

# The Relationship between Job Satisfaction and Organizational Commitment of Employees at the Center for Curriculum and Learning, Standards, Curriculum and Educational Assessment Agency, Ministry of Education, Culture, Research and Technology

Siti Zulaikha <sup>1)</sup>, Heru Santosa <sup>2)</sup>, Annisa Eva Nurabia <sup>3)</sup>

## Author Affiliations

<sup>1</sup> Education Management, Faculty of Education, Jakarta State University, Jakarta, Indonesia

<sup>2</sup> Education Management, Faculty of Education, Jakarta State University, Jakarta, Indonesia

<sup>3</sup> Education Management, Faculty of Education, Jakarta State University, Jakarta, Indonesia

## Author Emails

a) [annisaevanurabia@gmail.com](mailto:annisaevanurabia@gmail.com) b) [hsantosa@unj.ac.id](mailto:hsantosa@unj.ac.id)

Corresponding author: [Siti-Zulaikha@unj.ac.id](mailto:Siti-Zulaikha@unj.ac.id)

**Abstract.** This study aims to determine whether or not if there is a relationship between job satisfaction and organizational commitment of Center of Curriculum and Learning, Agency for Standardization, Curriculum, and Assessment in Education, Ministry of Education, Culture, Research, and Technology's employees. The variables that were studied were job satisfaction as the independent variable (the X variable) and organizational commitment as the dependent variable (the Y variable). This research used a quantitative approach with a survey method. The population in this study were Center of Curriculum and Learning's employees. With saturated sampling technique which is a sampling technique when all members of the population are used as samples, in this study, the sample used were 66th (sixty six) employees. The data collection technique uses a questionnaire with a Likert scale. Hypothesis testing is done by using the product moment correlation formula by the acquisition of a correlation coefficient ( $r$ ) = 0.745 From the result of hypothesis testing, obtained 8.936 for  $t_{count}$  which means more than 1.998 for table. Thus, the alternative hypothesis ( $H_a$ ) are accepted positively. From the coefficient of determination, the job satisfaction contributes 55.51% to organizational commitment. In conclusion, there is a relationship between job satisfaction and organizational commitment.

**Keywords:** Employees, Job Satisfaction, Organizational Commitment

## 1. INTRODUCTION

The importance of management, especially human resource management in an organization or agency will build strong and strong pillars to support existence and therefore the development of human resource management is an inevitable necessity. Human Resource Management (HRM) is not something new in the world of organizations. Human efforts to achieve a goal are not static, but continue to develop and change, in line with the dynamics of human life that take place within together as an ecosystem.

The current era of globalization tends towards management that is oriented towards human resources (HRM). This is based on the speed of information and the development of science and technology which can no longer be overcome using slow and rigid traditional methods. If management change can be managed properly and correctly,

benefits will be generated in the form of growing initiative, a variety of creativity and encouragement of greater participation (Shaleh, 2018).

In carrying out human resource management it is certainly related with the organization. Of course, human resources in organizations have various kinds of behavior. Within an organization there are resources that are used effectively and efficiently to achieve organizational goals. One of the HR behaviors that supports the success of an organization is having high commitment, as stated by Coenraad (2016), "the success of managing an organization is very much determined by the success in managing human resources, namely the level of employee commitment to the organization where they work, which really determines the performance the organization will achieve." If employees have high organizational commitment, it will have a positive impact on various things, such as increasing productivity and even performance, both individual and organizational performance. This is in line with the concept of Meyer and Herscovitch (in Kelly, 2015), it is said that "Commitment in the workplace has the potential to influence organizational effectiveness and efficiency."

According to Schermerhorn, Hunt, Osborn, and Uhl-Bien (in Wibowo, 2016), commitment is an individual's loyalty to the organization. So, if someone has high organizational commitment, then he will be more active in carrying out his duties within the organization. If employees have organizational commitment, they will be more train carrying out their work which is their responsibility as part of the organization. As is known, all employee behavior is important in an organization because it will influence the achievement of organizational goals and improving the quality of work, as well as organizational commitment behavior. Employee commitment determines the success or failure of the goals an organization wants to achieve, because the success or failure of an organization will have an impact on the survival of the organization and its employees.

