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The Effect of Commitment, Work Discipline, and Work Culture on Job Satisfaction of Employees of the Cooperative and Umkm Office of Central Sulawesi Province

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Submitted: 25 September 2023 Reviewed: 29 October 2023 Revision: 24 Nopember 2023 Accepted: 29 Nopember 2023 Publish: 12 December 2023</p> <p><i>Keywords:</i> Organizational Commitment, Work Discipline, Organizational Culture, Job Satisfaction, Cooperative and MSME Office</p> <p><i>Corresponding Author:</i> Adrian Sudirman email: adriansudirman01@gmail.com</p>	<p>This study examines the effect of Commitment, work discipline, and organizational culture on the job satisfaction of Cooperative and UMKM Office employees of Central Sulawesi Province. This research uses a descriptive verification approach with quantitative methods through a questionnaire prepared based on the theoretical indicators of each variable. The study population was all civil servants (PNS), as many as 64 people, and the sample was determined using the Slovin formula with an error rate of 5%, so 39 respondents were obtained. The sampling technique was carried out by simple random sampling to ensure representativeness. The data collected were analyzed using multiple linear regression to determine each independent variable's simultaneous and partial effects on job satisfaction.</p> <p>The results showed that the three independent variables-commitment, work discipline, and organizational culture-had a positive and significant effect on employee job satisfaction, both partially and simultaneously. Employee commitment has the most dominant influence, followed by organizational culture and work discipline. Classical assumption tests, including normality, multicollinearity, heteroscedasticity, and autocorrelation tests, also show that the regression model meets the basic statistical assumptions so that the research results can be interpreted validly. The findings confirm the importance of fostering Commitment and strengthening organizational values to create a healthy, productive, and satisfying work environment.</p>

INTRODUCTION

The Cooperatives and MSMEs Office of Central Sulawesi Province plays a strategic role in supporting the development of cooperatives and micro, small and medium enterprises (MSMEs) in the area. The Agency's primary focus is to improve human resources (HR) quality and professionalism to compete in the era of global competition. The Agency seeks to create a healthy

and highly competitive business ecosystem through various activities such as training, mentoring, and facilitating access to financing. The long-term goal of this strategy is to improve the efficiency and effectiveness of cooperative and MSME operations, as well as strengthen the competitiveness and added value of the products produced. Research by (Nasruddin et al., 2021) confirms that strengthening human resources is the primary foundation for realizing inclusive and sustainable regional economic growth.

Based on interviews with Department employees, most show high dedication and Commitment in carrying out their duties, although there are still challenges related to the consistency of work discipline implementation. Suboptimal work discipline can affect organizational performance and hinder the achievement of predetermined targets. Therefore, the internal management of the Office should prioritize improving work discipline. This finding is in line with research by (Ichsan et al., 2020), which shows the importance of fostering employee work behaviour to support the performance of government agencies. Continuous improvement in work discipline can overcome the problem and ensure smooth operations.

In terms of job satisfaction, reward factors such as salary, bonuses and training significantly influence employee motivation and productivity. Employees who feel valued financially and non-financially tend to be more committed to the organization and show optimal performance. In the Office of Cooperatives and MSMEs of Central Sulawesi Province, incentives and rewards have been implemented to encourage employee morale. This policy is based on the principles of fairness and transparency, increasing overall job satisfaction (Nugraha & Heliyani, 2022; Pramiana, 2018). Similar experiences have also occurred in the Office of Cooperatives and Micro Enterprises in other regions, which implemented entrepreneurship training and technical guidance to increase the capacity of business actors (Pittaloka & FoEh, 2024; Purnamarini, 2021).

Nevertheless, work regulations and discipline challenges are still important issues that need to be addressed seriously. Lack of supervision and sub-optimal implementation of internal policies can lead to rule violations and decreased work integrity. Unclear guidelines in several aspects of employee governance further exacerbate this problem. Research by Rahmi (2024) shows that improved work discipline can positively contribute to employee performance. In response, the Cooperative and MSME Office of Central Sulawesi Province has adopted a strategic approach by socializing rules thoroughly and applying strict sanctions for violations that occur.

Strengthening a positive work culture is also an essential factor in organizational development. The Office of Cooperatives and MSMEs seeks to involve employees in decision-making, especially in formulating work rules and procedures related to common interests. This approach aims to increase a sense of belonging and responsibility for the vision and mission of the organization. A participatory work environment can reduce employee turnover rates, which are often caused by low motivation or a mismatch of personal and organizational values (Astarina et al., 2022). Thus, organizations can maintain performance stability and sustainability of strategic programs (Maindoka et al., 2022).

