

## ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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### *Abstract*

*Performance is the result of work achieved by an individual or an employee in quality and quantity in accordance with the duties and responsibilities with certain standards where the individual works. Organizational commitment is a belief that an employee has towards the company where the individual works. Job satisfaction is an attitude or feeling that shows how a person's response to his work. This study aims to determine the effect of organizational commitment and job satisfaction on employee performance. The sample in this study totaled 169 employees of PT. Perkebunan Nusantara I Langsa. The research method contained in this research is quantitative research. From the results of the study it was found that partially organizational commitment has a positive and significant influence on employee performance. Job satisfaction has a positive and significant influence on employee performance. Simultaneously organizational commitment and job satisfaction have a positive and significant impact on employee performance. Based on the test results of the coefficient of determination, it was found that organizational commitment and job satisfaction can affect employee performance by 83.1%.*

**Keywords:** *Organizational Commitment; Job Satisfaction; Performance*

Article Information:

Received Date: 11 Januari 2024

Revised Date: 5 Maret 2024

Accepted Date: 11 Maret 2024

## INTRODUCTION

A company needs to pay attention to its human resources (HR) or employees. Company management must encourage its employees to have maximum performance. This relates to the duties and functions of an employee in the company, company management tries to improve employee performance in the hope of achieving goals effectively and efficiently. In the current era of competition, companies must be able to improve and develop employee performance both from the physical and non-physical sides. Employees are very important drivers of the company and are the main factor because the existence of the company depends on the human resources involved in it. Human resources are the spearhead of a company's progress and survival. Human resource excellence can be developed from within the company or from other sources outside the company that can influence it. To achieve a company goal, it is very necessary to have human resources/employees who are competent in carrying out their duties. The better the human resources you have, the higher the resulting performance will be.

Performance is the work result achieved by an individual or an employee in quality and quantity in accordance with the duties and responsibilities with certain standards for which the individual works. According to Kasmir (2016) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. To be able to produce good employee performance in a company, job satisfaction factors really need to be considered. Performance based on the results of research conducted by Rindorindo et al., (2019) entitled the influence of workload, work stress and job satisfaction on the performance of Gran Puri hotel employees, it is known that this performance has a positive and significant influence on job satisfaction. So it is clear that job satisfaction must be increased in order to improve performance.

Likewise, the results of research Arda (2017) entitled the influence of job satisfaction and work discipline on employee performance at Bank Rakyat Indonesia, Putri Hijau Medan Branch, here it can be seen that job satisfaction has a positive and significant influence on performance.

Job satisfaction is an attitude and feeling that shows how a person responds to their work. According to Sutrisno (2016) job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors. Employee satisfaction is the most important aspect that must be paid attention to by organizations, because if an individual/employee feels satisfied with their work, the employee can produce good performance in terms of quality and quantity and can work more productively and more optimally. Therefore, companies must pay attention to job satisfaction. employees, because employees who are less satisfied can result in decreased performance. A sense of dissatisfaction can be seen from employees who are lazy about going to work and lazy at work (Latief, et al., 2019; Syardiansah, et al., 2020; Mora, et al, 2021). Meanwhile, employees who feel satisfied with the company usually Employees will be happy doing their work and will create high organizational commitment. In research by William et al., (2020) entitled the influence of work competency, work discipline and job satisfaction on employee performance at PT Nasatech Sukses Abadi, it was found that job satisfaction had a positive and significant influence on employee performance.

Organizational commitment is a belief that an employee has in the company where the individual works. According to Griffin & Moorhead (2014) organizational commitment is an attitude that reflects the extent to which an individual recognizes and is attached to his or her organization. Employees' high commitment to the company will make

employees loyal to the company and will work as hard as possible for the company's progress. Companies need to pay attention to the organizational commitment of employees because this provides positive feedback for the company. Organizational commitment is an employee's desire to remain in the company and be involved in activities to achieve company goals. Employees who are committed to the organization will develop a more positive mindset towards the organization and will be happy to spend extra energy for the benefit of the organization. Employees who have organizational commitment can be seen from their readiness to work and have a high sense of responsibility, which will create a desire to stay in the company (Syardiansah et al., 2020).

In Mekta (2017) research entitled the influence of job satisfaction and organizational commitment on the performance of PT employees Indra Kelana Yogyakarta shows that simultaneously job satisfaction and organizational commitment have a significant influence on performance. However, partially job satisfaction has a positive and significant influence, while organizational commitment has a negative and significant influence on performance. PTP Nusantara I Langsa is a company operating in the agribusiness plantation industry. This company has a total number of employees as of January 2022 of 293 people outside of Operational Cooperation (KSO) and subsidiaries. From the results of interviews conducted by researchers, it is known that the employee performance assessment at PTP Nusantara I Langsa is assessed using the Competency Based Performance Management System (SMKBK), namely that each assessment is carried out in accordance with the position of each employee. Good performance is very important for PTP Nusantara I Langsa depending on human resources or employees who work to achieve goals company.

