

**THE INFLUENCE OF WORK COMMITMENT AND WORK DISCIPLINE ON EMPLOYEE JOB SATISFACTION AND PERFORMANCE OF BOMBANA REGENCY INSPECTORATE EMPLOYEES****Mufassir, Abd. Azis Muthalib, Muh. Nur, Rince Tambunan**

Sekolah Tinggi Ilmu Ekonomi Enam Enam Kendari, Indonesia

Email: [nazhifamufassir@gmail.com](mailto:nazhifamufassir@gmail.com), [abdazismuthalib@gmail.com](mailto:abdazismuthalib@gmail.com), [muh.nur363@gmail.com](mailto:muh.nur363@gmail.com), [rincetambunan110281@gmail.com](mailto:rincetambunan110281@gmail.com)**Abstract**

The aim of this research is to determine and analyze: (1) The influence of work commitment on the performance of Bombana Regency Inspectorate employees; (2) The influence of work discipline on the performance of Bombana Regency Inspectorate employees; (3) The influence of work discipline on job satisfaction of Bombana Regency Inspectorate employees; (4) The influence of work discipline on the performance of Bombana Regency Inspectorate employees; (5) The influence of job satisfaction on the performance of Bombana Regency Inspectorate employees. The population in this study were all 49 Bombana Regency Inspectorate employees with ASN status and were also used as respondents in this study using census techniques. The data analysis method used in this research is descriptive analysis and inferential statistics, namely Partial Least Square (PLS). The research results state that: (1) Work commitment has a positive and significant effect on job satisfaction of Bombana Regency Inspectorate employees; (2) Work commitment has a positive and significant effect on the performance of Bombana Regency Inspectorate employees; (3) Work discipline has a positive and significant effect on job satisfaction of Bombana Regency Inspectorate employees; (4) Work discipline has a positive and significant effect on the performance of Bombana Regency Inspectorate employees; (5) Employee job satisfaction has a positive and significant effect on the performance of Bombana Regency Inspectorate employees.

**Keywords:** Work Commitment, Work Discipline, Job Satisfaction, Employee Performance**INTRODUCTION**

The strategic role of human resources in organizations has received great attention in today's era of globalization. At the macro level, "human capital" is the main factor in macroeconomic growth. Meanwhile, at the micro level, human capital is the main resource for sustainable competitive excellence for an organization, both public and private.

This view explains that human resources play a strategic and decisive role in the success of the organization, so that in human resource management it is emphasized the need for an integrated process in various dimensions including leadership, openness, employee participation in decision-making, working conditions, so that it is expected to be able to produce optimal performance for organizational development. Human resources as a very

<b>How to cite:</b>	Mufassir, Abd. Azis Muthalib, Muh. Nur, Rince Tambunan (2024) The Influence of Work Commitment and Work Discipline on Employee Job Satisfaction and Performance of Bombana Regency Inspectorate Employees, (06) 07,
<b>E-ISSN:</b>	<a href="https://doi.org/10.26848-883X">2684-883X</a>
<b>Published by:</b>	<a href="https://www.ridwaninstitute.com">Ridwan Institute</a>

strategic asset require attention oriented to the creation of a unity of view towards the achievement of the organization's vision and mission.

The same is the case in the government structure with its bureaucracy which is expected to be a way to solve the development problems of a region. The government is a servant and servant of the community, in an effort to respond to the dynamics of society and these various demands, Law Number 32 of 2004 concerning Regional Government and Law Number 33 of 2004 concerning Financial Balance between the Central and Regional Governments was born.

The existence of this law gives great authority to the regions to take care of their own households and offers various possibilities for the implementation of a new paradigm in reorganizing the local government system and finding new ways to run the public bureaucracy efficiently, effectively, responsively, transparently and accountably to the needs of the community. Regions can develop democratic life, participation, initiative and empowerment of the community as well as the preservation of regional diversity values which in the end the local government can determine the right public bureaucratic design and model to respond to the demands, aspirations and dynamics that occur in the community. Failure to respond to the demands of change can create a new source of conflict between the government and the community which can ultimately interfere with the legitimacy and running of the government.

