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## THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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### ABSTRACT

An important part of business operations is good employee management. Building responsibility within the organization, making activities enjoyable, and improving employee capabilities are all ways to achieve this. If a company wants to succeed and be successful, employee satisfaction is essential. Job satisfaction is felt by employees when the results have their own satisfaction for their goals, influenced by intrinsic factors, namely within themselves and extrinsic factors, namely the existence of motivation by external parties so that they feel that their work results have been appreciated in the form of rewards, career development, incentives, or other gifts. The positive relationship between the two shows that the higher the commitment and satisfaction, the higher the performance produced. Strong commitment to the organization and employee job satisfaction are two internal factors that can affect employee performance. This qualitative research analyzes literature that includes articles and academic publications relevant to the research topic. The research findings reveal that loyalty to the organization and operational satisfaction affect employee performance; it is necessary to pay more attention to commitment as well as employee responsibility and job satisfaction so that each can help the company succeed by increasing strong commitment to the organization, creating satisfaction at work, and producing optimal employee performance.

**Keywords:** Organizational Commitment, Job Satisfaction, Employee Performance

## INTRODUCTION

The success of an institution is highly dependent on the abilities and competencies possessed by Human Resources (HR). Organizational members are very important in carrying out various operational and strategic aspects of the organization. Problems related to the workforce and its management determine the organization's success in achieving goals if employees carry out their work properly (Zerebecki & Oprea, 2022). Achieving organizational goals is supported by employee performance, which requires encouragement from internal and external factors (Mardikaningsih, 2020). This opinion is in line with the views of Mathis and Jackson (2011), who argue that the contribution of human resources to the success of the company can be measured through the results of their work. Companies must be able to recognize and optimize employee potential, making it an opportunity to create a competitive advantage for the company (Hutomo & Darmawan, 2011). A common problem for companies is the unproductive work of employees, so the company suffers losses (Muttaqin & Saputro, 2023). Organizations need to make various efforts to optimize employee productivity through training and capacity-building programs and creating a supportive work environment (Darmawan et al., 2020). Organizations that have the ability to manage HR in an effective and efficient way can become more competitive so that the chances of success are greater.

A component of organizational success depends on employee performance. Without optimal performance from each individual, an organization will find it difficult to achieve its goals. Employee performance is a major issue for organizational management. The survival and efficiency of an organization is related to the productivity and survival of employees. There are six indicators put forward by Bernardin and Russel (2013), namely quality, quantity, accuracy, resource effectiveness, supervision needs, and personal impact. According to Moorhead and Griffin (2013), employee performance has an impact on the components of performance quality, work quantity, work understanding, member cooperation, creativity, renewal, and thought ideas. Sulaksono and Mardikaningsih (2021) assert that employee performance is a reflection of the totality of work behavior as well as work results as achievements related to the completion of targets and responsibilities within a certain time frame. In this case, the organization expects talented, capable, and skilled employees who are ready to work hard and willing to achieve the specified performance (Harahap & Tirtayasa, 2020). Organizations must pay deep attention to the various factors that impact employee performance through measures that strengthen the commitment to the organization and encourage the achievement of job satisfaction so that it has an impact on a significant increase in results.

Organizational commitment is an internal factor in workers that must exist to remain loyal and survive in order to achieve mutual success. Without strong commitment from employees, an organization will find it difficult to achieve its long-term goals. Organizational commitment shows how much an employee supports an organization and a deep desire to remain loyal to be part of the organization (Robbins & Judge, 2013). Organizational commitment is an important element for organizations because highly dedicated employees

can take responsibility and provide full loyalty for the success of organizational goals (Ernawati et al., 2021). Human resources are a component that can determine whether the company's goals are achieved or not (Manihuruk, 2023). According to Ganesan and Weitz (1996), factors that indicate a commitment to an organization include feelings of belonging to an organization, pride, and concern about an organization, a strong desire to work, a strong belief in organizational principles, and a mature desire to fight for an organization. According to Darmawan et al. (2020), Organizational Commitment can be said to be a form of emotional connection owned and felt by employees with trust and confidence in the organization, including accepting and implementing organizational values. Committed employees can also be seen in how often they stay and do their best for the organization (Mardikaningsih, 2023). Increased organizational commitment and the creation of more productive and harmonious working conditions ultimately have a positive impact on achieving organizational goals and long-term sustainability of success.

