

The Influence Of Organizational Climate And Work Discipline On Organizational Commitment With Job Satisfaction As A Mediation Variable

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Abstract

This study aims to analyze the effect of organizational climate and work discipline on organizational commitment with job satisfaction as a mediating variable in Government Offices in Palu City District. This type of research is quantitative. The population in this study amounted to 136 employees and used a census technique. The data collection method in this study used a questionnaire. Data analysis technique uses Partial Least Square (PLS). The results of this study are organizational climate and work discipline have a significant positive effect on job satisfaction in government offices in Palu City District. Organizational climate and work discipline have a significant positive effect on organizational commitment in government offices in Palu City District. Job Satisfaction has a significant positive effect on organizational commitment in Government Offices in Palu City District. Organizational climate and work discipline have an indirect and significant positive effect on organizational commitment with job satisfaction as a mediating variable in Government Offices in Palu City District..

Keywords : Organizational Climate, Work Discipline, Organizational Commitment and Job Satisfaction.

Introduction

Civil Servants (PNS) as the main element of the human resources of the State apparatus have a role that determines the success of governance and development. The success of government organizations depends on the human resources they have, the good performance of civil servants will affect employee performance. Such as the Law of the Republic of Indonesia (UU RI) Number 43 of 1999 which states that Civil Servants are domiciled as elements of the State apparatus whose duty is to provide services to the community in a professional, honest, fair and equitable manner in carrying out State, government and development tasks. This can be optimal with the existence of organizational commitment, Robbins (2003) organizational commitment is a situation where an employee is in favor of an organization and its goals, and is interested in maintaining its membership in that organization. This organizational commitment will also affect the performance of these employees as stated by Thamrin (2012) saying that organizational commitment will affect the performance of employees and is indicated by job satisfaction.

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But in forming employee commitment, organizations also need to know how much commitment employees have through job satisfaction. Kinicki and Kreitner (2003) say that satisfaction is a general attitude towards one's work as the difference between the amount of rewards received and the amount believed to be received. Job satisfaction can also arise because of the comfortable atmosphere felt by employees in the organization. Another aspect that also influences the running of the organization, especially in the workplace, is the organizational climate. According to Litwin and Stinger (1986) organizational climate is everything in the work environment, which can be felt directly or indirectly by the people in the work environment. According to Swastadiguna (2018), states that organizational climate influences organizational commitment which is mediated by job satisfaction. Work discipline according to Hasibuan (2003) is the awareness and fairness of a person complying with all the rules and social norms that apply in society.

Based on observations of the problems that occur in Palu City District, the commitment that employees in the District have, for affective commitment, they do not have a strong sense of the organization and contribute less to the organization. Then the employee's continuing commitment is forced to remain in the organization to avoid the losses that the employee has given to the organization such as the time, age and energy that has been given, so that it allows him to do business that is not optimal. Another problem is discipline which is still very lacking, many employees are not on time when they enter working hours and go home early. Employees in Palu City District are more likely to use their working time to carry out personal activities then use rest hours as working hours. Uncomfortable work atmosphere with many unsupportive room conditions that have an impact on low employee job satisfaction. Lack of work involvement, where there is still low work involvement in Palu City District, such as employees who are still less active in helping other employees.

That way, the formulation of the problem in this study is 1) Does organizational climate affect job satisfaction of employees in Palu City District? 2) Does the organizational climate affect the organizational commitment of employees in Palu City District? 3) Does work discipline affect job satisfaction of employees in Palu City District? 4) Does work discipline affect the organizational commitment of employees in Palu City District? 5) Does job satisfaction affect organizational commitment to employees in Palu City District? 6) Does organizational climate affect organizational commitment mediated by job satisfaction of employees in Palu City District? 7) Does work discipline affect organizational commitment mediated by job satisfaction of employees in Palu City District?

The aims of this study were 1) to find out whether organizational climate influences job satisfaction of employees in Palu City District. 2) To find out the organizational climate affects the organizational commitment of employees in Palu City District. 3) To find out the effect of work discipline on job satisfaction of employees in Palu City District. 4) To find out the effect of work discipline on organizational commitment to employees in Palu City District. 5) To find out that job satisfaction has an effect on organizational commitment to employees in Palu City District. 6) To find out the organizational climate has an effect on organizational commitment which is mediated by job satisfaction of employees in Palu City District. 7) To find out the effect of work discipline on organizational commitment which is mediated by job satisfaction of employees in Palu City District.