These demands certainly apply to all organizations, one of which is government agencies. In government agencies, one of the benchmarks for a good agency can be seen from the level of motivation and ability to carry out service tasks (Shaleh, 2018). There are still many weaknesses in public services provided by the State Civil Apparatus (ASN) so that they do not meet the quality expected by the public. It can be seen that there are still many complaints from the public conveyed through the media, giving rise to an unfavorable image of the civil service. Considering that the government must prioritize the community by providing public services, the government needs to improve the quality of its services. In realizing reliable, professional and moral ASNs as government administrators who apply the principles of good governance, ASNs are required to be committed to their work. Therefore, ASN's commitment is stated in Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus, states in CHAPTER II, article 3 that: "ASN as a profession is based on the following principles: (a) basic values; (b) code of ethics and code of conduct; (c) commitment, moral integrity and responsibility for public service; (d) required competencies according to the field of assignment; (e) academic qualifications; (f) guarantee of legal protection in carrying out duties; and (g) professionalism of the position".

In reality, the regulations that have been issued have not been fully implemented by ASN. The issues found by Coenraad, "are related to the work productivity of civil servants and their work ethic which is considered low, not providing good service, not being transparent, not providing added value, complaining a lot, tending to be corrupt, and so on", apart from that in the annual report of the State Civil Service Agency (BKN) also added, "There are still many ASN who are found to be undisciplined in their work, lack awareness of completing tasks, and lack a sense of responsibility for their work. "This is because there is no concern regarding the implementation of its duties, principals and functions, which indirectly causes the activities of the agency to not run well (Haryani, 2019)." With this issue, it certainly appears that employee work behavior tends to be low and this will hamper the efficiency of organizational performance because it does not produce output on time.

Another issue was also discovered, in mid-2019, a pre-trial was held led by the Head of BKN as Secretary of Bapek. Based on this article, cases of ASN discipline in the form of not coming to work which still dominate to this day constitute a violation of Article 3 Number 11 PP 53/2010 regarding complying with the provisions on working hours that must be fulfilled by ASN. With the statement in this article, it is indicated that employee commitment is still low, as stated by several experts, that organizational commitment problems are closely related to attendance, tardiness, and the desire to move. This was conveyed by Mathieu and Zajac (in Sanggaran, 2009), who stated that organizational commitment is related to attendance, tardiness and turnover behavior. Strengthened by Schuler and Jackson (in Malik, 2015), they say that strong employee commitment results in low levels of absenteeism, which can then improve employee performance and the productivity of an organization.

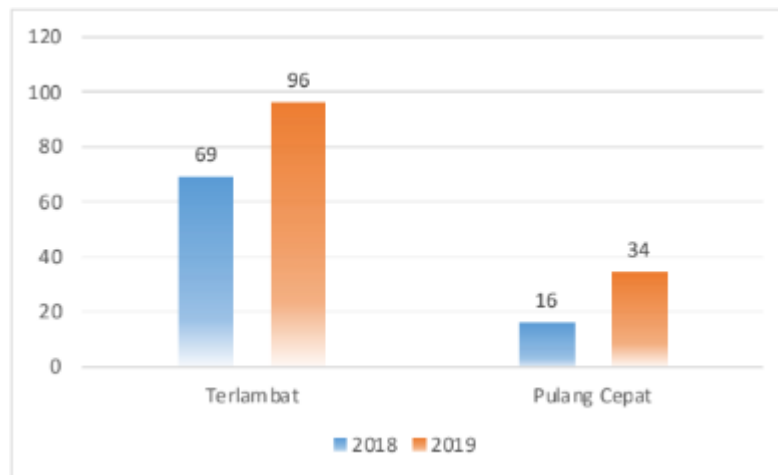
Issues similar to the problem of national organizational commitment, at the Curriculum and Learning Center, which the researcher chose as the research site, still have several problems, namely non-compliance with working hours. The following are the results of the recapitulation of attendance for the 2018 period to 2019 :

**Table 1** Absence Data for Civil Servants at the Center for Curriculum and Learning for the Period January 2018 to December 2019 (in days)

Year	Absence Status				Amount
	Sick	Paid leave	Permission	Alpha	
2018	230	82	40	409	761
2019	570	1289	0	533	2392

Based on the table of employee attendance recapitulation results from January 2018 to December 2019, the number of employees who were absent from the office increased.