Job satisfaction is one of the most significant components in determining operational success. Without adequate satisfaction, employees can lose motivation and impact the overall performance of the organization. According to Robbins and Judge (2013), satisfied workers have an optimistic attitude towards their jobs. Job satisfaction is defined as a physical, psychological, and environmental condition that affects a person's ability to honestly explain their level of satisfaction with the work performed (Hoppock, 1935). Arifin and Mardikaningsih (2022) explain that satisfaction from work is the level of satisfaction a person has with their productivity which includes things such as salary, working hours, workplace, work environment, career advancement possibilities, interpersonal relationships, and management style. When working, employees who enjoy their work will show an optimistic, happy, and highly motivated attitude (Kemarauwana & Darmawan, 2023). Job satisfaction can be said to be a form of response given by employees emotionally and affectively to the work done (Lestari et al., 2020). Job satisfaction includes a combination of physical, mental, and work environment conditions that support the implementation of tasks (Mardikaningsih & Putra, 2021). Companies must continue to strive to create working conditions that support job satisfaction so that the workforce feels more satisfied and a sense of full loyalty by doing their best for the organization.

One aspect that is very crucial to consider is the level of employee satisfaction in maintaining a good relationship between the organization and employees. Understanding what impacts job satisfaction can help organizations create more productive and aligned working conditions. Both organizations and employees have an interest in job satisfaction. Employee performance has a major impact on the achievement of organizational goals. Every organization must consider the employee capability component for future sustainability and competitiveness. Organizational commitment needs to be sought to keep growing in every employee that supports the increase in performance. Job satisfaction has been known as an employee's perception of his work and work environment that can affect performance. Overall, the variables of strong commitment to the organization, operational satisfaction, and

employee productivity greatly impact the organization. This research intends to study how employee job satisfaction and strong commitment to organizational success significantly affect employee performance so as to provide in-depth understanding and information about human resource management. In addition, the expected results of this study can be useful for organizations in making policies to improve employee performance in a sustainable manner

## **RESEARCH METHODS**

This study is designed to provide knowledge related to employee performance components for the organization. This study intends to explore the relationship between strong commitment to the organization of work power and employee work results. Using a qualitative descriptive method with a literature study approach, this study has two variables, namely organizational commitment and job satisfaction as independent variables and employee performance as the dependent variable. The literature study includes theoretical studies of references and various scientific journals that are relevant to the focus of this study. Data analysis is carried out qualitatively descriptively to reveal the relationship between the two variables, it is hoped that readers and further researchers can increase knowledge widely, better and provide contributions related to the workforce and its management. In addition, this study can be used as a reference for further studies in the same field

## **RESULTS AND DISCUSSION**

Literature review on the influence of organizational commitment, job satisfaction, employee performance is an important topic to be discussed in this study. The thing that needs to be maintained and evaluated is the commitment of an employee because of the goals to be achieved and how an employee gets job satisfaction from the company so that the relationship between the two variables can have an impact on productive performance, in accordance with the goals and vision of the company, namely achieving success. The higher the employee's commitment, the higher the satisfaction received, resulting in good performance for the company. The following are some literature studies that have been determined in accordance with the research variables as a reference source. The results of this literature study were obtained from Google Scholar as a benchmark for searching for related variables and found 10 scientific journal articles related to this research topic.

### **1. Muliaty (2021)**

This study aims to determine the effect of professionalism, organizational commitment, and job satisfaction on the performance of employees of PDAM Tirta Kencana Samarinda City. The data analysis method used is path analysis using Partial Least Square (PLS). This research uses a quantitative approach. The object of research is PDAM Tirta Kencana Samarinda City employees with a sample size of 60 employees as respondents from a population of 150 employees. Sample withdrawal using simple random sampling method. The results showed that professionalism has no effect on employee performance and organizational commitment and job satisfaction affect employee performance.