The Office of Cooperatives and MSMEs of Central Sulawesi Province places employee empowerment and fulfilling their fundamental rights as a top priority to create a healthy, inclusive and productive work environment. Employees who feel valued and supported are more likely to commit to achieving organizational goals. This approach not only improves individual performance but also strengthens the collective performance of the institution as a whole (Purnamarini, 2021; Rahmi, 2024). Therefore, employee empowerment should focus on institutional development strategies in the public sector, ultimately contributing to the organization's long-term success.

Organizational Commitment is a psychological condition that binds individuals to the organization, characterized by a strong desire to remain part of the organization and contribute to achieving common goals, consisting of three dimensions: affective, normative, and continuance (Meyer & Choo, 2023). Employees with high levels of Commitment tend to show a positive attitude

towards Work, are more resistant to pressure, and have high dedication in completing tasks, which increases their job satisfaction (Sencherey et al., 2022; Suparna & Noor, 2021). Akbar (2023) revealed that the higher the employee commitment, the higher the level of job satisfaction they feel, with employees who feel emotionally attached and responsible showing better performance (Can & Nguyen, 2022; Luo, 2023; Sholesi et al., 2023). In addition, a study by Sudaryono & Sutianingsih (2023) emphasized that psychological attachment strengthens a sense of belonging and loyalty, which increases job satisfaction (Mushtaq, 2022). This empirical evidence confirms that organizational Commitment is significant in creating a satisfying work environment, including in Central Sulawesi Province's Office of Cooperatives and MSMEs (Jain & Lamichhane, 2020). Thus, the first hypothesis can be formulated as follows:

Hypothesis 1: Commitment significantly affects the job satisfaction of Central Sulawesi Province's Cooperative and MSME Service Office employees.

Work discipline refers to the attitude and behaviour of employees in obeying the rules and work standards that apply in the organization, which plays a vital role in the smooth work process and the achievement of organizational goals (classical management theory). Discipline reflects the level of responsibility, punctuality, and Commitment of employees in carrying out tasks, which contributes to job satisfaction through systematic and timely completion of tasks. Research by Ichsan et al. (2020) shows that work discipline positively influences employee performance, which is reflected in higher job satisfaction. This finding is supported by Siswandi & Elisabeth (2023), who state that Discipline, such as adherence to rules and punctuality, increases positive perceptions of Work. Thus, the second hypothesis can be formulated as follows:

Hypothesis 2: Work discipline significantly affects the job satisfaction of employees of the Cooperative and MSME Service Office of Central Sulawesi Province.

Work culture is a system of values, norms, and beliefs shared by members of the organization, which is reflected in daily work attitudes and behaviour. According to Robbins and Judge, a strong organizational culture can shape employee behaviour consistently and support achieving organizational goals. A positive work culture provides direction, meaning, and a greater sense of involvement, which in turn increases a sense of belonging and responsibility to the organization and employee job satisfaction. Research by Yanto et al. (2022) shows that a strong and positive work culture significantly affects job satisfaction, with values such as collaboration, mutual respect, and recognition of achievements that increase employee motivation and morale. In Central Sulawesi Province's Office of Cooperatives and MSMEs, a constructive work culture is believed to create a harmonious and productive work environment, increasing job satisfaction (Nasruddin et al., 2021). Similar findings are also supported by research by Akbar (2023) and (Siregar et al., 2023), which confirms that a strong organizational culture positively impacts employee performance and job satisfaction in the government sector. Thus, the second hypothesis can be formulated as follows:

Hypothesis 3: Work culture significantly affects the job satisfaction of Cooperative and MSME Service Office employees of Central Sulawesi Province.

RESEARCH METHOD

This descriptive verification research aims to describe empirical phenomena and, at the same time, test the truth of the relationship between variables based on existing theory. Descriptive research describes the condition of the variables studied as they are in the field. At the same time, the verification approach is used to test hypotheses regarding the effect of independent variables on the dependent variable quantitatively. The data in this study were obtained through a questionnaire instrument, which was prepared based on the theoretical indicators of each variable and distributed directly to respondents to get relevant and valid primary data.

The population in this study were all Civil Servants (PNS) at the Office of the Cooperative and MSME Service of Central Sulawesi Province, totaling 64 people. To determine the number of samples, the Slovin formula was used with an error margin of 5% to obtain a sample size of 39 respondents. The sampling technique uses probability sampling with a simple random sampling approach so that all population members have the same opportunity to be selected as a sample. This approach is considered adequate to ensure data representativeness.