Apart from that, as the expert mentioned above, organizational commitment is closely related to delays. There are still many employees at the Curriculum and Learning Center who arrive late and leave early (leave early), almost more than 50% of employees arrive late and this increases every year. The following is a comparison table of employee tardiness in 2018 and 2019:



**Figure 1** Bar diagram of late entry and early return for the period January 2018 to December 2019  
(in terms of people)

Based on the data presented, it is indicated that there are still many employees who violate the rules regarding attendance, which will affect the employee's discipline. Apart from looking at the level of employee organizational commitment in terms of absenteeism, researchers tried to explore the level of employee organizational commitment by conducting a pre-survey regarding organizational commitment by adapting several statements from the Organizational Commitment Questionnaire (OCQ) selected by Porter et al. From the pre-survey conducted through several questionnaire questions related to organizational commitment behavior with a maximum scale of 5, researchers found indications of a lack of organizational commitment behavior among Curriculum and Learning Center employees. The Organizational Commitment pre-survey questionnaire was distributed to 38 respondents, namely employees in the Curriculum and Learning Center environment with the following questions:

**Table 2** Results of the Organizational Commitment Pre-survey Questionnaire

NO	Question Item	Skala				
		1	2	3	4	5
1	I feel happy while working in this organization	0	3	20	13	2

NO	Question Item	Skala				
		1	2	3	4	5
2	I am willing to work until retirement in this organization	0	0	19	15	4
3	I feel emotionally attached to the organization where I work	0	5	13	14	6
4	I often compare my organization with other organizations. Both in terms of incentives, comfort, facilities, and other considerations that influence me to stay.	2	8	11	10	7
5	I have the opportunity to work outside the organization	0	4	11	16	7
6	I am able to leave the organization if other job opportunities arise.	2	9	18	8	1
7	I am able to accept the consequences of leaving the organization	0	8	14	16	0
8	I have high loyalty towards the organization	0	4	18	14	2
sum		4	41	124	106	29
Remarks : 1 (strongly disagree) 2 (disagree) 3 (undecided) 4 (agree) 5 (strongly agree)						

The results of the pre-survey questionnaire regarding organizational commitment show that the dominant answer is from the above statement is doubtful. The question item "I feel happy when working in this organization" is the item with the highest doubtful answers. Considering that this statement item is related to the dimension of affective commitment, where strong affective commitment will remain in the organization because of their wishes, if the score obtained is not high enough then it can be interpreted that employees are still doubtful about it. their desire to remain in the organization. So it can be concluded that the organizational commitment of the Curriculum and Learning Center employees is not high enough.

From the problem phenomena that arise, organizations must retain their employees, because it is not easy for a central government agency to get new employees. One thing organizations can do is pay attention to employee job satisfaction. Many studies say that organizational commitment is related to job satisfaction. According to Aamodt (in Munir, 2014), it shows that satisfied employees tend to be committed to an organization, and satisfied and committed employees tend to attend work, stay with the organization, arrive at work on time, work well, and engage in good behavior. that helps the organization. In line with the previous opinion, according to Herzberg in Ringgio, the behavioral characteristics of workers who have job satisfaction are those who have higher motivation to work, they are more happy in doing their work, while the characteristics of workers who are less satisfied are those who are lazy about going to work and are lazy about their work. Lazy employee behavior will certainly cause problems for the company in the form of high levels of absenteeism, late work and other disciplinary violations. On the other hand, the behavior of satisfied employees will be more profitable for the company (Hurriyati, 2017).