The relationship between job satisfaction and employee performance,

according to Wibowo(2014), illustrates the existence of a reciprocal relationship between performance and job satisfaction. On the one hand, it is said that job satisfaction causes increased performance so that satisfied workers will be more productive. On the other hand, job satisfaction also occurs due to work performance or achievement so that workers who are more productive will get satisfaction. The job satisfaction received and felt by an employee will influence the results obtained from their work. According to Rivai, (2014), the relationship between organizational commitment and employee performance, the higher the organizational commitment of employees, the greater the individual performance of employees. The level of commitment of the company towards employees, as well as between employees towards the company is very necessary because through these commitments professional work will be created. Individuals who have low organizational commitment tend to carry out methods that can disrupt organizational performance, such as slowness in work, complaints and even strikes. Meanwhile, individuals who have high organizational commitment can improve organizational performance, such as the emergence of employee loyalty to the organization and responsibility for their work.

Employee performance so far at PT. Perkebunan Nusantara I Langsa is quite good, but it still needs to receive attention, such as the time period for completing each job must continue to be increased to produce better performance, and the relationship between fellow employees in working together to complete the work can continue to be improved. Based on the things explained above, this research aims to determine the influence of organizational commitment and job satisfaction on employee performance at PT. Perkebunan Nusantara I Langsa.

## LITERATURE

### Organization Commitment

According to Sudarmanto (2015) organizational commitment is defined as the degree to which employees are involved in their organization and wish to remain members, which contains an attitude of loyalty and the employee's willingness to work optimally for the organization where the employee works. Sudarmanto (2015) also states that organizational commitment includes three things, namely: first, strong belief in the goals and values of the organization; second, a strong will or serious interest in the interests of the organization; third, a strong desire to continuously or always be a member of the organization.

Griffin & Moorhead (2014) stated that organizational commitment is an attitude that reflects the extent to which an individual recognizes and is attached to his or her organization. An individual who has high commitment will likely see himself as a true member of the organization. Meanwhile, Utaminingsih (2014) states that organizational commitment is the relative strength of an individual's identification related to his involvement as a member of the organization, so this is shown to be a construct that influences individual behavior in the organization, which is interesting to study as are the concepts of job satisfaction, work involvement, career development, current commitment and intensity of employee turnover in an organization.

According to Hasibuan (2016), the formation of an organization's commitment is influenced by several factors, namely: a. awareness factor, awareness shows a state of a person's soul which is the meeting point of various considerations so that a belief, determination and continuity of the soul in question is obtained. b. rule factors, rules are a set of important things in all a person's actions and deeds. The role of rules is very large in social life, so that rules must be made and monitored, which in the end can be achieved

by management as the authority and regulate everything within the work organization. c. organizational factors, service organizations, for example educational services, are basically no different from organizations in general, there are only slight differences in their application, because service facilities are aimed specifically at humans who have multi-complex characters and desires. d. income factor, income is a person's receipt in return for energy, thoughts that have been devoted to other people or organizational bodies in the form of money. e. ability and skill factors, ability comes from the word capable which means being able to carry out tasks or work so as to produce goods or services that are in accordance with expectations. Ability can be interpreted as a characteristic/state that is determined by the condition of a person who can carry out tasks or the basis of existing provisions. f. service facility factors, service facilities include all types of work equipment and other facilities which function as main/auxiliary tools in carrying out work, and also have a social function in order to fulfill the interests of the people who are in contact with the work organization.

According to Sudarmanto (2015) there are three indicators of organizational commitment, namely as follows:

- a. Affective commitment is a commitment that creates feelings of belonging and involvement in the organization. Employees' willingness to work harder and with all their strength to achieve organizational goals reflects the high level of employee commitment. With the will of the employees at least it can be used to predict employee behavior, in this case it is their responsibility to the company. Besides that, employees will have a feeling of belonging to the company so that they will be responsible, both for the progress of themselves and the company. They will complete the work as well as possible,

on time and dare to take risks in the decisions they take.

- b. Continuance commitment is a commitment to the perceived economic value of remaining in an organization compared to leaving the organization. In the commitment framework, employee pride in the organization is caused by, among other things, employees feeling that the organization is able to meet their needs and provide the necessary facilities.
- c. Normative commitment is a commitment that creates an employee's desire/feeling to remain in an organization. Employees who have high loyalty to the company are reflected in their attitudes and behavior in carrying out their duties as well as their determination and ability to achieve what has been mutually agreed upon.