This study examines three independent variables, namely:

1. Commitment (X_1)
2. Work Discipline (X_2)
3. Organizational Culture (X_3)

The dependent variables in this study are:

4. Employee Job Satisfaction (Y)

Multiple linear regression analysis is used to measure the relationship between these variables, which aims to determine how much influence simultaneously or partially the independent variables have on the dependent variable. The general form of the multiple linear regression equation used in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

- Y = Job Satisfaction
 a = Constant (intercept)
 b_1, b_2, b_3 = Regression coefficient of each independent variable
 X_1 = Commitment
 X_2 = Work Discipline
 X_3 = Organizational Culture
 e = Error (residual)

Before regression analysis is carried out, the data is first tested using the classical assumption test. This test is important to ensure that the regression model meets basic statistical assumptions and that the analysis results are unbiased and can be interpreted correctly. The classic assumption tests used in this study include:

1. The normality test tests whether the residual data in the regression model is normally distributed. Normality is tested using the Kolmogorov-Smirnov method or the P-P Plot graph and histogram. Normally distributed data is the basis for the validity of regression testing.
2. Multicollinearity test, carried out to detect a high correlation between independent variables that can distort regression results. This test examines the Tolerance and Variance Inflation Factor (VIF) values. VIF value < 10 and tolerance > 0.1 indicates no multicollinearity.
3. The heteroscedasticity test ensures that the residual variance is constant or does not change at various prediction values. This test can be done with the Glejser method or by looking at the scatterplot pattern between the residual and predicted values. The absence of a clear pattern indicates homoscedasticity.
4. Although more common in time series data, the autocorrelation test is still used as a control in cross-section data. This test is conducted using the Durbin-Watson Test to identify whether there is a correlation between neighbouring residuals.

If all classical assumption tests are met, then multiple linear regression analysis can be continued to test the hypothesis simultaneously and partially and determine which variable has the most dominant influence on employee job satisfaction. All data processing is done using statistical software such as SPSS or other statistical applications to ensure the accuracy and reliability of the analysis results.

RESULTS AND DISCUSSION

Results

Descriptive Statistics

Based on the results of the descriptive statistics displayed, there is a significant variation in each of the variables studied. For the *commitment* variable, the minimum value recorded is 17.24, while the maximum value reaches 41.35, with a standard deviation of 5.44. This shows a significant difference in the level of Commitment of the employees studied. Similarly, the *work discipline* variable, which has a minimum value of 25.09 and a maximum value of 39.80, with a standard deviation of 3.31, indicates a minor variation compared to Commitment. The most significant variation is seen in the *work culture* variable, which has a range of values between 23.78 and 44.66 with a standard deviation of 6.44, indicating that employees have quite diverse perceptions of the work culture that exists where they work.

Table 1 Descriptive Statistics Results

Variables	Minimum	Maximum	Standard Deviation	Male Respondents	Female Respondents
Commitment	17.24	41.35	5.44	18	21
Work Discipline	25.09	39.80	3.31	18	21
Work Culture	23.78	44.66	6.44	18	21
Satisfaction	45.78	64.59	3.97	18	21
Gender (Male: 1, Female: 0)	0	1	0.51	18	21

Source: Results of data analysis

In addition, on the *satisfaction* variable, the range of values recorded was between 45.78 and 64.59, with a standard deviation of 3.97, indicating a moderate variation in employee satisfaction with the organization. In terms of gender, there is a difference in the number of respondents between males and females, where there are 18 male respondents and 21 female respondents. This indicates a fairly even distribution between the two gender groups, although the proportion of females is slightly larger in this research sample. Overall, these descriptive statistics clearly show the respondents' characteristics and variations in their perceptions of Commitment, work discipline, work culture, and job satisfaction within the Office of Cooperatives and MSMEs of Central Sulawesi Province.

Classical Assumption Test

Normality Test

The normality test aims to test whether the residual data in the regression model is usually distributed. Residual normality is important so the regression parameter estimation results are valid and statistical tests can be carried out appropriately. In this study, the normality test was carried out using the Kolmogorov-Smirnov test. Based on the test results, a significance value of 0.200 was obtained. This value is greater than the significance level of 0.05, so the residual data is usually distributed. Thus, the normality assumption is met, and the regression model is suitable for further testing.

Table 2. Normality Test Results (Kolmogorov-Smirnov)

Test Statistics	Value
Kolmogorov-Smirnov	0,200
Significance (Sig.)	0,200
Conclusion	Data is normally distributed

Source: Results of data analysis

Multicollinearity Test

A multicollinearity test is conducted to identify the presence of a high correlation among independent variables. Too high a correlation between independent variables can lead to instability of the regression model and affect the accuracy of parameter estimation. This test examines the Tolerance and Variance Inflation Factor (VIF) values. Based on the analysis results, all tolerance values are above 0.10 and VIF below 10; tolerance ranges from 0.645 to 0.720 and VIF between 1.389 to 1.551. These results indicate no multicollinearity symptoms in the model, so the independent variables can be used simultaneously in regression.