Research conducted by Mohammed, et.al, Kaplan, Ehsan, et.al., (in Arifin and Nurmala, 2018) shows that if a job is assessed as successful with positive feelings and the results are encouraging, then the employee has a high commitment to organization. This pleasant or positive emotional state indicates employee job satisfaction.

Employee job satisfaction certainly will not come by itself, there are factors that influence it, according to As'ad (Ratnasari and Hartati, 2019), the factors that influence job satisfaction are (1) psychological factors, are factors related to employee psychology; (2) social factors, are factors related to social interaction; (3) physical factors, are factors related to the employee's physical condition; and (4) financial factors, which are factors related to employee security and welfare.

An indication of a lack of job satisfaction among employees can be seen from the results of the information with the resource person (Administration staff), on Thursday, June 22 2020 at 15.10 WIB, namely among the Curriculum and Learning Center employees who are still not working enough (extra) for agencies. Regarding job satisfaction, what was felt while working at the Curriculum and Learning Center was quite satisfactory (on a scale of 4 out of 5), which can be seen from financial and psychological factors. However, there are still things that cause dissatisfaction, namely from social factors, for example when transfers are decided unilaterally, then, the division of work between employees is not evenly distributed, and so on.

However, to overcome this, the leadership at the Curriculum and Learning Center is looking for the best solution to provide employee job satisfaction. One of them is by providing welfare for employees, such as holding family

gatherings; developing a career, such as continuing studies and attending training; as well as activities that can improve employee competency.

In relation to organizational commitment, quite a lot of research has used satisfaction as an antecedent or factor that influences the emergence of organizational commitment. This is in line with research conducted by Ginanjar and Riyanti (2015), which states that the more satisfied workers are at work, the more satisfied they are at work. will become more emotionally committed and feel morally obliged to remain in the organization. Apart from that, it was revealed by Pella (2020) in his research that, "in this day and age, there is no longer a job for life for everyone (jobs for life). Unemployment has become a real threat. The expectations of business owners and employees are also different than before. On top of all these changes and challenges, employee engagement (commitment) may be the 'solution' for organizations to remain successful."

Based on the description above, with findings like this in the Curriculum and Learning Center environment, the researcher wants to examine research regarding "The Relationship between Job Satisfaction and Organizational Commitment of Employees at the Curriculum and Learning Center, Educational Standards, Curriculum and Assessment Agency, Ministry of Education, Culture, Research and Technology".

## **2. RESEARCH METHODS**

### **Type, Place and Time of Research**

This research uses a quantitative approach using survey methods. The location of this research was carried out at the Center for Curriculum and Learning, Standards, Curriculum and Educational Assessment Agency, Ministry of Education, Culture, Research and Technology. With research starting from May 2022 to January 2023.

### **Population and Sample**

The population in this study were all employees of the Center for Curriculum and Learning, Standards, Curriculum and Educational Assessment Agency, Ministry of Education, Culture, Research and Technology. In this study, because the population was not greater than 100 respondents, By using census techniques (saturated samples), the sample for this research took 100% of the population at the Curriculum and Learning Center, namely 66 (sixty six) respondents.

### **Research procedure**

In this research, the data collection technique in this research will be carried out using questionnaires. The list of questions is closed with alternative answers provided by the researcher. Questionnaires were distributed via online media in the form of the Google Form application. Next, the researcher will carry out data analysis, starting

from testing the research instrument by testing validity using the correlation coefficient formula and calculating reliability using the Cronbach alpha formula. After obtaining an instrument that is proven to be valid and reliable, classical assumption tests are carried out, namely the normality test, significance test and linearity test, and hypothesis testing.

### 3. RESULTS AND DISCUSSION

#### Results

Based on data in the field that has been collected from research activities and calculations that have been carried out, the following results were obtained:

##### 1. Normality test

The normality test aims to find out whether the data that has been obtained is normally distributed or not. The testing criteria for data is considered to be normally distributed, namely when it meets the following conditions:

- a.  $L_o < L_{table}$  : Null hypothesis ( $H_o$ ) is accepted, with the conclusion that the population is normally distributed.
- b.  $L_o > L_{table}$  : Null hypothesis ( $H_o$ ) was rejected, with the conclusion that the population was not normally distributed.

