International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Role Of Leadership, Work Discipline, Commitment And Motivation On Employee Performance At Abdurachman Saleh University, Situbondo With Job Satisfaction As An Intervening Variable

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Abstract

The purpose of this study is to analyze the influence of the variables of Leadership Role, Work Discipline, Commitment and Motivation on Employee Performance at Abdurachman Saleh University, Situbondo, with Job Satisfaction as an Intervening Variable.totaling 60 employees, using the Partial Least Square (PLS) Structural equation model.

The results of the direct influence hypothesis test using the Smart PLS 3.0 application Leadership has a significant positive effect on Job Satisfaction (H1 is accepted), Work discipline has a positive but insignificant effect on Job Satisfaction (H2 is rejected), Commitment has a positive but insignificant effect on Job Satisfaction (H3 is rejected), Motivation has a significant positive effect on Job Satisfaction (H4 is accepted), Leadership has a significant positive effect on Employee Performance (H5 is accepted), Work discipline has a significant positive effect on Employee Performance (H6 is accepted), Commitment has a significant positive effect on Employee Performance (H7 is accepted), Motivation has a significant positive effect on Employee Performance (H8 is accepted), Job satisfaction has a significant positive effect on Employee Performance (H9 is accepted), Leadership has a significant positive effect on Employee Performance through Job Satisfaction (H10 is accepted), Work discipline has a positive but insignificant effect on Employee Performance through Job Satisfaction (H11 is rejected), Commitment

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has a positive but insignificant effect on Employee Performance through Job Satisfaction (H12 is rejected), and Motivation has a significant positive effect on Employee Performance through Job Satisfaction (H13 is accepted).

Keywords: Leadership, Work discipline, Commitment, Motivation, Job satisfaction and Employee performance

INTRODUCTION

Human resources are now increasingly playing a role in the success of an organization. Many organizations realize that the human element in an organization can provide a competitive advantage. Human resources create organizational goals, strategies, innovations and objectives through the organization's existing vision and mission. Human resource management is a broad concept of the philosophies, policies, procedures, and practices used to manage individuals or people throughout an organization. According to Sutrisno (2016:5) "Human resource management is the utilization, development, assessment, reward and management of individual members of an organization or group of workers". The increasing role of human resource management is due to the organization's belief in its strategic role for the organization's competitive success. Competitive advantage is highly dependent on innovation, innovation itself is influenced by motivational factors and employee work morale factors..

Leaders in an organization must implement leadership that they think is appropriate to the conditions of the organization. A leader is not just a craftsman or a craftsman but someone who professionally needs to devote his abilities to achieving organizational goals. According to Robbins (2013:44), "leadership is the ability to influence a group towards achieving a goal." Leadership attitudes also require a role of discipline in organizing. This is a benchmark to be a good example for all human resources in the organization, whether in private organizations, government institutions or in companies. Discipline does not stop there, they also expect fulfillment of the organization's gifts to existing employees.Hasibuan (2014:193) states that "work discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms."

Organizations really need a very high commitment from an employee with this commitment the organization will be more confident in the responsibilities given to all existing employees. The concept of commitment in an organization is a very high consideration in an organization, this commitment is more than just formal membership,

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but includes an attitude of having an organization and a willingness to strive for a high level of effort for the interests of the organization in order to achieve organizational goals. According to Luthans (2012:249) "States that commitment is an attitude that reflects employee loyalty to the organization and an ongoing process where members of the organization express their concern for the organization and its continued success and progress". In addition to commitment which is an important consideration for the organization, the organization must also pay attention to the motivation that will be given fully to employees both directly and indirectly, considering that motivation is a way to provide support to employees in carrying out work and responsibilities given by the organization. Motivation according to Jacobus (2021:176) is "Motivation is a willingness to put in a high level of effort towards organizational goals, which is conditioned by the ability of that effort to meet an individual's needs." The above aspects can cause very different levels of satisfaction in each employee. This happens because there are...relationship with the presence of an employee's emotions in terms of whether or not they are happy with their work. Satisfaction is one way for an employee to convey important things that an employee has to the company.