Literature Review

Organizational Commitment

Commitment is very important, in some organizations, commitment is one of the conditions for holding a position or position because according to Kurniawan (2013) every employee has a different basis and behavior depending on the organizational commitment he has. If employees have high commitment, they will make maximum effort and have a strong desire to achieve organizational goals. Conversely, if employees have low commitment, they will make efforts that are not maximal or under forced circumstances. Without commitment it is difficult to expect active and deep participation from human resources, but commitment is not something that can just appear. Commitment must be born and made to be carried out by members of the organization. Therefore, commitment must be maintained so that it continues to grow and exist in the heart of human resources. With the right methods and techniques, a good leader can create and grow commitment.

According to Wibowo (2012) commitment cannot be formed quickly but needs to be built in stages. Commitment can be started by building relationships between individuals, so that a sense of caring arises. Good preparation will foster positive understanding and perception so that people feel receptive. If an awareness arises to accept, then only then can form a commitment.

Job Satisfaction

Job satisfaction is an important thing that is owned by individuals at work. Each individual worker has different characteristics, so the level of satisfaction is also different. The level of job satisfaction has a different impact. This really depends on the mental attitude of the individual concerned as Bray and Rue (2008) say, that high job satisfaction will encourage the realization of organizational goals effectively. While a low level of job satisfaction is a threat that will bring destruction or setbacks to the organization quickly or slowly. Job satisfaction is the level of pleasure that a person feels for his role or work in an organization. The level of job satisfaction is one of the factors that influence work performance, which will ultimately affect organizational effectiveness.

It can be concluded that job satisfaction is a collection of employees' feelings towards their work, whether they are happy/like or not happy/disliked as a result of employee interaction with the work environment or as a perception of mental attitude, as well as the result of an employee's assessment of his work. Employees' feelings towards work reflect their attitudes and behavior at work.

Organizational Climate

Organizational climate according to Robbins and Judge (2013), namely a set of organizational perceptions of employees regarding the organization and work environment of employees. Meanwhile Luthans (1995) states that organizational climate is a whole feeling that is conveyed through the physical layout, the way employees relate to each other, and the way members of the organization approach themselves with customers or other people. Organizational climate discusses the characteristics or characteristics that are felt in the work environment that arise as a result of organizational activities.

It can be concluded that organizational climate is a condition and situation that is happening in an organization or company based on the perceptions of each of these members. Perceptions of organizational members on these conditions and situations are influenced by several factors, including organizational structure, responsibility, rewards, risks, attention, support, standards, and conflicts.

Work Discipline

Discipline is basically a management action to encourage members of the organization to comply with various rules and regulations that apply within an organization, which include:

1. There are rules or regulations
2. The obedience of the followers
3. There are sanctions for violators

Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him, because this will encourage passion or enthusiasm for work, and encourage the realization of organizational goals. Nitisemito (1996) states that work discipline is the ability to obey an obligation and stay away from a predetermined prohibition. If obligations are not complied with and or prohibitions are violated, disciplinary sanctions will be imposed.

It can be concluded that work discipline is a tool used by managers to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations and applicable social norms.

Hypothesis

H1. Organizational climate has a direct positive effect on job satisfaction of employees in Palu City District.

H2. Organizational climate has a direct positive effect on organizational commitment to employees in Palu City District.

H3. Work discipline has a direct positive effect on job satisfaction of employees in Palu City District.

H4. Work discipline has a direct positive effect on organizational commitment to employees in Palu City District.

H5. Job satisfaction has a direct positive effect on organizational commitment to employees in Palu City District.

H6. Organizational climate has a direct positive effect on organizational commitment with job satisfaction as a mediating variable for employees in Palu City District.

H7. Work discipline has a direct positive effect on organizational commitment with job satisfaction as a mediating variable for employees in Palu City District.

