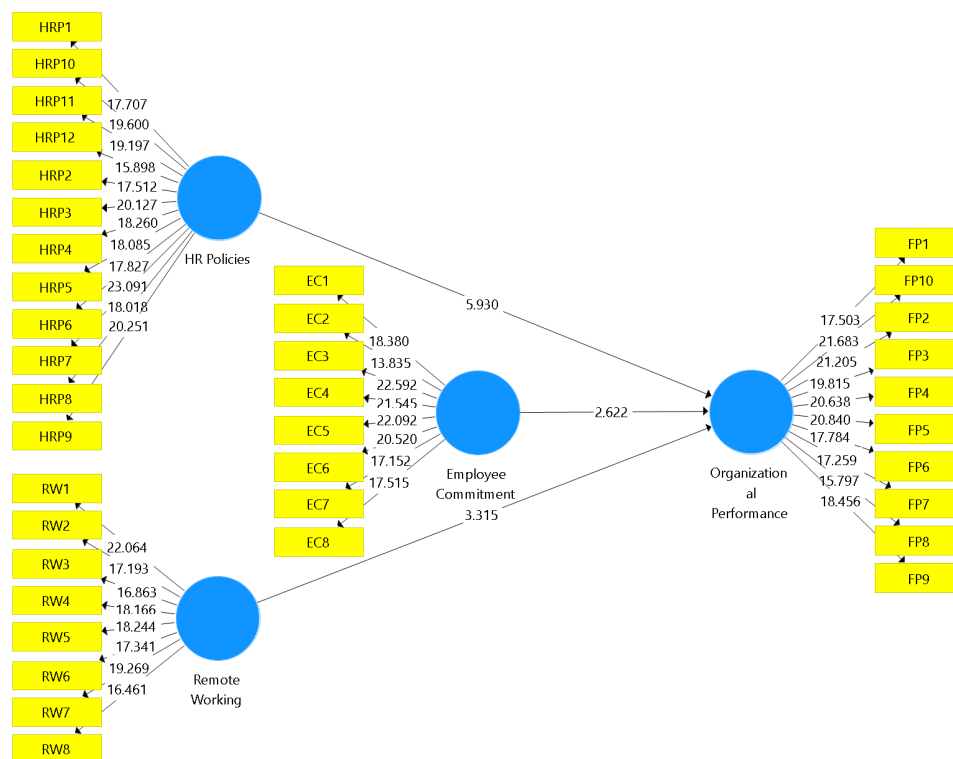


Figure 3. Inner Model

Path Coefficient Test

Path coefficient testing is used to show how strong the effect or influence of the independent variable is on the dependent variable. Meanwhile, the determination coefficient (R-Square) is used to measure how much endogenous variables are influenced by other variables.

Figure 3 above shows the inner model scheme which explains that the largest t-statistic value is shown in HR Policies on organizational performance of 5,930. Additionally, the second largest effect is found in remote working on organizational performance of 3,315. Meanwhile, the smallest effect is found in the employee commitment variable on organizational performance of 2,622.

The results of the description above show that the independent variable in this research model has a path coefficient value with a positive number on organizational performance. This means that if the greater the path coefficient value is a positive number, the greater the path coefficient value for one of the independent variables on the organizational performance variable, the stronger the effect between the independent variables will be on the employee commitment variable.

Model Goodness Test (*Goodness of Fit*)

Table 6. Value of R-Square

Variable	Value of R Square
Organizational performance	0,828

Source: Result of SmartPLS 3.0, 2024 Program

Table 6 above shows that the R-Square value of the organizational performance variable has an R-Square value of 0,828. This value explains that organizational performance can be explained by the variables HR Policies, employee commitment and remote working at 82,8%, while the remaining 17,2% can be influenced by other variables that were not studied, such as employee engagement, leadership style, work motivation, discipline, organizational culture and others.

Hypothesis testing

Table 7. Direct Effect

Hypothesis	Effects	Original Sample	T-Statistics	P-Values	Results
H1	HR Policies => Organizational performance	0,523	5,930	0,000	Accepted
H2	Employee commitment => Organizational performance	0,186	2,622	0,009	Accepted
H3	Remote Working => Organizational performance	0,235	3,315	0,001	Accepted

Sumber: Hasil Program SmartPLS 3.0, 2024

Table 7 above shows that the HR Policies variable has a positive and significant effect on organizational performance with a value of $5,930 > 1,96$. The employee commitment variable has a positive and significant effect on organizational performance with a value of $2,6221 > 1,96$. The remote working variable has a positive and significant effect on organizational performance with a value of $3,315 > 1,96$. Positive and negative effect can be seen in the original sample values.