Job satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of one of their jobs. According to Wether and Davis (2022:228) defines "job satisfaction as an employee's feelings related to their work, namely feelings of pleasure or displeasure in viewing and carrying out their work". The manifestation of all work activities or responsibilities given to employees is performance, where performance is the result*output*from the overall results of employees to the organization. Good performance is one of the organization's goals in achieving high work productivity. According to Sedarmayanti (2013:260) that "performance is a translation of performance which means the work results of a worker, a management process or an organization as a whole, where the results of the work must be shown concretely and can be measured (compared to predetermined standards)". Correct leadership in the organization, but not with the leadership that is currently applied, subordinates feel more pressured by the various existing rules, this must be taken seriously as there are rules about the obligation of an employee to bring prospective new students with punishment in the form of a reduction in monthly salary in the next few months, in addition there is an obligation for employees to participate in physical activities which are carried out once a week, and there is no work evaluation from the leader so that this has an impact on performance, whether it increases or not.

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Many problems concerning employee discipline and it is important to solve the existing problems, such as there are still many employees who come after the office hours that are clearly stipulated, not only employees, leaders who should be examples in implementing time discipline are also many who are late to the office, maybe that's why employees also do the same thing because leaders are role models or examples for them. The decline in commitment with the number of employees who are too late identifies the low level of commitment possessed by employees, and employees leave or quit. High commitment produces high work performance, employees who are highly committed will have high performance. This commitment is a loyalty given to the institution from employees, this is shown as their trust in the institution from an employee. Motivation is very much needed in an organization with the aim of encouraging individuals to complete their tasks. Low levels of motivation will cause problems with employees complaining that the salaries and bonuses given by the organization are not in accordance with the work done, as well as inadequate work facilities and resulting in employees being unable to complete their work on time. In addition, a sense of security in working is also very lacking, and relationships between fellow employees are less comfortable at work, lack of appreciation for work achievements from superiors to subordinates, and lack of job promotions carried out by leaders.

The level of job satisfaction in an organization is one of the outputs of what is the responsibility in working, but satisfaction is also an indication for employees who resign in other things also lack of compensation given, lack of motivation and poor work environment so that job satisfaction becomes low. Job satisfaction is an important factor in an organization, with high job satisfaction will have an impact on emotional maturity and will create a sense of liking for the work done, and ultimately a sense of high responsibility for the work arises.

From the background above, the researcher is interested in conducting research entitled**Leadership, Work Discipline, Commitment, and Motivation on Employee Performance at Abdurachman Saleh University, Situbondo with Job Satisfaction as an Intervening Variable**.

Objectives

The purpose of this study is to determine:

1. To find out whether leadership has a significant influence on job satisfaction;
2. To find out whether work discipline has a significant influence on job satisfaction;
3. To find out whether commitment has a significant effect on work commitment;

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4. To find out whether motivation has a significant influence on job satisfaction.
5. To find out whether leadership has a significant influence on employee performance;
6. To find out whether work discipline has a significant influence on employee performance;
7. To find out whether commitment has a significant effect on employee performance;
8. To find out whether motivation has a significant influence on employee performance;
9. To find out whether job satisfaction has a significant effect on employee performance;
10. To find out whether leadership has a significant influence on employee performance through job satisfaction;
11. To find out whether work discipline has a significant influence on employee performance through job satisfaction;
12. To find out whether commitment has a significant effect on employee performance through job satisfaction;
13. To find out whether motivation has a significant influence on employee performance through job satisfaction;

The conceptual framework in this study is described as follows:

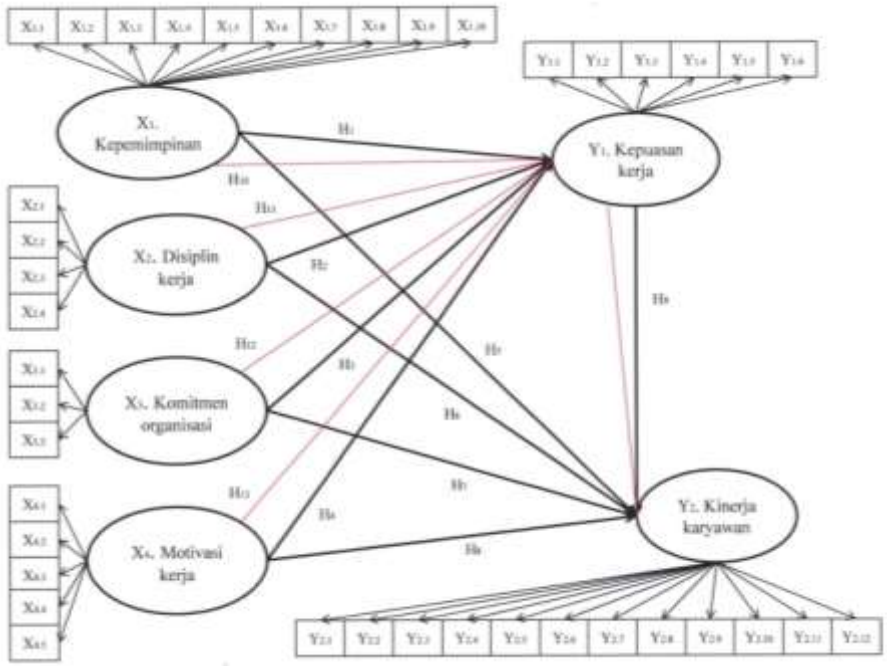


Figure 1: Conceptual Framework

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DISCUSSION

The Influence of Leadership on Job Satisfaction

The results of the analysis show that stating Leadership has a significant positive effect on Job Satisfaction with the original sample value of (0.96) positive. The T-Statistic value is 13.532 (> 1.964) and the P Value is**0.00**(<0.05). So it can be concluded that H1 is accepted. Leadership affects employee job satisfaction, this shows that good leadership can increase employee job satisfaction, in which case the leadership applied by the leader is in accordance with the conditions in the field, especially for employees at work. Previous research that examined the effect of leadership on job satisfaction conducted by Harahap & Khair (2019) with research results showing that leadership has a significant effect on job satisfaction, and other research that supports this research is research from Jayanti & Nazwirman (2020) with research results showing that leadership has a significant effect on job satisfaction, and research conducted by Adam et al (2021) with research results showing that leadership has a positive and significant effect on employee job satisfaction.

The Influence of Work Discipline on Job Satisfaction

The results of the analysis show that work discipline has a positive but not significant effect on job satisfaction with an original sample value of (0.02) and a P value of**0.78**(>0.05). So it can be concluded that H2 is rejected. Work discipline has no effect on employee job satisfaction. This is because the high or low level of work discipline cannot be believed to increase employee job satisfaction. These results indicate that organizations must pay more attention to employee discipline so that employees get their own satisfaction in working according to the workload they have. The results of the study above reject the results of empirical studies conducted by other researchers with Kasim et al (2022) showing that work discipline has a positive and significant effect on job satisfaction. As well as an empirical study conducted by Pulungan et al (2024) with research results showing that work discipline has a significant effect on job satisfaction.

The Influence of Commitment on Job Satisfaction

The results of the analysis show that commitment has a positive but not significant effect on job satisfaction with an original sample value of (0.10) and a P value of**0.15**(>0.05). So it can be concluded that H3 is Rejected. The commitment given by employees to the organization apparently cannot increase their job satisfaction, this happens because there are several commitments that may burden an employee, either

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directly or indirectly, the work environment, employee personality, these are the factors that make commitment unable to increase employee job satisfaction. The results of the study above reject the results of an empirical study previously conducted by Saragih et al (2022) with the results of the study that Commitment has a positive and significant effect on job satisfaction. As well as other empirical studies from Adni & Hamdani (2023) which show that Commitment has a positive and significant effect on employee performance. Furthermore, an empirical study conducted by Pulungan et al (2024) with the results showing that Commitment has a significant effect on Job Satisfaction.

The Influence of Motivation on Job Satisfaction

The results of the analysis show that motivation has a significant positive effect on job satisfaction with an original sample value of (0.10) and a P value of**0.04**(<0.05). So it can be concluded that H4 is Accepted. The results of the study show that motivation given to employees, both verbally and non-verbally, can increase employee job satisfaction. This motivation is a support system obtained by employees with the aim of carrying out work and responsibilities given well and in accordance with applicable provisions. This study also supports the results of an empirical study previously conducted by Jayanti & Nazwirman (2020) with the results showing that work motivation has a significant positive effect on job satisfaction. And also rejects the results of an empirical study conducted by Harahap & Khair (2019) with the results showing that work motivation has no significant effect on job satisfaction. Furthermore, rejects the results of an empirical study conducted by Adam et al (2021) with the results showing that motivation does not have a significant effect on job satisfaction.

The Influence of Leadership on Employee Performance

The results of the analysis show that leadership has a significant positive influence on employee performance with an original sample value of (0.43) and a P value of**0.00**(<0.05). So it can be concluded that H5 is Accepted. Good leadership will certainly improve employee performance which can also be seen from the results of this study showing that leadership can improve employee performance, what has been done by leaders to employees who work is in accordance with field conditions and what is expected by employees, both in terms of support, direction, appreciation, comfort at work, and employee welfare at work. This study supports the results of an empirical study conducted by Takilo et al (2024) with the results showing that Leadership has a positive and significant influence on employee Performance. As well as an empirical study from

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Adam et al (2021) with the results showing that Leadership has a significant effect on Employee Performance, and the results of an empirical study from Jayanti & Nazwirman (2020) with the results of the Leadership study having a significant positive effect on performance.