Methods

Sampling and Procedures

This research was conducted at the District Office of Palu City, the data obtained in this study were taken using a questionnaire distributed to employees working at the

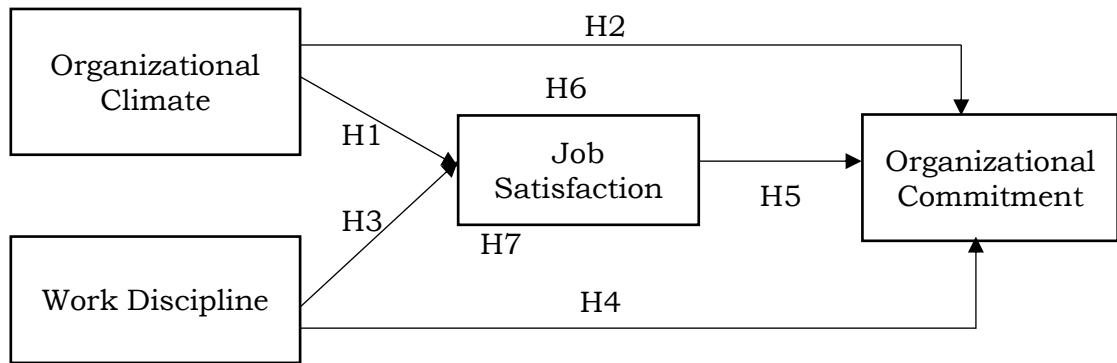


Figure 1. Research Model

district office of Palu with a total of 136 respondents. Respondents were asked to fill out statements that had been made with a Likert scale of 1 (strongly disagree) to 5 (strongly agree). In this study, the analytical technique used is from the SmartPLS.

Measures

Organizational Commitment is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 9 items.

Job Satisfaction is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 15 items.

Organizational Climate is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 21 items.

Work Discipline is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 9 items.

Data Analysis

Data analysis will be carried out using a structural equation model with the help of SMART PLS 3.2.7 software. The hypothesis in this study was tested using path coefficients.

Result and Discussion

Result

Based on table 1, overall the employees in the Palu City District Office are dominated by men as many as 64 people with ages 77 people are 31-40 years old because they are expected to follow the work rules of the leadership, then the most recent level of education at the Palu City District Office is S1 with 79 people. The working period of the Palu City District Office employees with a working period of 6-10 years is 76 people.

Based on Table 2, to determine the construct validity and reliability test of the value of the construct AVE must be >0.50, cronbach's alpha and composite reliability >0.70 (Ghozali & Latan, 2015). Based on Table 2, the construct can be declared valid and reliable because it meets the requirements.

Table 1. Descriptive Profile of Employees

Officer Profile	Category	Number of people)	Percentage
Gender	Man	64	50.8%
	Women	62	49.2%
	Total	126	100.0%
Age	18-20	2	1.6%
	20-30	7	5.6%
	31-40	77	61.1%
	40-50	40	31.7%
	Total	126	100.0%
Education	SMA	28	22.2%
	D3	5	4.0%
	S1	79	62.7%
	S2	14	11.1%
	Total	126	100.0%
Working time	15 years	4	3.2%
	6 - 10 years	76	60.3%
	10 - 20 years	46	36.5%
	Total	126	100.0%

Source: Primary data processed, 2020

Table 2. Validity Test and Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline	0.911	0.913	0.927	0.585
Organizational Climate	0.944	0.946	0.950	0.501
Job satisfaction	0.931	0.933	0.940	0.510
Organizational Commitment	0.899	0.901	0.918	0.555

Source: SmartPLS Data Processing Results 3.2.7, 2020

Test Inner Model, Inner model or model structural describe the relationship between latent variables based on the theory. Designmodel structural the relationship between latent variables is based on the formulation of the problem or research hypothesis. The structural model is evaluated using R-square. Based on table 3, the results of the first model's R-square is 0.561 which means that the organizational climate and work discipline in explaining the job satisfaction variable is 56.1% and the remaining 43.9% of job satisfaction can be explained by other variables. While the R-square value of the second model is 0.567 on the organizational commitment variable, which means that organizational climate, job satisfaction and organizational commitment explain the organizational commitment variable by 56.7% and the remaining 43.3% organizational commitment is explained by other variables.