The context of state administration shows that the role of apparatus resources is a very important element for the continuation of the wheels of government and development. In Indonesia, this role is played by Civil Servants, who in government are often referred to as the "bureaucratic machine". The main focus on the creation of good governance and the need to create a clean and efficient government makes the role of Civil Servants a serious concern. This means that the improvement of Civil Servants must be the center of attention because it has a very strategic function.

Performance is the result or output of a process (Utama & SE, 2020). According to the behavioral approach in management, performance is the quantity or quality of something produced or a service provided by someone who does the work (Wijaya, 2017). Performance is work achievement, namely the comparison between work results and set standards (Dessler, 2015). Performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given (Mangkunegara, 2013). Performance is the result or level of success of a person as a whole during a certain period of time in carrying out a task compared to various possibilities, such as work performance standards, targets or objectives or criteria that have been determined in advance have been mutually agreed upon (Prowse & Prowse, 2009).

The need for reform towards the creation of an efficient Civil Servant is increasingly felt in line with the changes that occur as a result of development and as a result of external changes at the regional and global levels. The general tendency in growth in all fields also gives rise to demands regarding the need for Civil Servants who are more professional, skilled, open and service-oriented to the community.

Civil servants also still look far from the attitude of "public servants" in providing public services that are their duty. As an illustration, based on research on local government apparatus/bureaucracy, the ability of public services carried out only reached 43.98 percent. However, for bureaucratic tasks that reflect the power or authority of the government (i.e. regulation and supervision), such as granting permits, implementing rules, and supervising community activities, at least 75 (Effendi, 2013).

Work commitment is seen as a value orientation towards the organization that shows that individuals are very concerned about and prioritize their work and organization. Individuals will try to give all the efforts they have in order to help the organization achieve

## The Influence of Work Commitment and Work Discipline on Employee Job Satisfaction and Performance of Bombana Regency Inspectorate Employees

its goals. Work commitment is shown in an attitude of acceptance and strong belief in the values and goals of an organization as well as a strong drive to maintain membership in the organization for the sake of creating organizational goals.

The increasing popularity of the concept of work commitment is based on the belief that work commitment has implications, not only for employees and organizations, but also for society as a whole. Work commitment to being an employee is more likely to receive extrinsic rewards such as income and psychological related to membership

Work discipline is one of the factors that can affect the performance of an organization. Work discipline is something that must be instilled in every employee. Employee awareness is required by complying with applicable regulations. Regulations are needed to provide guidance and counseling for employees in creating good order in the organization. In addition, the organization itself must strive to make the regulations clear, easy to understand and applicable to all employees (Hasibuan, 2012).

According to Tongo-Tongo, (2014), A factor that can affect performance is work discipline. Discipline greatly affects the performance of employees and the organization, because discipline is a form of training for employees in implementing organizational rules. Meanwhile, Employee Work Discipline here is the employee's perception of the employee's personal attitude in terms of order and self-order possessed by the employee in working in the organization without any violations that harm him/herself, others, or the environment. Thus, the work discipline applied in the organization is essentially the ability to control the employee in the form of not doing an action that is inappropriate and contrary to something that has been determined and doing something that supports and protects something that has been determined in the organization (Aritonang, 2005).

The phenomenon of low work commitment to job satisfaction in the State Civil Apparatus (ASN) of the Bombana Regency Inspectorate can be seen from the results of interviews with several State Civil Apparatus (ASN) who lack employee institutional ties and involvement in the organization due to their own desires, a low sense of intimacy as a family to an organization, a lack of employee involvement in work more deeply and consistently, and the thought of profit and loss obtained by the State Civil Apparatus (ASN) and the lack of individual confidence in responsibility for the organization. In addition, the State Civil Apparatus (ASN) lacks the obligation to repay what the organization has given and lacks loyalty to the agency.