### **2. Clara I. A. Waterkamp, Hendra Tawas, dan Christoffel Mintardjo (2017)**

The purpose of this study was to determine the effect of professionalism, organizational commitment and job satisfaction on employee performance at PT Bank Rakyat Indonesia (Persero) Tbk Manado Branch. Research data obtained from the answers to questionnaires distributed to all employees who work at BRI Manado Branch. The number of samples was 82 people taken with truly representative criteria. The population in this study were all employees at BRI Manado Branch, totaling 107 people. The type of research used is associative quantitative research using the path analysis test method. The results of path analysis research show that professionalism has a significant relationship to job satisfaction and has a significant effect on employee performance. Organizational commitment has a significant relationship to job satisfaction, while employee performance has an insignificant effect. Job satisfaction shows a significant relationship to employee performance.

3. Hussein Isse, Hassan Abdirahman, Iliyasu Shiyabade Najeemdeen, Bello Taofik Abidemi, dan Roshidah Ahmad (2018)

This study is to determine the effect of work-life balance, job satisfaction, and organizational commitment on employee performance of administrative staff at universities in the Northern region of Malaysia. The study used quantitative methods and collected data from 271 administrative staff respondents, The study population consisted of 5,750 administrative staff in northern region universities in Malaysia namely University Utara Malaysia (UUM) and Universiti Malaysia Perlis (UNIMAP), University Teknologi Mara (UiTM), Arau, Perlis and University Sains Malaysia (USM). Using probability sampling techniques, the data collected was analyzed using descriptive analysis techniques, Pearson Correlation, and regression analysis. The results showed that all independent variables, namely work-life balance, job satisfaction, and organizational commitment, are positively correlated with the dependent variable, namely employee performance.

4. Gheulizka Amanda Putri dan Ridlwan Muttaqin (2023)

This study is to examine the effect of organizational commitment, job satisfaction, and work motivation on employee performance at PT Agronesia Saripetojo Industrial Division. This research uses quantitative methods with descriptive and verification approaches. The collection techniques in this study were interviews, questionnaires, documentation, and library research. The population used in this study were all employees of the Saripetojo Industry division, with sampling using nonprobability sampling techniques totaling 47 employees. The data analysis technique in this study is multiple linear regression analysis. The results showed that organizational commitment has a positive and significant effect on employee performance at Saripetojo Industrial Division. Job Satisfaction has a positive and significant effect on employee performance at Saripetojo Industrial Division. Work Motivation has a positive and significant effect on employee performance at the Saripetojo Industrial Division. Overall organizational commitment, job satisfaction, and work motivation simultaneously have a positive and significant effect on employee performance at the Agronesia Industrial Division.