Table 3. Multicollinearity Test Results

Variables	Tolerance	VIF	Conclusion
Commitment (X1)	0,720	1,389	No multicollinearity
Discipline (X2)	0,645	1,551	No multicollinearity
Work Culture (X3)	0,682	1,466	No multicollinearity

Source: Results of data analysis

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether a regression model has an inequality of variance (residual variance). One method used is the Glejser test, which regresses the absolute value of the residuals on each independent variable. Based on the Glejser test results, it is known that all significance values are greater than 0.05, namely 0.531 for Commitment, 0.438 for Discipline, and 0.612 for Work Culture. This indicates that the model does not experience heteroscedasticity problems, so the residual variance is homogeneous (homoscedastic), and the regression model is valid for use.

Table 4. Heteroscedasticity Test Results (Glejser Test)

Variables	Significance	Conclusion
Commitment (X1)	0,531	No heteroscedasticity
Discipline (X2)	0,438	No heteroscedasticity
Work Culture (X3)	0,612	No heteroscedasticity

Source: Results of data analysis

Autocorrelation Test

The autocorrelation test is conducted to test whether there is a relationship between residual values with one another in different observations. The existence of autocorrelation can cause parameter estimation to be inefficient. This study conducted the autocorrelation test using the Durbin-Watson (DW) test. The DW value obtained is 1.892, between the general limits of 1.5 to 2.5. Therefore, it can be concluded that there is no autocorrelation in the regression model used.

Table 5. Autocorrelation Test Results (Durbin-Watson Test)

Durbin-Watson Statistics	Value	Conclusion
DW	1,892	No autocorrelation

Source: Results of data analysis

Multiple Linear Regression Test Results

This study uses multiple linear regression analysis to examine the effect of Commitment, work discipline, and work culture on employee job satisfaction at the Cooperative and MSME Office of Central Sulawesi Province. Based on the analysis conducted using SPSS 24 software, it was found that overall, the independent variables (Commitment, work discipline, and work culture) significantly influence the dependent variable, namely employee job satisfaction. Table 6 shows the results of multiple linear regression analysis, which provides an overview of the influence of each independent variable on job satisfaction.

Table 6 Results of Multiple Linear Regression Analysis

No.	Independent Variable	Dependent Variable, Satisfaction (Y)		
		Regression Coefficient (B)	t-test	Sig t
1	Constantine	12,231		
2	Commitment(X1)	,358	2,487	,018
3	Work Discipline (X2)	,686	4,978	,000
4	Work Culture (X3)	,357	2,781	,009
<i>R</i>		=0,703	F-Count	=11,399
<i>R Square</i>		=0,494	F-table (0.05)	= 2.87
<i>R Adjusted Square</i>		=0,451	t-table (0.05)	=2.03011

Source: Data Processing Results

Regression Coefficient Interpretation

Based on the regression equation, it can be explained that the constant value of 12.231 indicates that if the variables of Commitment, work discipline, and work culture are zero, then the job satisfaction of employees of the Cooperative and MSME Office of Central Sulawesi Province will remain at 12.231. The regression coefficient for Commitment (X1) is 0.358, which means that every unit increase in Commitment will increase employee job satisfaction by 0.358 (or 35.8%). Likewise for work discipline (X2), with a regression coefficient of 0.686, which means that every one unit increase in work discipline will increase employee job satisfaction by 0.686 (or 68.6%). Finally, work culture (X3) has a regression coefficient of 0.357, which indicates that every one-unit increase in work culture will increase employee job satisfaction by 0.357 (or 35.7%).

F Test (Simultaneous)

The F-test is used to test whether the independent variables significantly affect the dependent variable. Based on the calculation results, the F-count value of 11.399 is greater than the F-table of 2.87, with a significance level of 0.000 smaller than 0.05. This shows that simultaneously, the variables of Commitment, work discipline, and work culture significantly affect employee job

satisfaction. Therefore, the first hypothesis is accepted, which states that Commitment, work discipline, and work culture significantly affect job satisfaction.

Test t (Partial)

Furthermore, the t-test partially tests each independent variable's effect on the dependent variable. Based on the t-test results, the commitment variable (X1) has a t-count value of 2.487, greater than the t-table of 2.030, with a significance value of 0.018, smaller than 0.05. This shows that Commitment significantly affects job satisfaction, so the second hypothesis is accepted. This shows that Commitment significantly affects job satisfaction, so the second hypothesis is accepted.