The low commitment to the performance of the State Civil Apparatus (ASN) is suspected to be due to the low performance in the Bombana Regency Inspectorate, which can be seen in the lack of self-awareness of some ASN such as dissatisfaction with their work such as heavy workloads, lack of effort to develop themselves and their abilities and lack of compliance with existing regulations. In addition, some civil servants lack initiative, plans that are not mature, and lack a competitive spirit. and always depend on the instructions of the leadership and the State Civil Apparatus (ASN) lack mutual respect, and individuals and do not respect the opinions of colleagues, in doing their work less effort to work effectively

Job satisfaction and performance are influenced by work discipline, indications of low job satisfaction can also be seen from frequent delays in the completion or management of a file, employees are not at their workplace or the work results achieved are not in accordance with the standards that have been set, lack of speed of service provided by employees. This is an indication and there is still a lack of competence in terms of knowledge and attitude at work, in addition to the problem of competence owned by employees, commitment is also a problem in increasing job satisfaction, lack of commitment can affect performance, with this

phenomenon, where employees tend to experience a decrease in job satisfaction and have an impact on employee performance.

The purpose of this study is to find out and analyze the influence of work commitment on job satisfaction of Bombana Regency Inspectorate employees. Work commitment to the performance of Bombana Regency Inspectorate employees. Work discipline on job satisfaction of Bombana Regency Inspectorate employees. Work discipline on the performance of Bombana Regency Inspectorate employees. Job satisfaction on employee performance.

## **RESEARCH METHOD**

This research was carried out in Bombana Regency, especially at the Bombana Regency Inspectorate with the object of research on the influence of work commitment and work discipline on employee job satisfaction and employee performance. The population in this study is all employees of the Bombana Regency Inspectorate which totals 49 with ASN status and at the same time is used as respondents in this study using census techniques (Siregar, 2021). The data collection techniques used in this study are documentation and questionnaires.

## **RESULT AND DISCUSSION**

### **The Effect of Work Commitment on Employee Job Satisfaction**

The results of the data analysis stated that work commitment had a positive and significant effect on job satisfaction with a smaller significance value of alpha value, meaning that the better the work commitment, the higher job satisfaction would be. The results of this study are also strengthened by the description of the respondents' answer variables that work commitment reflected through affective commitment, continuity commitment and normative commitment make a good contribution to employee job satisfaction.

Field facts prove that work commitment has a positive and significant effect on job satisfaction, which is characterized by the results of the perception that employees will be happy if they spend their careers in this office, proud of this organization to others outside the organization, feel that problems that occur in the agency are problems, have to think if they quit this job, do not want to leave the organization in the future, getting a job with a good income like the current job, believing that one should always be loyal to his organization, moving from one organization to another seems unethical and this agency deserves the loyalty of its employees.(Hasan, 2012).

Employees are an important resource in the success of an organization because the failure of an employee in carrying out his duties and responsibilities, will affect the process of achieving the goals that have been set by the organization. As one of the important components, employees must have a strong commitment to their duties because employees must have a high concern and sense of responsibility for the tasks given. This is based on the idea that the success of employees to achieve their goals describes the success of the organization as a whole

Work commitment is an important behavioral dimension that can be used to assess employees' tendency to stay as a member of the organization, the identification and

involvement of someone who is relatively strong in the organization, as well as the desire of the organization members to maintain their membership in the organization and be willing to work hard to achieve organizational goals. Aula, Hanoum, & Prihananto, (2022) Work commitment is the degree to which employees are confident and accept the organization's goals

Work commitment as a situation in which employees take sides with a certain organization and its goals, and intend to maintain membership in that organization. (Luthans, 2012) Work commitment is defined as a strong desire to remain a member of the organization, a desire to work hard according to the organization's desires, certain beliefs and acceptance of the organization's values and goals. It is concluded from the opinions of the above experts that work commitment is the belief and desire of individuals to accept the values and goals of the organization. Work commitment can be defined as a psychological state that binds individuals in an organization.

The results of this study are relevant to the research conducted by Setiawan, (2020) found that work commitment has a positive and significant effect on employee job satisfaction.