5. Febrianti Eliana Manihuruk (2023)  
This study aims to analyze and explain the positive effect of Organizational Justice, Job Satisfaction and Organizational Commitment on Employee Performance BPJS Employment Jambi City. The variables used are Organizational Justice, Job Satisfaction and Organizational Commitment as independent variables, while Employee Performance is the Dependent variable. The design in this study uses a quantitative approach with an analytical survey method. The data used is primary data and the data collection technique is done by distributing questionnaires to the entire population of 50 people. Sampling using the census technique because it is less than 100 people. The analysis method used is multiple linear regression inferential statistics. The results showed that organizational justice, job satisfaction, and organizational commitment can have a positive and significant effect on the performance of Jambi City Employment BPJS employees, both partially and simultaneously.
6. Putu Arik Danayasa, I Gede Putu Kawiana, dan Luh Nik Oktarini (2021)  
This associative quantitative research is intended to partially and simultaneously determine the influence of the organizational climate, job satisfaction, and organizational commitment on the performance of employees of KSP Bayu Merta Sari in Gianyar. The total population is 40 people, so it is used entirely as a sample with the census method. Primary data collection is done using questionnaires and interviews. The analysis used is multiple linear regression. The results showed that the organizational climate, job satisfaction, and organizational commitment partially and simultaneously have a positive and significant effect on employee performance at KSP Bayu Merta Sari in Gianyar
7. Didit Darmawan, Ella Anastasya Sinambela, Mila Hariani, dan Mochamad Irfan (2020)  
This study aims to influence organizational commitment, work climate, job satisfaction, and work ethic on employee performance at KUD Minati Brondong District Lamongan Regency. The type of research used in this study is an explanatory-quantitative research method. Sampling techniques in this study used a simple random sampling method. The population in the study was all employees of KUD Minatani Brondong District, and a sample of 50 respondents was used. Data collection using a questionnaire. Analysis techniques using multiple linear regression. The results showed organizational commitment, work climate, job satisfaction, and work ethic have a significant partial or simultaneous influence on the performance of employees in KUD Minatani Brondong District.
8. Handry Sudiarta Athar (2020)  
The purpose of this study was to determine the impact of leadership style, organizational commitment, and job satisfaction on employee performance at the research location at the East Lombok Regency Social Service. The study used a quantitative approach with an exploratory-descriptive type of research. The data collection technique used is primary data, which is collected through a questionnaire containing respondents' answers. Multiple linear regression analysis techniques were used in this study. A population of 40

people was sampled. The results of descriptive analysis show that employee performance is classified as very high. While leadership style is classified as high, organizational commitment and job satisfaction are both classified as high. The results of testing the research hypothesis indicate both simultaneously and partially that leadership style, organizational commitment, and job satisfaction have a significant effect on the performance of employees of the East Lombok Regency Social Service.

9. Agus Marimin dan Harun Santoso (2020)

The purpose of this study was to examine the positive influence of job satisfaction, organizational commitment, and work involvement on the performance of Bank Muamalat Surakarta employees. This research uses quantitative methods. The population of this study was all employees of Bank Muamalat Surakarta, as many as 60 people, and the research sample was as well. The sampling technique used a total sampling technique. This study uses explanatory research; researchers conducted a survey and went to the research site by giving questionnaires to employees of Bank Muamalat Surakarta directly. The results showed that there is a significant influence between job satisfaction factors on the performance of Bank Muamalat Surakarta employees, there is a significant influence between organizational commitment factors on the performance of Bank Muamalat Surakarta employees, there is a significant influence between work involvement factors on the performance of Bank Muamalat Surakarta employees.

10. Siti Almaidah dan Arlinda Nurjanah (2024)

The purpose of this study was to test and analyze the effect of organizational commitment, job satisfaction, and organizational culture on employee performance of PT Pungkook Indonesia One Grobogan, Central Java. This research design uses quantitative and survey methods, where data is collected through the use of questionnaires. The population in this study consisted of employees of the production department of PT Pungkook Indonesia One located in Grobogan, Central Java, and totaled 1800 people. The sample involved was 95 employees. The sampling technique used accidental sampling. Data collection was done through questionnaires. The analysis technique uses multiple linear regression. The findings in the study state that employee performance is influenced by organizational commitment, job satisfaction, and organizational culture.

Data obtained from the literature study was organized and analyzed to provide a solid understanding of the interrelationships between commitment, employee job satisfaction, and employee productivity capabilities. Previous research has made significant contributions to understanding how these factors influence each other. Tabulated data from the results of the literature study are presented in Table 1. From various sources of scientific journal articles obtained from previous researchers, it is clear that job satisfaction and high commitment have a significant positive effect on employee productivity. According to this study, the stronger the employee's commitment to the company, the higher the performance they will give to the company's success, and the more they feel job satisfaction in their work, the higher the commitment to achieve employee goals with the company they choose. According to

Darmawan (2019), efforts to increase the intensity of organizational commitment can be made through fair performance appraisals and career development programs as the organization's intention to think about the fate and development of employees in the future. The results of this data tabulation produce a more in-depth picture of how organizations can develop performance through increasing employee commitment and job satisfaction. Strategies that support increased commitment and job satisfaction will be critical to the future success of the organization.