Based on the calculation of the instrument normality test using the Lilliefors Test,  $L_o$  was obtained. The largest of the variables X and Y is = 0.062. Critical value  $L_{table}$  for a sample size of  $n = 66$  with a significance level of  $\alpha = 0.05$ , it is 0.109. Thus the value of  $L_o = 0.062$  smaller than  $L_{table} = 0.109$ , so it can be concluded that the sample data for variables X and Y or job satisfaction and organizational commitment variables come from a normally distributed population.

##### 2. Significance Test and Regression Linearity

The significance test is to show that a hypothesis that is proven in the sample can be applied to the population. The aim of the linearity test is to find the relationship between the two variables so that a straight line will be drawn on the scatter diagram. From the results of the linear regression test between the two variables in this study, the equation  $\hat{Y} = 57.77 + 0.66x$  was obtained.

The calculation results show that the regression equation has a coefficient  $a = 57.77$  and a constant  $b = 0.66x$ .

From the results of calculations regarding the significance and linearity of the regression, it was carried out using the F test and the results are described as follows: the results of the regression equation obtained  $F_{count} = 79.855$  greater than  $F_{table}$  of 3.991 with  $\alpha = 0.05$ . Thus  $H_o$  rejected and  $H_1$  accepted, which means the simple regression equation model for Y with X is proven to be significant.

The linearity test obtained the  $F_{valuecount}$  by 1,000 less than  $F_{table}$  of 1.837 with  $\alpha = 0.05$ . Thus it can be stated that the simple regression equation model for Y with X is proven to be linear.

##### 3. Hypothesis test

In this research, the hypothesis formulated is an alternative ( $H_a$ ) which states that there is a positive relationship between job satisfaction and organizational commitment of employees of the Center for Curriculum and Learning, Educational Standards, Curriculum and Assessment Agency, Ministry of Education, Culture, Research and Technology. After the data is obtained and processed, the correlation coefficient test is calculated for hypothesis testing using the product moment correlation formula Karl Pearson, then we get the correlation coefficient ( $r_{xy}$ ) of 0.745. To determine the contribution that variable X makes to variable Y, the coefficient of determination is calculated which produces a percentage of 55.51%. This means that job satisfaction contributes 55.51% to the level of organizational commitment of Central employees

Curriculum and Learning, Educational Standards, Curriculum and Assessment Agency, Ministry of Education, Culture, Research and Technology. The remaining 44.49% is influenced by other variables outside job satisfaction.

The results of calculating the correlation coefficient are entered into the t transformation t test formula, which produces a t count of 8.936. This test was carried out to determine the significance or confidence value of the correlation coefficient which tests the independence or one-party test of the job satisfaction variable with organizational commitment through the t-test.

With a significance level of  $\alpha = 0.05$  and  $dk = 64$ , from the distribution list for the one-sided t test  $t_{0.95} = 1.998$ . From these results,  $t$  is obtained count bigger  $t_{table}(8.936 > 1.998)$ . That is, the  $t$  value count is in the  $H_0$  rejection area, which means  $H_0$  rejected. Thus the alternative hypothesis ( $H_a$ ) which states that there is a positive relationship between job satisfaction and organizational commitment of employees of the Center for Curriculum and Learning, Standards, Curriculum and Educational Assessment Agency, Ministry of Education, Culture, Research and Technology

## Discussion

The research conducted aims to determine whether there is a relationship between job satisfaction and the organizational commitment of Curriculum Center employees and Learning, Educational Standards, Curriculum and Assessment Agency, Ministry of Education, Culture, Research and Technology. Based on the research results, it is known that the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) accepted. Thus, it can be concluded that job satisfaction has a positive relationship with organizational commitment. The direction of the relationship in this research is positive, where if job satisfaction is high then organizational commitment will be high too. Conversely, if job satisfaction is low then organizational commitment will be low.