### **The Effect of Work Commitment on Employee Performance**

The results of the data analysis stated that work commitment had a positive and significant effect on employee performance with a smaller significance value of alpha value, meaning that the better the work commitment, the better the employee's performance would increase. The results of this study are also strengthened by the description of the respondents' answer variables that organizational commitment reflected through affective commitment, continuity commitment and normative commitment make a good contribution to improving employee performance.

Field facts prove that organizational commitment has a positive and significant effect which is planted with the results of respondents' answers regarding organizational commitment reflected through employees will be happy if they spend their careers in this office, proud of this organization to others outside the organization, feel that problems that occur in the agency are also problems for employees, must think if they quit this job, Not wanting to leave the organization in the future, finding it difficult to get a job with a good income like the current job, believing that a person must always be loyal to his organization, moving from one organization to another seems unethical for employees and this agency deserves the loyalty of employees.

The results of this study confirm the theory of Hasan, (2012) which states that high commitment will be seriously involved in the organization, loyal to the organization, striving towards the organization's goals and the desire to stay with the organization for a long time. There are three forms of work commitment to the Bombana Regency Inspectorate, namely: Continuity commitment, which is a commitment related to the dedication of members in carrying out the life of the organization and producing people who are willing to sacrifice and invest in the organization; Cohesion commitment, which is a member's commitment to the organization as a result of social relationships with other members in the organization. This

happens because employees believe that the norms adopted by the organization are useful norms and Control commitment, which is the commitment of members to organizational norms that provide behavior in the desired direction. The norms owned by the organization are appropriate and able to contribute to the desired behavior. The results of this study are relevant to the research conducted by Bagis, Pratama, & Kharismasyah, 2019; Mora, Suharyanto, & Yahya, (2020) found that work commitment has a positive and significant effect on employee performance.

### **Work Discipline on Employee Job Satisfaction**

The results of the data analysis stated that work discipline had a positive and significant effect on job satisfaction with a smaller significance value of alpha value, meaning that the better the employee's work discipline, the higher job satisfaction would be. This result was reinforced by the description of the respondents' answers that work discipline which is reflected through the level of attendance, work procedures, obedience to superiors, work awareness and responsibility contribute to increasing job satisfaction.

Field facts based on the description of the employee's answer regarding work discipline have an impact on job satisfaction which is reflected through employees coming to the office on time, employees return to the office on time, always absent on time, employees always carry out work in accordance with the responsibilities that have been given, work completed with procedures will give good results, do work in accordance with the orders of superiors, Employees obey the orders of their superiors, employees always respect their superiors, always obey the rules passed by their superiors, employees work with their own initiative, employees work carefully, never procrastinate on work, employees are always responsible for the work given, obedience in doing tasks can affect the performance of employees and can complete work that cannot be completed by colleagues. The results of this study conform the theory of Fathoni, (2006) that discipline is an attitude to act in accordance with the provisions or norms that apply in the organizational environment. Discipline is the awareness and willingness of a person to obey all agency regulations and be aware of their duties and responsibilities.

Discipline can be interpreted as employees always coming and leaving on time, doing all their work well, complying with all agency regulations and applicable social norms. Siagian, (2016) stated that: "Discipline is a management action to encourage the members of the organization to meet the demands of these various provisions

Good discipline reflects a person's sense of responsibility for the tasks assigned to him". This encourages work passion, work spirit, and the realization of organizational goals, employees and the community. Therefore, every boss always tries to make his subordinates have good discipline. A superior is said to be effective in his leadership, if his subordinates are well disciplined. Regulations are needed to provide guidance and counseling for employees in creating good order in the organization. With good discipline, employee morale, work morale, efficiency, and effectiveness will increase. This will support the achievement of the goals of the organization, employees, and the community. It is clear that it is difficult for the organization to achieve its goals, if employees do not comply with these regulations. The

results of this study are relevant to the research conducted by (Bagis et al., 2019; Yurike Septia & Asmanita, (2020) which found that work discipline had a significant effect on job satisfaction.