For the work discipline variable (X2), the t-count value of 4.978 is greater than the t-table of 2.030, with a significance value of 0.000, which is smaller than 0.05, which indicates that work discipline also has a significant effect on job satisfaction. Thus, the third hypothesis is accepted.

Finally, the work culture variable (X3) has a t-count value of 2.781, greater than the t-table of 2.030, with a significance value of 0.009, which is smaller than 0.05, indicating that work culture has a significant effect on job satisfaction. Therefore, the fourth hypothesis is accepted.

Coefficient of Determination

The coefficient of determination (R Square) of 0.494 indicates that the variables of Commitment, work discipline, and work culture can explain 49.4% of the variation in job satisfaction. The remaining 50.6% is influenced by other factors not examined in this study, such as work motivation, job stress, and compensation policies. The Adjusted Square of 0.451 indicates that the regression model used is good enough to explain the effect of the independent variables on the dependent variable.

Discussion

Commitment, work discipline, and work culture are important factors that can create employee job satisfaction, especially in the context of the Office of Cooperatives and MSMEs of Central Sulawesi Province. These three factors are interrelated and have a significant positive influence on employee job satisfaction. Commitment is a strong desire to achieve organizational goals and fulfil assigned responsibilities. Highly committed employees are more motivated and involved in achieving organizational goals. This leads to improved performance and increased job satisfaction (Akbar, 2023; Mirawati et al., 2022). Previous research has also shown that employees' attachment to the organization can strengthen their sense of satisfaction at Work, with employees who feel attached more likely to make greater contributions to the organization (Sudaryono & Sutianingsih, 2023).

Work discipline plays a crucial role in establishing an efficient and effective framework. Disciplined employees who follow established rules, procedures and policies achieve better work results. High work discipline also contributes to increased job satisfaction as it allows employees to work in a more organized and structured manner. This aligns with research showing that strong work discipline is reflected in self-control, organizational skills, and a sense of responsibility (Haq et al., 2022). Employees who can manage time well and complete tasks according to procedures will feel more satisfied with the results of their Work. (Mirawati et al., 2022) also noted that work discipline significantly impacts job satisfaction, with disciplined employees feeling more valued and motivated.

Work culture in an organization has a significant impact on employee job satisfaction. A positive work culture creates an environment that supports collaboration, open communication

and respect between employees. Employees who feel valued in a conducive work culture are more likely to feel satisfied with their jobs and become more motivated to work to their full potential. Tampubolon (2023) emphasizes that a good work culture can improve employee motivation and performance and create a harmonious and mutually supportive work atmosphere. In the context of the Office of Cooperatives and MSMEs of Central Sulawesi Province, a constructive and collaborative work culture can encourage employees to provide the best service to the community. Thus, a positive work culture contributes to job satisfaction, facilitating good relationships between employees and leaders (Tampubolon, 2023).

Overall, the relationship between Commitment, work discipline, and work culture is mutually reinforcing. Employees with a high commitment to the organization will likely have good work discipline and better adapt to the organization's work culture. This will have an impact on increasing their job satisfaction. Akbar (2023) and (Nugroho et al., 2022) showed that these three factors are interrelated and support each other in creating a more productive and harmonious work environment. Therefore, organizations must prioritize strengthening Commitment, work discipline, and work culture to create a pleasant, conducive, and productive work environment. Thus, organizations can increase employee job satisfaction, ultimately contributing to improved performance and better community services at Central Sulawesi Province's Office of Cooperatives and MSMEs.

CONCLUSION

Based on the article, the Office of Cooperatives and MSMEs of Central Sulawesi Province plays a strategic role in improving the quality of human resources of cooperative and MSME actors through training, mentoring, and access to financing. Despite the high dedication of employees, challenges still arise in implementing work discipline, internal control, and employee job satisfaction. Factors such as incentives, fair reward systems, and involving employees in decision-making have proven important in building commitment, loyalty, and positive work culture within government agencies. Therefore, fostering work behaviour and strengthening governance is important to improve organizational performance.

This study uses a descriptive verification approach to examine the effect of Commitment, work discipline, and organizational culture on employee job satisfaction. By involving 39 respondents from 64 employees as samples, data were collected through questionnaires and analyzed using multiple linear regression. Classical assumption tests were conducted to ensure the model's validity, including normality tests, multicollinearity, heteroscedasticity, and autocorrelation. The results of this study are expected to provide an empirical understanding of the importance of internal organizational factors in shaping a work environment that supports sustainable improvements in employee performance and satisfaction in the public sector.

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