After calculating the correlation coefficient test *Product Moments* Between job satisfaction and organizational commitment of employees of the Center for Curriculum and Learning, Standards, Curriculum and Educational Assessment Agency, Ministry of Education, Culture, Research and Technology, an  $r$  value of 0.745 was obtained and the results of hypothesis testing using the t-test obtained  $t_{count}$  of 8.936 for a one-party test with  $dk = 64$  and a significance level of  $\alpha = 0.05$  from the distribution list obtained  $t_{0.95}$  amounted to 1,998. Based on these calculations it can be said that the  $t$  value  $count > t_{table}$  or  $8.936 > 1.998$ , so it is concluded that the alternative hypothesis ( $H_a$ ) previously submitted was accepted, namely that there is a relationship between job satisfaction and organizational commitment of employees of the Center for Curriculum and Learning, Educational Standards, Curriculum and Assessment Agency, Ministry of Education, Culture, Research and Technology. Job satisfaction contributes to Organizational commitment can be seen in the results of the correlation coefficient test calculation where the coefficient of determination value is 55.51%. From these results, it can provide an illustration that job satisfaction can have a positive relationship with organizational commitment, although there are other factors that can influence organizational commitment.

Based on the results of research conducted by researchers, it shows that overall job satisfaction obtained by employees is good. However, in terms of opportunities for promotion, it can be said that they have not run optimally. This can be seen from the lowest item score on the job satisfaction variable contained in item 16 with the statement "I am not satisfied with the opportunity for promotion", which is 228. Even though the statement is negative, 34 out of 66 employees answered in the affirmative, from this answer it can be said that it is difficult get the opportunity for promotion in the Curriculum and Learning Center environment. Meanwhile, the highest item score obtained on the job satisfaction variable was in instrument item number 4 with the statement "I try to produce high quality work for the progress of the organization)", namely 301.

The results of the employee organizational commitment variable at the Center for Curriculum and Learning, Educational Standards, Curriculum and Assessment Agency, Ministry of Education, Culture, Research and Technology, show that overall employee organizational commitment is good. However, quite a lot of employees agree with the statement that they still feel that moving from organization to organization is normal. This low score indicates that employees feel that they have no problem leaving the organization. Meanwhile, the highest item score was obtained on instrument item number 28 with total

290. The statement in this item contains "I am responsible for completing the work", meaning that the employee already understands the organization and his responsibilities as an employee who has loyalty to the organization.

From the results of the discussion and statistical calculations that have been carried out, it can be concluded that the results of this research confirm the existence of a positive relationship between job satisfaction and organizational commitment of employees of the Center for Curriculum and Learning, Educational Standards, Curriculum and Assessment Agency, Ministry of Education, Culture, Research, and Technology. The contribution made by job satisfaction to organizational commitment is 55.51%. From the results of these values, it provides an illustration that the job satisfaction obtained by employees has a good impact on employees' organizational commitment. In the results of this research, employees who take full responsibility for their duties feel satisfied and produce results/output quality work. The existence of a relationship between job satisfaction and employee organizational commitment was conveyed by Destari et.al., who quoted from Robbins and Coulter, according to him job satisfaction is a general attitude to someone's work. Job satisfaction shows the suitability between a person's feelings and the rewards provided by the job. These fulfilled expectations can lead to an individual's commitment to the organization. Someone who has high commitment will identify with the organization, be seriously involved, and have loyalty and positive affection for the organization. In addition, employee behavior strives towards organizational goals and the desire to remain in the organization for a long period of time.

#### 4. CONCLUSIONS AND RECOMMENDATIONS

##### Conclusion

Based on the results of the data analysis that has been carried out, the correlation coefficient value is obtained product *moment*, namely an  $r$  value of 0.745 with a coefficient of determination value of 0.5551, which means that job satisfaction contributes 55.51%. As well as the results of the  $t$  test hypothesis testing with a significance level of  $\alpha = 0.05$ , the  $t$  value was obtained  $t_{count} > t_{table}$  or  $8.936 > 1.998$ , so that the hypothesis described previously can be answered, namely rejecting  $H_0$  and accept  $H_a$ . This proves that if job satisfaction increases, it will increase organizational commitment. Thus, it can be concluded that there is a positive relationship between job satisfaction and organizational commitment of employees of the Center for Curriculum and Learning, Standards, Curriculum and Educational Assessment Agency, Ministry, Education, Culture, Research and Technology.