Organizational commitment is an important behavioral dimension that can be used to assess an employee's tendency to remain as a member of the organization. Commitment is a person's relatively strong identification and connection to the organization. Employees with high commitment are expected to pay attention to optimal performance. Commitment includes acceptance and belief in the values and goals of the organization, feelings, involvement and a sense of loyalty to the organization. Based on research entitled the influence of organizational commitment on employee performance at the Gorontalo City Education Department, it was found that organizational commitment has a positive and significant influence on employee performance (Rizal, et al., 2023)

### **Job Satisfaction**

According to Afandi (2018) job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the

important values of work. Meanwhile, Hasibuan (2016) stated that job satisfaction is a key driver of employee morale, discipline and work performance in supporting the realization of company goals.

Hasibuan (2016) states that job satisfaction is an employee's attitude towards work which is related to work situations, cooperation between employees, rewards received at work, and matters involving physical and psychological factors. Furthermore, Mangkunegara (2015) stated that job satisfaction is a feeling that supports or does not support an employee's self which is related to their work or their condition. Meanwhile, according to Priansa (2016) job satisfaction is an individual's general attitude towards their work.

According to Sutrisno (2016) there are four factors that influence job satisfaction, namely as follows: a. Psychological factors, are factors related to psychology, which include interests, peace of mind at work, attitudes towards work, talents and skills. b. Social factors, are factors related to social interactions between employees and superiors. c. Physical factors, are factors related to the employee's physical condition, including type of work, time and rest regulations, work equipment, room conditions, temperature, lighting, air exchange, employee health condition, age and so on. d. Financial factors are factors related to employee security and welfare, which include salary systems and amounts, social security, various benefits, facilities provided, promotions, and so on.

According to Rivai (2014) job satisfaction indicators consist of:

1. Job content  
Actual performance of tasks and as control over work. Employees will feel satisfied if work assignments are considered interesting and provide opportunities to learn and accept responsibility.
2. Supervision

Having attention and good relationships from leaders to subordinates, so that employees will feel that they are an important part of the work organization will increase employee job satisfaction. Conversely, poor supervision can increase employee turnover and absenteeism.

3. **Organization and Management**  
Organization and management that is able to provide a stable working situation and conditions, to provide satisfaction to employees.
4. **Opportunity to advance**  
Having the opportunity to gain experience and abilities while working will give employees satisfaction with their work.
5. **Coworkers**  
The existence of a relationship that feels mutually supportive and caring for each other between co-workers will create a comfortable and warm work environment, thereby giving rise to job satisfaction among employees.
6. **Working conditions**  
Supportive working conditions will increase employee job satisfaction. Supportive working conditions mean the availability of adequate work facilities and infrastructure in accordance with the nature and tasks to be completed.

One of the factors that influences employee performance is job satisfaction. Job satisfaction and performance have a very close relationship (Eliyana, et al., 2019). Job satisfaction is a positive and optimistic emotional state regarding the assessment of work results and work experience (Padmanabhan, 2021). High employee job satisfaction will usually increase employee performance. Organizations that have employees with high levels of job satisfaction tend to be more productive and effective (Eliyana, et al., 2019). An employee's job satisfaction really depends on things related to their work (Seema, et al., 2019).

## Performance

According to Kasmir (2016), performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Meanwhile, according to Bangun (2016) performance is the result of work achieved by a person based on job requirements.

Apart from that, Robbins & Coutler (2016) define performance as a result achieved by an employee in his work according to certain criteria that apply to a job. Employee performance according to Mangkunegara (2016) is the result of a person's work in quality and quantity that has been achieved by the employee in carry out tasks according to the responsibilities given.

According to Kasmir (2016), several factors that influence performance are as follows: a. Ability and expertise are the abilities or skills that a person has in carrying out a job. The more abilities and expertise you have, the more you will be able to complete your work correctly, according to what has been determined. b. work motivation, work motivation is an encouragement for someone to do work. If employees have strong encouragement from within themselves or encouragement from outside themselves (for example from the company), then employees will be encouraged to do something well. c. Leadership style, is the style or attitude of a leader in dealing with or ordering his subordinates. For example, the style or attitude of a democratic leader is certainly different from the style of an authoritarian leader. d. Work discipline is an employee's effort to carry out their work activities seriously. Work discipline in this case can be in the form of time, for example always coming to work on time. Then be disciplined in doing what he is ordered to do according to the orders that must be done. Employees who are disciplined will affect their performance.