Table 3. R-Square

	R Square	R Square Adjusted
Job satisfaction	0.561	0.554
Organizational Commitment	0.567	0.557

Source: SmartPLS Data Processing Results 3.2.7, 2020

Table 4. P-Value

Relations Between Variables	Direct Influence			Indirect Influence		
	Coef	T	p-value	Coef	T	p-value
Organizational Climate - Job satisfaction	0.512	6.404	0.000			
Organizational Climate - Organizational commitment	0.225	2.400	0.008	0.210	3.300	0.001
Work Discipline - Job satisfaction	0.368	4.755	0.000			
Work Discipline - organizational commitment	0.243	2.505	0.006	0.151	3.107	0.001
Job satisfaction-organizational commitment	0.410	3.801	0.000			

Source: SmartPLS Data Processing Results 3.2.7, 2020

Based on table 4, processing results P-Value by using SmartPLS, it shows that the effect of organizational climate on job satisfaction is stated that it has a direct positive and significant effect with a p-value of 0.000, the effect of organizational climate on organizational commitment is stated that it has a direct positive and significant effect with a p-value of 0.008, the effect of work discipline on job satisfaction is stated that it has a direct positive and significant effect with a p-value of 0.000, the effect of work discipline on organizational commitment is stated that it has a direct positive and significant effect with a p-value of 0.006, the effect of job satisfaction on organizational commitment is stated that it has a direct positive and significant effect with a p-value of 0.000, the effect of organizational climate on organizational commitment has a positive and indirect effect on job satisfaction as a variable mediation with a p-value of 0.001, and the effect of work discipline on organizational commitment has a positive and indirect effect on job satisfaction as a mediating variable with a p-value of 0.001.

Based on table 5, the results of hypothesis testing can be concluded that the analysis of each hypothesis is as follows:

H1: Organizational Climate Has a Direct Positive and Significant Influence on Job Satisfaction

Based on the test results, the value of t statistics organizational climate variable on job satisfaction of $6.404 > 1.96$ and a p-value of $0.000 < 0.05$. Mark original sample 0.512 which means that the direction of the influence of organizational climate on job satisfaction is positive. Therefore hypothesis 1 (H1) is accepted.

H2: Organizational Climate Has a Direct Positive and Significant Influence on Organizational Commitment

Based on the test results, the statistical value of the organizational climate variable on organizational commitment is $2.400 > 1.96$ and the p-value is $0.008 < 0.05$. The original sample value is 0.225, which means that the direction of the influence of organizational climate on organizational commitment is positive. Therefore hypothesis 2 (H2) is accepted.

H3: Work Discipline Has a Direct Positive and Significant Influence on Job Satisfaction

Based on the test results, the statistical value of the work discipline variable on job satisfaction is $4.755 > 1.96$ and the p-value is $0.000 < 0.05$. The original sample value is 0.368, which means that the direction of the influence of work discipline on job satisfaction is positive. Therefore hypothesis 3 (H3) is accepted.

H4: Work Discipline Has a Direct Positive and Significant Influence on Organizational Commitment

Based on the test results, the statistical value of the work discipline variable on organizational commitment is $2.505 > 1.96$ and the p-value is $0.006 < 0.05$. The original sample value is 0.243, which means that the direction of the influence of work discipline on organizational commitment is positive. Therefore hypothesis 4 (H4) is accepted.

H5: Job Satisfaction Has a Direct Positive and Significant Influence on Organizational Commitment

Based on the test results, the statistical value of the variable job satisfaction on organizational commitment is $3.801 > 1.96$ and the p-value is $0.000 < 0.05$. The original sample value is 0.410 which means that it indicates that the direction of the influence of job satisfaction on organizational commitment is positive. Therefore hypothesis 5 (H5) is accepted.