**Table 1.** Studies on the Effect of Organizational Commitment and Job Satisfaction on Employee Performance.

Researcher	Research Location	Research Focus	Research Findings
Muliaty (2021)	PDAM Tirta Kencana Samarinda City	Employee performance is influenced by professionalism, organizational commitment, and job satisfaction.	Professionalism does not show a significant effect on employee performance and organizational commitment, while job satisfaction affects employee performance.
Waterkamp <i>et al.</i> (2017)	PT. Bank Rakyat Indonesia (Persero) Tbk Cabang Manado	The influence of professionalism, organizational commitment and job satisfaction related to employee performance.	Organizational commitment, job satisfaction are influenced by professionalism, but employee performance and job satisfaction are influenced by professionalism.
Abdirahman <i>et al.</i> (2018)	Administrative staff at Northern region universities in Malaysia.	The influence of work-life balance, job satisfaction and organizational commitment on employee outcomes.	The regression analysis results indicate that all independent variables, namely work-life balance, job satisfaction, and organizational commitment, have a positive correlation with the dependent variable, namely employee performance.
Putri & Muttaqin (2023)	PT Agronesia Divisi Industri Saripetojo	The effect of organizational commitment, job satisfaction, and work motivation on employee performance.	Overall organizational commitment, job satisfaction and work motivation simultaneously have a positive and significant effect on employee performance at the Agronesia Industry Division.
Manihuruk (2023)	BPJS Ketengakerjaan Jambi City	The positive effect of organizational justice, job satisfaction and organizational commitment on employee performance.	The study results show that Organizational Justice, Job Satisfaction, and Organizational Commitment can have a positive and significant effect on the Performance of BPJS Employment Employees in Jambi City, both partially and simultaneously.



Researcher	Research Location	Research Focus	Research Findings
Danayasa <i>et al.</i> (2021)	KSP Bayu Merta Sari employees in Gianyar	Knowing partially the influence given by organizational climate, job satisfaction, and organizational commitment to employee work results.	Organizational climate, job satisfaction, and organizational commitment partially and simultaneously have a positive and significant effect on employee performance.
Darmawan <i>et al.</i> (2020)	KUD Minatani employees Brondong District	Analysis of organizational commitment, workplace conditions, employee satisfaction, and work ethic that affect employee performance.	Work ethic, job satisfaction, work climate, and organizational commitment all have significant partial and simultaneous effects on employee performance.
Athar (2020)	East Lombok District Social Service	The impact of leadership style, organizational commitment, and job satisfaction on employee performance.	Simultaneously and partially that leadership style, organizational commitment and job satisfaction have a significant effect on employee performance.
Marimin & Santoso (2020)	Employees of Bank Muamalat Surakarta	The positive effect of job satisfaction, organizational commitment, and work involvement on employee performance.	Operational satisfaction has a significant influence. There is a significant influence between organizational commitment and work involvement factors on employee performance.
Almaidah & Nurjanah (2024)	PT Pungkook Indonesia One Grobogan Central Java	Test and analyze employee performance influenced by organizational commitment, job satisfaction, and organizational culture.	Commitment to the organization, employee satisfaction levels, and organizational culture affect overall employee performance.

Previous research provides valuable insights into the components that impact employee employability within an organization or agency. Factors such as professionalism, loyalty to the organization, and satisfaction from work have been discussed in depth in various studies. According to research by Waterkamp *et al.* (2017), professionalism and job satisfaction have a major impact on employee performance, but the relationship with organizational commitment is very small. The conclusion of this study shows that productivity

satisfaction partially affects employee performance. This finding shows the importance of paying attention to job satisfaction variables as a major factor affecting employee performance. Organizations need to focus on improving job satisfaction in relation to improving employee performance.