### **The Effect of Work Discipline on Employee Performance**

The results of the data analysis stated that work discipline had a positive and significant effect on employee performance with a smaller significance value of the alpha value dance, meaning that the better the work discipline, the more employee performance would increase. This result is strengthened by the results of the respondents' answers (employees) on work discipline which is reflected through the level of attendance, work procedures, obedience to superiors, work awareness and responsibility can improve employee performance.

Field facts show that work discipline has a positive and significant effect which is characterized by the description of the employee's answer that the work discipline reflected through the employee coming to the office on time, the employee leaves the office on time, the employee is always absent on time, the employee always carries out the work in accordance with the responsibilities that have been given, the work completed with procedures will give good results, Doing work in accordance with the orders of the superiors, employees obey the orders of the superiors, employees always respect the superiors, always obey the rules passed by the superiors, employees work have their own initiative, employees work carefully, never procrastinate on work, employees are always responsible for the work given, obedience in doing tasks can affect the work performance of employees and can complete work that cannot be done completed by colleagues

The results of this study conform the theory of Handoko, (2015) He explained that the Innatation Leader must be able to recognize and study the behavior and nature of employees. This can help leaders choose which type of work motivation suits employees. In addition, the behavior and nature of employees also affect the selection of which type of discipline can be applied to employees. There are several types of disciplinary activities in the Bombana Regency Inspectorate, including: preventive discipline is an activity that is carried out to encourage employees to follow various standards and rules, so that irregularities can be prevented, corrective discipline is an activity taken to deal with violations of the rules and try to avoid further violations and progressive discipline is to provide appropriate punishments. more severe against repeated violations.

The main goal of preventive discipline is to encourage self-discipline among employees. In this way, employees can maintain their self-discipline not solely because they are forced by management. Management must have a responsibility to create a climate of preventive discipline where various standards are known and understood. If employees don't know what standards to meet, they tend to be misguided. In addition, management should set standards positively and not negatively. Employees usually need to know the reasons behind a standard so that they can understand and implement it. Meanwhile, in corrective discipline, the activity can usually be applied in a form of punishment or also known as disciplinary action. This disciplinary action can be in the form of a warning or suspension.

The results of this study are relevant to the research conducted by Bagis et al., 2019; Marlius & Vebrian, 2020; Suryo Andrian Prasetyo, Hermawan, & Guspul, (2020) found that work discipline has a positive and significant effect on employee performance.

### **The Effect of Job Satisfaction on Employee Performance**

The results of the data analysis stated that job satisfaction had a positive and significant effect on employee performance with a smaller significance value of alpha value, meaning that the better job satisfaction, the more employee performance would increase. This is reinforced by the respondents' answers showing that job satisfaction reflected through satisfaction with work, satisfaction with rewards, satisfaction with supervisor supervision, satisfaction with colleagues and promotion opportunities can improve employee performance.

Field facts prove that job satisfaction has a positive and significant effect which is characterized by the results of the respondent's perception of the item of the job satisfaction variable statement that the employee is satisfied with the work he is currently doing, is satisfied with the workload that is sometimes delegated to, the work that is currently being done is in accordance with the educational background, ability, and expertise, I am satisfied with the basic salary I receive at this time, the salary I currently receive is satisfactory, in accordance with the workload and responsibilities that I carry, I am satisfied with the income provided by the agency, my boss has always given directions to my subordinates in every job, communication between my superiors and subordinates is well established in solving work problems, My boss is always willing to take the time to help if I have difficulties in completing work tasks, relationships with colleagues are well established, if needed colleagues provide direct assistance in an effort to complete the work on time, every task can be completed well if there is support from colleagues in the office, all employees in this agency are given the same opportunity for promotion, The fairness of the employee promotion policy has been well implemented in this agency and the promotions carried out by the agency motivate employees to develop and advance.