Discussion of Research Results

Effect of HR Policies on Organizational Performance

The results of the research analysis show a t-value of $5,930 > 1,96$. In other words, HR Policies have a positive and significant effect on organizational performance. This means that if HR Policies increase, organizational performance will increase. A path coefficient of 0,523 was obtained, meaning that HR Policies contributed 52,3% to organizational performance, and the remaining 47,7% was due to other factors not studied.

Human Resources Policy is increasingly recognized as a driver that directs organizations to increase their effectiveness. Policies define the organizational values and philosophy assigned to

staff and determine the mandatory roles that various stakeholders must play in employment relationships (Irakunda & D'Silva, 2021)

Human resource policies that are carried out well by management in managing employees can maintain the right balance among organizational staff, build morale, improve quality, develop teams so that it can cause employees to work with high work motivation, full of enthusiasm, more focused so that this can increase organizational performance. The results of this study support research conducted by Alkalha et al. (2012), Kaur (2014), which states that HR Policies have a significant effect on organizational performance.

Effect of Employee Commitment on Organizational Performance

The results of the research analysis show a t-value of $2,622 > 1,96$. In other words, employee commitment has a positive and significant effect on organizational performance. This means that if employee commitment increases, organizational performance will increase. A path coefficient of 0,186 was obtained, meaning that employee commitment contributed 18,6% to organizational performance, and the remaining 81,4% was other factors that were not studied.

Employee commitment is the extent to which employees feel devoted to their organization, employee commitment as an affective response to the entire organization and the level of attachment or loyalty felt by employees towards the organization (Ikyanyon & Agber, 2020).

The high employee commitment possessed by employees means that employees can work with high morale, feel useful for the organization, want to progress with the organization, feel comfortable and feel like they belong to the organization. The condition of high employee commitment in employees can increase organizational performance even more. This is in accordance with research conducted by Inkanyon & Agber (2020), Maric et al. (2021), Ndai & Makhamara (2021), which states that employee commitment has a significant effect on organizational performance.

Effect of Remote Working on Organizational Performance

The results of the research analysis show a t-value of $3,315 > 1,96$. In other words, remote working has a positive and significant effect on organizational performance. This means that if remote working increases, organizational performance will increase. A path coefficient of 0,235 was obtained, meaning that remote working contributed 23,5% to organizational performance, and the remaining 76,5% was due to other factors not studied.

Remote working, often also called remote work, is a type of work process where employees work away from their office, either from home or from another location (Kurdy et al., 2022). The implementation of remote working allows work to no longer be tied to location and time which can be carried out with the support of technology and communication access.

Remote working that is carried out well by employees and supported by adequate communication equipment from the organization can enable employees to continue working in accordance with organizational goals, even though supervision is reduced. However, if the employee is truly professional in his field, he will continue to work enthusiastically for the benefit of the organization. Remote working that runs well can improve organizational performance. This is in accordance with research conducted by Boutros et al. (2023), Raj et al. (2023), which states that remote working has a significant effect on organizational performance.

CONCLUSION And SUGGESTIONS

Conclusion

Based on the findings from the research results and explanations in the previous chapters, several conclusions can be expressed as follows:

1. There is a positive and significant effect of HR Policies on organizational performance at SPK Schools in Indonesia.
2. There is a positive and significant effect of employee commitment on organizational performance at SPK Schools in Indonesia.
3. There is a positive and significant effect of remote working on organizational performance at SPK Schools in Indonesia.

Suggestion

Based on the conclusions of the research results, several suggestions can be put forward which are expected to be useful as follows:

1. HR Policies have been proven to have a significant positive effect on organizational performance. For this reason, it is recommended that HR Policies be improved with further efforts.
2. Employee commitment has been proven to have a significant positive effect on organizational performance. For this reason, it is recommended that employee commitment be increased with more effort.
3. Remote working has been proven to have a significant positive effect on organizational performance. That's why, it is recommended that remote working be improved with more effort.
4. Other researchers who will conduct research with similar themes and models are expected to be able to add other factors that can become variables that influence organizational performance and can use other research objects that are not only limited to SPK schools.

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