Table 5. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline -> Job Satisfaction	0.368	0.364	0.077	4.755	0.000
Work Discipline -> Organizational Commitment	0.243	0.241	0.097	2.505	0.006
Organizational Climate -> Job Satisfaction	0.512	0.516	0.080	6.404	0.000
Organizational Climate -> Organizational Commitment	0.225	0.225	0.094	2.400	0.008
Job Satisfaction -> Organizational Commitment	0.410	0.413	0.108	3.801	0.000

Source: SmartPLS Data Processing Results 3.2.7, 2020

Discussion

The Effect of Organizational Climate on Job Satisfaction

The test results show that organizational climate directly has a significant positive effect on job satisfaction, which is shown by the t-value of $6.404 > 1.96$ and the value of $p = 0.000 < 0.05$ at a 5% alpha significance level. The positive sign is shown in the path coefficient which is equal to 0.512 which indicates a positive direction. These results can be interpreted that the existence of a more conducive organizational climate will be able to increase job satisfaction for sub-district employees in Palu City. Conversely, when the organizational climate is not conducive, Palu City sub-district employees do not feel satisfied at work.

The results of this study state that the organizational climate is rated high at 79.8% when the organization given by superiors is good will make employees productive. Besides that, the results of research regarding job satisfaction, the attitude of superiors is rated high at 79.7% when employees experience difficulties in work, superiors are willing to help employees. The results of this study are in line with the results of research by Daely (2009) which explains that there is a positive relationship between organizational climate and job satisfaction, which means the more pleasant the work climate of an organization, the higher the job satisfaction felt by its employees and vice versa. The more unpleasant the work climate of an institution, the lower the job satisfaction felt by its employees. Thus the 1st hypothesis is accepted.

The Effect of Organizational Climate on Organizational Commitment

The test results show that organizational climate directly has a significant positive effect on organizational commitment, as indicated by the t value of $2.400 > 1.96$ and $p = 0.008 < 0.05$ at a 5% alpha significance level. A positive sign is shown in the path coefficient which is equal to 0.225 which indicates a positive direction. These results can be interpreted that the more conducive the organizational climate will be able to increase the organizational commitment of sub-district employees in Palu City. Conversely, when the organizational climate is not conducive, it will reduce organizational commitment to Palu City sub-district employees.

The results of this study indicate that the organizational climate is considered conducive by 70.4% even though their job has a high work risk, employees feel increasingly challenged to improve their performance, accompanied by loyalty to agencies can increase employee performance by 79.4% when agencies are loyal to employees the organizational commitment will be higher. The results support Martini's research (2003) which states that organizational climate shows a positive and significant relationship with employee commitment so that it can be said that a positive organizational climate is perceived by employees, the stronger their commitment to the organization. Thus the 2nd hypothesis is accepted.

The Effect of Work Discipline on Job Satisfaction

These results indicate that work discipline has a direct and significant positive effect on job satisfaction, which is indicated by the t-value of $4.755 > 1.96$ and the value of $p = 0.000 < 0.05$ at a 5% alpha significance level. The positive sign is shown in the path coefficient which is equal to 0.368 which indicates a positive direction. This result can be interpreted that the higher the level of work discipline in sub-district employees in Palu City, the higher the job satisfaction of employees. Conversely, if

the employee's work discipline decreases, the employee does not have satisfaction in carrying out his work.

The results of this study indicate that the indicator of work time on the work discipline variable is considered high at 77.9% when employees have job satisfaction, employees will work seriously. It is also supported by the employee's assessment of work discipline variables with an average of 4.18 in the high category. The results of this study are in line with research by Masyjui (2015) which states that work discipline partially has a significant effect on employee satisfaction at the Office of the National Education Office. Thus the 3rd hypothesis is accepted.

The Effect of Work Discipline on Organizational Commitment

These results indicate that work discipline has a direct and significant positive effect on organizational commitment. This is shown by the t-count of $2.505 > 1.96$ and the value of $p = 0.006 < 0.05$ at the 5% alpha significance level. The positive sign is shown on the path coefficient which is equal to 0.243 which indicates a positive direction. This result can be interpreted that the higher the level of work discipline on employees, the organizational commitment of sub-district employees in Palu City will increase. Conversely, if the employee's work discipline decreases, the organizational commitment felt by sub-district employees in Palu City also decreases. The results of this study indicate that the indicator of compliance with the rules on the work discipline variable is considered high at 77.9% when employees have organizational commitment, so employees will not leave the workplace during working hours. This is also supported by the employee's assessment of the work discipline variable with an average 4.18 with the high category.

the results of this study are in line with research Arik's research (2017) which states that the work discipline variable has a positive and significant effect on organizational commitment, it can be interpreted that the higher the employee's work discipline, the higher the employee's organizational commitment. Work discipline is made to achieve further organizational goals, so that the existence of trust and acceptance from employees of work discipline will bring the organization to achieve its goals. Based on this it can be said that work discipline can affect organizational commitment. Thus the 4th hypothesis is accepted.