The results of this study confirm the theory of Wibowo (2016) explained that employee job satisfaction is a phenomenon that needs to be observed by organizational leaders. Employee job satisfaction is closely related to employee performance. A person who is satisfied with his or her job will have high motivation, commitment to the organization and work participation, which will ultimately continue to improve their performance. Likewise, vice versa, high employee performance will affect their job satisfaction. Job satisfaction will be related to employee attachment to the organization. If job satisfaction is not maintained, it is likely to result in a high turnover of employees from the organization. In addition, employee job dissatisfaction can be identified from low employee productivity, high turnover at work, and low commitment to the organization.

Job satisfaction is the perception that individuals feel about the work they do. Job satisfaction is basically something individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activity that is felt according to the individual's wishes, the higher the satisfaction with the activity. The high and low level of job satisfaction can have a different impact.



## The Influence of Work Commitment and Work Discipline on Employee Job Satisfaction and Performance of Bombana Regency Inspectorate Employees

The results of this study are relevant to the research conducted by Bagis et al., 2019; Mora et al., 2020; Ery Teguh Prasetyo & Marlina, (2019) found that job satisfaction had a positive and significant effect on employee performance.

### CONCLUSION

Based on the results of the analysis and discussion as stated in the previous section, it is concluded that work commitment has a positive and significant effect on the job satisfaction of Bombana Regency Inspectorate employees. This means that work commitment reflected through affective commitment, continuity commitment and normative commitment can significantly increase job satisfaction. Work commitment has a positive and significant effect on the performance of Bombana Regency Inspectorate employees. This means that work commitment reflected through affective commitment, continuity commitment and normative commitment can significantly improve employee performance. Work discipline has a positive and significant effect on the job satisfaction of Bombana Regency Inspectorate employees. This means that work discipline which is reflected through the level of attendance, work procedures, obedience to superiors, work awareness and responsibility can significantly increase job satisfaction. Work discipline has a positive and significant effect on the performance of Bombana Regency Inspectorate employees. This means that work discipline reflected through the level of attendance, work procedures, obedience to superiors, work awareness and responsibility can significantly improve employee performance. Employee job satisfaction has a positive and significant effect on the performance of Bombana Regency Inspectorate employees. This means that job satisfaction reflected through satisfaction with work, satisfaction with rewards, satisfaction with supervisor supervision, satisfaction with colleagues and promotion opportunities can significantly improve employee performance.

### BIBLIOGRAPHY

- Aritonang, Keke T. (2005). *Kompensasi Kerja, Disiplin Kerja Guru Dan Kinerja Guru Smp Kristen Bpk Penabur Jakarta*. *Jurnal Pendidikan Penabur*, 4(4), 1–16.
- Aula, Shofia, Hanoum, Syarif, & Prihananto, Prahardika. (2022). *Peran Manajemen Sumber Daya Manusia Dalam Meningkatkan Resiliensi Organisasi: Sebuah Studi Literatur*. *Jurnal Sains Dan Seni Its*, 11(1), D143–D148.
- Bagis, Fatmah, Pratama, Bima Cinintya, & Kharismasyah, Alfato Yusnar. (2019). *Pengaruh Disiplin Kerja, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Studi Kasus Institusi Pendidikan*. *Derivatif: Jurnal Manajemen*, 13(2).
- Dessler, Gary. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Effendi, M. Syahrin. (2013). *Desain Eksperimental Dalam Penelitian Pendidikan*. *Jurnal Perspektif Pendidikan*, 6(1), 87–102.
- Fathoni, Abdurrahmat. (2006). *Metodologi Penelitian*. Jakarta: Rineka Cipta.
- Handoko, Ari. (2015). *Analisis Pengaruh Penerapan Prinsip-Prinsip Good Corporate Governance, Komitmen Organisasi, Dan Gaya Kepemimpinan Terhadap Kinerja Instansi Pemerintahan (Studi Empiris Pada Instansi-Instansi Dalam Satuan Kerja Perangkat Daerah Kabupaten Grobogan*. Universitas Muhammadiyah Surakarta.
- Hasan, Lenny. (2012). *Pengaruh Kepuasan Kerja Dan Disiplin Terhadap Komitmen Organisasi Pegawai Dinas Perindustrian Perdagangan Pertambangan Dan Energi Kota*