The Influence of Work Discipline on Employee Performance

The results of the analysis show that work discipline has a significant positive effect on employee performance with an original sample value of (0.34) and a P value of**0.00**(<0.05). So it can be concluded that H6 is Accepted. Discipline is an attitude or behavior applied by employees in working well and correctly so that the output of this discipline is increased employee performance, this is a strength that develops within the employee's body itself which causes discipline to be well maintained. The theory above also has an empirical study that supports this study, namely research conducted by Sabirin & Ilham (2020) with results showing that work discipline has a positive and significant effect on performance, as well as an empirical study conducted by Kasim et al (2022) with research results showing that work discipline has a positive and significant effect on performance, and an empirical study conducted by Fiannisa et al (2024) with research results Discipline has a positive and significant effect on performance.

The Influence of Commitment on Employee Performance

The results of the analysis show that commitment has a significant positive effect on employee performance with an original sample value of (0.24) and a P value of**0.00**(<0.05). So it can be concluded that H7 is accepted. The results of the study show that organizational commitment can improve employee performance with various commitments made including normative commitment, ongoing commitment, and normative commitment. High employee commitment will create a special trust for employees by prioritizing the organization's goals in the future. Empirical studies as supporters in this study are empirical studies conducted by Adni & Hamdani (2023) with results showing that commitment has a significant positive effect on employee performance, as well as empirical studies conducted by Saragih, et al (2022) with research results Organizational commitment has a positive and significant effect on employee performance, and the last empirical study from Pulungan et al (2024) with research results showing that commitment has a significant effect on performance.

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The Influence of Motivation on Employee Performance

The results of the analysis show that commitment has a significant positive effect on employee performance with an original sample value of (0.26) and a P value of**0.00**(<0.05). So it can be concluded that H8 is accepted. The results above show that motivation has an influence on employee performance. The motivation given by the organization so far to employees has been able to improve employee performance, on the other hand this motivation is also a personal drive for an employee in working, namely enthusiasm in completing the work done with additional support from the organization so that employees are enthusiastic in completing their work so that employee performance will be maintained. The results of the study above are also supported by several empirical studies that have been conducted such as by Jayanti & Nazwirman (2020) with the results of the study Work motivation has a significant positive effect on performance, and rejects the results of an empirical study conducted by Fiannisa et al (2024) with the results of the study showing that work motivation has a significant positive effect on performance.

The Influence of Job Satisfaction on Employee Performance

The results of the analysis show that job satisfaction has a significant positive effect on employee performance with the original sample values being (0.27) and the P value being**0.00**(<0.05). So it can be concluded that H9 is accepted. The results of the study show that Job satisfaction has a significant positive effect on employee performance, this proves that job satisfaction is very important for organizations in improving employee performance. Job satisfaction here includes an employee's ability to work, honesty in carrying out work, a supportive work environment, loyalty to completing work, creativity applied in completing work and individual leadership in making decisions to complete work. The results of the study above are supported by several empirical studies that have been conducted previously such as from Sabirin & Ilham (2020) with the results of the study, namely Job satisfaction has a significant effect on employee performance. As well as the results of an empirical study conducted by Jayanti & Nazwirman (2020) with the results of Job satisfaction having a significant positive effect on Performance.

The Influence of Leadership on Employee Performance through Job Satisfaction

The results of the analysis show that leadership has a significant positive influence on employee performance through job satisfaction with an original sample value of (0.26) and a P value of**0.00**(<0.05). So it can be concluded that H10 is accepted. From the

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results above, the leadership at Abdurachman Saleh University, Situbondo is implemented in various ways, both supportively, participatively, directively, appreciating employees, fulfilling work comfort, and even employee welfare. The results of the study above are supported by an empirical study by Adam et al (2021) with the results of the study showing that leadership mediated by job satisfaction has a strong effect on employee performance, as well as the results of an empirical study conducted by Kasim et al (2022) with the results of the study leadership has a positive and significant effect on performance through job satisfaction.