According to Kasmir (2016), to measure employee performance, several indicators



regarding performance criteria can be used, namely as follows:

- a. **Quality (quality)**  
Performance measurement can be done by looking at the quality of work produced through a certain process. The more perfect a product is, the better the performance, and vice versa, if the quality of the work produced is low, the performance will also be low.
- b. **Quantity (amount)**  
To measure performance, it can also be done by looking at the quantity (amount) produced by a person.
- c. **Time (time period)**  
For certain types of work, a time limit is given to complete the work. This means that there is a minimum and maximum work time limit that must be met (for example 30 minutes). If you violate or do not comply with these time requirements, your performance may be considered less than good, and this is also a good idea.
- d. **Supervision**  
With supervision, every job will produce good performance. Meanwhile, if work is not supervised, the results of the work will certainly produce bad results, even worse than expected.
- e. **Relations between employees**  
Relationships between individuals will create a comfortable and cooperative atmosphere that allows each other to support each other to produce better work activities.

## METHOD

The research method contained in this research is quantitative research. Where according to Sugiyono (2018) quantitative methods are research methods based on philosophy, used to research certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses. In this research

there is a population that will be used as the research sample. According to Sugiyono (2016) population is a generalized area consisting of objects/objects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study was PTP Nusantara I Langsa employees, totaling 293 people outside of Operational Cooperation (KSO) and subsidiaries. Meanwhile, the sample is part of the number and characteristics of the population. If the population is large, and the researcher cannot possibly study everything in the population, then the researcher can use samples taken from that population. For sampling, probability sampling was used using simple random sampling or random sampling in the population without paying attention to the strata in the population. In this research, the sample was determined using the Slovin formula (Sunyoto, 2013).

The number of samples in this study was 169 employees of PT. Perkebunan Nusantara I Langsa. To obtain research data, a questionnaire media was used which contained statements with assessments using a 1-7 Likert scale. According to Sugiyono (2016) the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. The answer to each instrument item using a Likert scale has a gradation from very positive to very negative.

## RESULT AND DISCUSSION

### Respondent Characteristics

From the results of distributing questionnaires to 169 employees of PT. Perkebunan Nusantara I Langsa obtained data on the characteristics of respondents as follows:

**Table 1. Respondent Characteristics  
By Gender**

N	Gender	Frequency (people)	Percentage (%)
1	Male	130	76,9%
2	Female	39	23,1%
Total		169	100%

Source: data is processed (2022)

Based on table 1 above, it can be seen that the number of male respondents was 130 people or 76.9% of the total respondents. Meanwhile, the number of female respondents was 39 people or 23.1% of the total respondents.

**Table 2. Respondent Characteristics  
Based on Age**

N	Age (Year)	Frequency (people)	Percentage (%)
1	< 22	4	2,4%
2	23 – 30	13	7,7%
3	31 – 40	67	39,6%
4	> 41	85	50,3%
Total		169	100%

Source: data is processed (2022)

In table 2, it can be seen that the number of employees based on age is mostly over 41 years old, 85 people or 50.3% of the total respondents. Furthermore, those aged between 31 – 40 years or 39.6% of the total respondents. Then there were 13 people aged between 23 - 30 years and finally those aged under 22 years were 4 respondents or 2.4%.

**Table 3. Respondent Characteristics  
Based on Work Period**

N	Work Period (Year)	Frequency (people)	Percentage (%)
1	1 – 5	22	13,02%
2	6 – 10	54	31,95%
3	11 – 15	58	34,32%
4	>15	35	20,71%
Total		169	100%

Source: data is processed (2022)

In table 3, it can be explained that the respondents who had the longest work experience were 35 people with a work period of more than 15 years. Meanwhile, most respondents only had a working period of between 11-15 years. And 54 respondents had a work period of 6-10 years, while another 22 people had a work period of 1-5 years.

### Results of Multiple Linear Regression Analysis

Using SPSS software, the research data that has been collected is processed to produce processed data as shown in table 4 below:

**Table 4 Coefficient Of Determination Test  
Result**

Model	R	R Square	Adjusted R Square
1	,913 <sup>a</sup>	,833	,831

Source: data is processed (2022)

It can be seen that the coefficient of determination test value (adjusted R square) is 0.831 or 83.1%, it can be said that the coefficient of determination value is close to 1. This means that the closer it is to 1, the greater the influence of the independent variable on the dependent variable. This means that the variables organizational commitment and job satisfaction influence employee performance by 0.853 or 83.1% while the remaining 0.169 or 16.9% is influenced by other variables.