- Padang. *Jurnal Manajemen Dan Kewirausahaan*, 3(1), 57–92.
- Hasibuan, Malayu Sp. (2012). *Manajemen Sdm*. Edisi Revisi, Cetakan Ke Tigabelas. Jakarta: Bumi Aksara.
- Luthans, F. (2012). *Perilaku Organisasi*. Andi Offset.
- Mangkunegara, A. A. P. (2013). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Marlius, Doni, & Vebrian, Andre. (2020). Pengaruh Disiplin Kerja Dan Budaya Organisasi Terhadap Kinerja Asn Pada Dinas Pemberdayaan Masyarakat Dan Desa Provinsi Sumatera Barat. *Jurnal Pundi*, 4(2).
- Mora, Zulkarnen, Suharyanto, Agung, & Yahya, M. (2020). Effect Of Work Safety And Work Healthy Towards Employee's Productivity In Pt. Sisirau Aceh Tamiang. *Burns*, 2(1), 753–760.
- Prasetyo, Ery Teguh, & Marlina, Puspa. (2019). Pengaruh Disiplin Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan. *Jurnal Inspirasi Bisnis Dan Manajemen*, 3(1), 21–30.
- Prasetyo, Suryo Andrian, Hermawan, Hermawan, & Guspul, Ahmad. (2020). Pengaruh Konflik Peran, Ambiguitas Peran Dan Lingkungan Kerja Terhadap Komitmen Organisasi Melalui Stres Kerja Sebagai Variabel Intervening (Studi Kasus Pada Pt. Astra Motor, Tbk Banjarnegara Cabang Yogyakarta). *Journal Of Economic, Business And Engineering (Jebe)*, 1(2), 343–351.
- Prowse, Peter, & Prowse, Julie. (2009). *The Dilemma Of Performance Appraisal*. In *Business Performance Measurement And Management: New Contexts, Themes And Challenges* (Pp. 195–206). Springer.
- Setiawan, Heru Dian. (2020). Pengaruh Komitmen Organisasi Terhadap Kepuasan Kerja Pegawai Di Lingkungan Kecamatan Bantargebang Kota Bekasi. *Ilmu Dan Budaya*, 41(69).
- Siagian, Y. A. (2016). Gambaran Histologis Dan Tinggi Vili Usus Halus Bagian Ileum Ayam Ras Pedaging Yang Diberi Tepung Daun Kelor (*Moringa Oleifera*) Dalam Ransum.
- Siregar, Isra Adawiyah. (2021). Analisis Dan Interpretasi Data Kuantitatif. *Alacrity: Journal Of Education*, 39–48.
- Tongo-Tongo, Yubersius. (2014). Pengaruh Gaya Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Anggota Detasemen A Pelopo Satuan Brigade Mobil Kepolisian Daerah Sulawesi Utara. *Jurnal Riset Bisnis Dan Manajemen*, 2(4).
- Utama, D. R. Zahera Mega, & Se, M. M. (2020). *Manajemen Sumber Daya Manusia: Konsep Dasar Dan Teori*. Unj Press.
- Wibowo, *Manajemen Kinerja*. (2016). Jakarta: Rajawali Pers. Pt Rajagrafindo Persada.
- Wijaya, Candra. (2017). *Perilaku Organisasi*.
- Yurike Septia, Ningrum, & Asmanita, Asmanita. (2020). Pengaruh Disiplin Kerja Dan Human Relation Terhadap Kepuasan Kerja Aparatur Sipl Negara Di Dinas Kesehatan Kabupaten Penukal Abab Lematang Ilir. Universitas Bina Darma.

---

**Copyright holder:**

Mufassir, Abd. Azis Muthalib, Muh. Nur, Rince Tambunan (2024)

**First publication right:**

[Syntax Idea](#)

**This article is licensed under:**