The Influence of Work Discipline on Employee Performance through Job Satisfaction

The results of the analysis show that work discipline has a positive but not significant effect on employee performance through job satisfaction with an original sample value of (0.00) and a P value of**0.79**(>0.05). So it can be concluded that H11 is rejected. From the findings above, it shows that work discipline cannot improve employee performance either by obeying office rules, timeliness of entry and high responsibility even if supported by job satisfaction itself, job satisfaction is created by an employee himself. The results of the study above reject empirical studies that have been conducted by several researchers including Pulungan et al (2024) with the results of the study being that work discipline has a positive effect on the performance of civil servants through increased job satisfaction.

The Influence of Commitment on Employee Performance through Job Satisfaction

The results of the analysis show that commitment has a positive but not significant effect on employee performance through job satisfaction with an original sample value of (0.02) and a P value of**0.17**(>0.05). So it can be concluded that H12 is rejected. From the findings, it shows that the commitment given by employees to the organization still cannot improve employee performance, even mediated by job satisfaction, it will not be able to improve employee performance. How good the commitment of employees given to the organization will not be able to improve employee performance is not balanced with trust in employees in working. Thus, the role of the mediating variable Job Satisfaction has a positive but insignificant effect in mediating the effect of Commitment on Employee Performance. The results of this study reject the empirical study conducted by Pulungan et al (2024) with the results of the study being that Commitment has a positive effect on the performance of civil servants through increasing Job Satisfaction.

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The Influence of Motivation on Employee Performance through Job Satisfaction

The results of the analysis show that motivation has a significant positive effect on employee performance through job satisfaction with an original sample value of (0.02) and a P value of**0.04**(<0.05). So it can be concluded that H13 is accepted. From the results above, the motivation provided by the Abdurachman Saleh Situbondo University institution is very good where all employees get good and appropriate physical needs, get social needs, self-actualization needs and even a sense of security and safety in carrying out the work assigned to them, with high employee performance output and guaranteed job satisfaction. The results of the study above are supported by an empirical study by Adam et al (2021) with the results of the study showing that motivation mediated by job satisfaction has a strong effect on employee performance, as well as the results of an empirical study conducted by Adam et al (2021) with the results of the study Motivation mediated by job satisfaction has a strong effect on employee performance.

CONCLUSION

Based on the results of the research conducted and described previously, several conclusions can be drawn from the overall results of the research as follows: Leadership has a significant positive effect on job satisfaction.Work discipline has a positive but not significant effect on job satisfaction. Commitment has a positive but not significant effect on job satisfaction. Motivation has a significant positive effect on job satisfaction. Leadership has a significant positive effect on employee performance.Work discipline has a significant positive effect on employee performance. Commitment has a significant positive effect on employee performance. Motivation has a significant positive effect on employee performance. Job satisfaction has a significant positive effect on employee performance. Leadership has a significant positive effect on employee performance through job satisfaction. Work discipline has a positive but insignificant effect on employee performance through job satisfaction. Commitment has a positive but insignificant effect on employee performance through job satisfaction. Motivation has a significant positive effect on employee performance through job satisfaction.

ADVICE

Based on the conclusions that have been outlined, an explanation can be provided in the form of suggestions below, namely as follows:

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1. For College

As an additional literature reference and can be useful as a basis for thinking about the possibility of similar research in the future regarding Leadership, Work Discipline, Commitment, Motivation, Job Satisfaction and Employee Performance.

2. For Researchers

Further researchers will examine more sources and references related to the theory that will be used which is the same as this research. The researcher further developed the scope of this research, considering that the research conducted has not been able to fully describe the fulfillment of employee job satisfaction and employee performance. Further expanding the research by using various other variables that can influence the performance itself.

3. For Abdurachman Saleh University, Situbondo

In terms of safe leadership in this study, in the assessment indicators there are still indicators that have the lowest value, namely achievement-oriented leadership, where institutions must pay more attention to this point at this time so that future leadership has an orientation based on achievement. In terms of work discipline, it focuses more on "high responsibility" where in this study the measurement results still have low values compared to other indicators, the researcher's suggestion is to apply a high sense of responsibility to employees in carrying out the work assigned to them. In terms of commitment, the organization must prioritize employees to have normative commitment where the assessment results still have low values compared to other indicators, the aim is to emphasize employees to remain in the organization. In terms of motivation, institutions must prioritize "physical needs" which are really needed by employees as their motivation and it is also the institution's obligation to fulfill their physical needs with the aim of ensuring that the work they do runs well. In terms of job satisfaction, it is necessary to ensure that employees prioritize their creativity in working or creating, this creativity also determines how much they practice their creativity in working. In terms of performance, more attention is paid to administration. Administration is something that is very vulnerable to major errors in an organization. If there is an error in recording or archiving any type of thing, it will also have an impact on the organization in the future.

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