##### Suggestion

Based on the research results, researchers put forward the following suggestions:

1. For the Curriculum and Learning Center, the Educational Standards, Curriculum and Assessment Agency, the Ministry of Education, Culture, Research and Technology must motivate employees to further increase their job satisfaction and organizational commitment. Organizations need to meet employee needs, such as providing compensation appropriate to the work done, a healthy work culture, good facilities and work environment, and supportive colleagues and leaders. Apart from that, based on research results, organizations also need to provide opportunities for promotion to employees to increase job satisfaction significantly, because promotion reflects an employee's success. As employee satisfaction improves, employee organizational commitment will increase.
2. For further researchers, based on the research results that have been presented, job satisfaction contributes 55.51% to organizational commitment, so there are still 44.49% other factors that can influence it. Therefore, further research is needed regarding factors others related to organizational commitment. In data collection, it is not only limited to using questionnaires, but can be developed by adding the interview method, where researchers can explore more complete and in-depth answers so that the results of further research can provide stronger generalizations. In addition, this research can be carried out on more diverse research subjects, both in terms of demographics and

other aspects, so that it is possible that the results can be different and improve this research.

## 5. REFERENCES

- Arifin, AH, Sulaida, & Nurmala. (2018). *The Relationship of Job Satisfaction, Transformational Leadership, and Work Discipline on Employee Performance with Organizational Commitment as Intervening Variable of Administrative Staffs at State Malikussaleh University* . Indonesian Journal of Educational Review, 52-67.
- BKN. (2019). BKN Recommends Dismissal of a Number of Cases of Disciplinary Violations, from <https://www.bkn.go.id/berita/bkn-recommend-dismissal-of-a-number-of-disciplinary-violation-cases>.
- Ginanjjar, G. &. (2015). The Relationship between Job Satisfaction and Organizational Commitment in Freelancers in Consulting Firms. *MANASA*, 125-139.
- Haryanti, A. (2019). Civil Servant Discipline. Jakarta: Directorate of Supervision and Control in the Field of Code of Ethics, Discipline, Dismissal and Retirement of Civil Servants, State Civil Service Agency.
- Hurriyati, D. (2017). Job Satisfaction viewed from Work Family Conflict Behavior. *Psychodimensia*. Kelly, J. (2015). *The Relationship between Organizational Commitment and Job Satisfaction of Commissioned Officers Within an Arm of the South African National Defense Force*. Cape Town: University of the Western Cape.
- Malik, H. A. (2015). Analysis of Employee Performance Through Organizational Commitment, Work Environment, and Job Satisfaction of Mataram City Government Employees. *JMM17: Journal of Economics and Management*, 1-16.
- Munir, RI (2014). *Relationship between Job Satisfaction and Organizational Commitment at Health Tourism Hospital in Malaysia Knowledge Management International Conference (KMICE)*(pp. 738-743).Malaysia: <http://www.kmice.cms.net.my/>.Pella, D. A. (2020). *Management Employee Satisfaction and Engagement*. Jakarta: AIDA Infini Maksima Publisher.
- Ratnasari, SL, & Hartati, Y. (2019). *Performance Management in Organizations*. Pasuruan: Qiara Media Publishers.
- Shaleh, M. (2018). *Organizational Commitment to Employee Performance*. Makassar: Eastern Script Publishers.
- Sianggaran, J. (2009). *Auditor Organizational Commitment*. Accounting Studies.
- Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus, CHAPTER II Principles, Principles, Basic Values, as well as Code of Ethics and Code of Conduct, Article 3. (n.d.).
- Wibowo. (2016). *Performance Management Fifth Edition*. Jakarta: PT Raja Grafindo Persada

**Open Access** This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