**Table 5 ANOVA**

Model	Sum of Squares	F	Sig.
1 Regression	14,459	414,187	,000 <sup>b</sup>
Residual	2,897		
Total	17,356		

Source: data is processed (2022)

In table 5 it can be seen that the variables of organizational commitment and job satisfaction together have a significant



influence on employee performance variables. This is proven from the data processing results that the F value is 414.187 with a significance of  $0.000 < 0.05$ . This means that  $H_0$  is rejected and  $H_a$  is accepted, which can be concluded that organizational commitment and job satisfaction have a significant effect on employee performance.

**Table 6 Multiple Linear Regression Test Results**

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	,510	,226	2,252	,026
Organizational Commitment	,519	,068	7,647	,000
Job Satisfaction	,412	,080	5,169	,000

**Source: data is processed (2022)**

Table 6 shows the results of SPSS data processing of multiple linear regression tests which partially explain the influence of the independent variable on the dependent variable. The t value for organizational commitment is 7.647 with a significance of  $0.000 < 0.05$ . This means that  $H_0$  is rejected and  $H_a$  is accepted, which can be concluded that organizational commitment has a significant effect on employee performance. Meanwhile, the t value for job satisfaction is 5.169 with a significance of  $0.000 < 0.05$ . This means that  $H_0$  is rejected and  $H_a$  is accepted, which can be concluded that job satisfaction has a significant effect on employee performance.

#### Multiple Linear Regression Test Results

The results of data processing carried out with the help of SPSS software are clearly visible in table 6 that the multiple linear regression formula formed is  $Y = 0.510 + 0.519X_1 + 0.412X_2$ . This can be explained by the fact that the employee performance score

when the organizational commitment and job satisfaction scores are zero is 51%. Meanwhile, if the organizational commitment value increases by one unit, then the performance value will also increase by one unit. Likewise, if the job satisfaction value increases by one unit, the performance value will increase by one unit. This is because the variables of organizational commitment and job satisfaction have a positive influence on employee performance.

#### The Effect of Organizational Commitment on Performance

Organizational commitment is an attitude that reflects an individual who has confidence, is serious and has a sense of mutual attachment to his organization. Like an employee who has a high commitment to the goals they want to achieve together to advance the company. Employees who do not have organizational commitment will have a negative influence on achieving company goals. Research conducted at PTP Nusantara I Langsa, regarding organizational commitment to employee performance can be said to have a significant influence. This means that there are still many employees who lack organizational commitment, so that the work they do has a bad impact and influences the performance of PTP Nusantara I Langsa employees. This is in line with research conducted by Nadapdap (2017) which states that organizational commitment has a positive and significant effect on employee performance at PT. Permata Sari Partners. Furthermore, research conducted by Rizal, et al., (2023) with the title the influence of organizational commitment on employee performance at the Gorontalo City education office found that organizational commitment has a positive and significant influence on employee performance.

#### The Effect of Job Satisfaction on Performance

Job satisfaction is a positive attitude of employees including behavior and feelings

towards their work. A person's job satisfaction can be assessed from the performance achieved by that individual. The more satisfaction a person has, the better the work they do. Research conducted at PTP Nusantara I Langsa, regarding employee job satisfaction on employee performance can be stated to have a significant influence. This means that there is a feeling of employee dissatisfaction with the work they do, which will affect the performance of each PTP Nusantara I Langsa employee. This is in line with research conducted by Mekta (2017) which states that work satisfaction has a positive and significant effect on the performance of PT employees Indra Kelana Yogyakarta. Furthermore, research has been conducted by Azhari, et al., (2021) with the title the influence of job satisfaction on employee performance, with the research results showing that job satisfaction has a positive and significant effect on employee performance.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

According to the results and discussion explained above, the conclusions in this research can be drawn as follows:

1. Organizational commitment partially has a positive and significant influence on employee performance. So the higher the organizational commitment that employees have, of course the performance achieved at work will be higher.
2. Job satisfaction partially has a positive and significant effect on employee performance. So that employee job satisfaction can positively encourage performance in achieving company goals.
3. Simultaneously, organizational commitment and job satisfaction have a positive and significant influence on employee performance. 83.1% of organizational commitment and job

satisfaction have an influence on employee performance.

### Recommendations

It is hoped that the organizational commitment possessed by employees will be fostered to continue to develop so that employees will always feel part of the company where they work and the performance achieved will continue to support the realization of the company's goals. Likewise, job satisfaction must be met according to the company's capabilities, so that there will be a balance between what employees do and what they get. From all of this, it is hoped that employee performance will continue to increase as the need to achieve long-term company goals continues to grow.

It is hoped that other researchers will be able to research other independent variables on their influence on company performance so that they can further complement what is not in this research.

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