The Effect of Job Satisfaction on Organizational Commitment

Results indicate that work discipline directly has a significant positive effect on organizational commitment. This is shown by the t-value of $3.801 > 1.96$ and the value of $p = 0.000 < 0.05$ at the 5% alpha significance level. The positive sign is shown on the path coefficient which is equal to 0.410 which indicates a positive direction. This result can be interpreted that the more employees are satisfied with their work, the more organizational commitment the sub-district employees in Palu City will be able to increase. Conversely, if sub-district employees in Palu City are not satisfied with their work, organizational commitment to employees will decrease.

Based on the results of the study, it was stated that job satisfaction was 73.2% when the appropriateness of the awards and bonuses given by the agency increased job satisfaction for employees by 71.2% when employees felt happy with their work, it would increase job satisfaction and have an impact on the commitment possessed by employees. Thus the 5th hypothesis is accepted.

The Effect of Organizational Climate on Organizational Commitment with Job Satisfaction as Mediation

The results indicate that the organizational climate indirectly has a significant positive effect on organizational commitment through job satisfaction, which is indicated by the t count of $3.330 > 1.96$ and the value p-value of $0.001 < 0.05$ at an alpha of 5%, which means that organizational climate has an indirect and significant influence on organizational commitment which is mediated by job satisfaction in sub-district employees in Palu City. This research is in line with research by Ardiansyah (2013) which shows that organizational climate has a positive and significant effect on organizational commitment with job satisfaction as a variable intervening.

The role of satisfaction is very important in mediating the relationship between organizational climate and organizational commitment. A conducive climate accompanied by high job satisfaction will foster a high sense of employee commitment as well. Thus the 6th hypothesis is accepted.

The Effect of Work Discipline on Organizational Commitment with Job Satisfaction as Mediation

The results indicate that work discipline indirectly has a significant positive effect on organizational commitment through job satisfaction, which is indicated by the t count of $3.107 > 1.96$ and the value p-value of $0.001 < 0.05$ at alpha 5%, which means that work discipline has an indirect and significant influence on organizational commitment mediated by job satisfaction in sub-district employees in Palu City. This study are in line with Dihan (2017) who says that work discipline has a positive and significant effect on organizational commitment and is mediated by job satisfaction.

Discipline is the most important operational function of human resource management because the better the discipline of employees, the better the performance that can be achieved. Without good discipline, it is difficult for organizations to achieve optimal results. Thus the 7th hypothesis which state that work discipline has a direct positive effect on organizational commitment with job satisfaction as a mediating variable for employees in palu city district is accepted.

Conclusion

1. Organizational climate has a significant effect on job satisfaction of Palu City District Office employees (H1 is accepted).
2. Organizational climate has a significant effect on organizational commitment of Palu City District Office employees (H2 is accepted).
3. Work discipline has a significant effect on job satisfaction of Palu City District Office employees (H3 is accepted).
4. Work discipline has a significant effect on organizational commitment of Palu City District Office employees (H4 is accepted).
5. Job satisfaction has a significant effect on organizational commitment in Palu City District Office employees (H5 is accepted).
6. There is an indirect and significant effect of organizational climate on organizational commitment with job satisfaction as a mediating variable (H6 is accepted).

7. There is an indirect and significant effect of discipline on organizational commitment with job satisfaction as a mediating variable (H7 is accepted).

Implication

For the sub-district of Palu city to improve the organizational climate, especially with regard to giving awards to employees who have success and achievements, for example in the form of additional compensation, a charter or just a greeting. Giving awards to sub-district employees who excel is really needed in improving performance and encouraging work motivation from these employees. The aim of this award is to motivate sub-district employees to improve their performance, encourage other employees to demonstrate competitive performance and set a role model in their work and work.

For local governments, especially sub-districts, in building the work discipline of their employees, this can be done by coaching employees so that they are not absent during working hours, so that employees can work continuously during these working hours. This of course requires good control and supervision, so that employees are more disciplined in their work.

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