Several previous studies have also provided relevant findings regarding the effect of high commitment to the organization on employee productivity. This study tries to dig deeper into the relationship between employee job satisfaction, loyalty to the organization, and performance in different company contexts. This supports the research studied by Novita et al. (2016), which shows that the organizational commitment variable partially does not affect employee performance. In a company, especially at BRI Manado Branch, employees do not have the strong commitment needed to stay there. They also do not have a relationship with employees who have to improve their performance because they do not have a commitment to hold. It is suggested that Bank Rakyat Indonesia can build the work commitment of its employees through supervisor attention, freedom, and a comfortable work environment. It is important for companies to strengthen organizational commitment so that employees feel more attached and motivated at work. Building strong commitment can be a major key to improving overall employee performance in the future.

Research on how operational satisfaction, work-life balance, organizational commitment, and employee outcomes relate to each other has been a subject that has attracted many reviewers. Many studies have tried to explore the factors that influence employee productivity in various types of organizations. Previous research researched by Abdirahman et al. (2018) explains that job satisfaction is positively correlated with worker productivity. This suggests that increasing the satisfaction of administrative employees in universities in the Northern Region will also lead to improved performance. The final result of hypothesis testing, namely organizational commitment, also shows positive results with employee performance. These results explain that administrative staff in universities in the Northern region have positive and good commitment, which can lead to higher performance of administrative staff. There is a clear indication that all independent variables are positively related to the dependent variable. An employee who accepts, recognizes, and supports organizational goals is likely to contribute to their organization and has a tendency to improve the performance of their staff. These findings indicate that job satisfaction and high organizational commitment play a crucial role in improving employee performance. Companies and organizations should focus on developing these factors to drive better performance and long-term success.

Social exchange theory is defined as an approach used to understand the interrelationship between individuals and organizations. Has been used to explain the way organizations implement and practice various mentoring activities or generate ideas for job design, which allows employees to feel that the organization supports and trusts them. As a result, employees develop a commitment to the organization, resulting in improved and better job performance (Piening et al., 2013). By utilizing this theory, companies can create a

supportive atmosphere and will ultimately increase workers' commitment to company goals. This shows the importance of a favorable relationship between employees and the company to produce optimal performance.

The influence of factors such as organizational commitment and job satisfaction on employee performance has been at the top of many managerial studies. This is important to understand because the success of an organization is greatly influenced by the performance of its employees (Wulandari et al., 2022). This study shows that workers who are satisfied with their jobs and have a strong commitment to the organization greatly affect employee performance. One of the factors that must be instilled by an employee is organizational commitment when deciding on his choice of work so that the goal of organizational success can be achieved through the enthusiasm of employees in contributing, being aware of the responsibilities that have been given by superiors, and being able to improve performance well (Darmawan, 2022). When they have instilled commitment in themselves, it means that the organization has created job satisfaction by providing a comfortable environment, strict rules, and appropriate salaries so that the increase in employee performance is higher for the achievement of organizational goals (Hariani et al., 2022). Organizations must continue to strengthen employee commitment and satisfaction in order to create a productive atmosphere and support the achievement of goals. Continuous improvement in both aspects will lead to a significant increase in performance, which ultimately leads the organization to a competitive advantage.

The success of an organization is related to how the vision and mission are achieved and superior human resources are needed. Companies must monitor and ensure that employees have high skills and motivation to give their best contribution. The managerial implications of this study explain that job satisfaction and organizational commitment affect employee performance. Companies need to focus on creating a work environment that supports both. In addition, it is very important for companies to ensure that their employees feel satisfied in carrying out productivity, providing a fair work environment, providing appropriate rewards and maintaining a healthy work-life balance. Training and development programs also need to be optimized. By paying attention to these two factors, it is hoped that employee performance can increase significantly, so that it will benefit the company's overall performance.

## **CONCLUSION**

Human resources are an organization's main asset, and employee performance plays a key role in achieving goals. Organizations must understand the components that can positively influence worker performance. This study shows that management should consider the aspects of commitment and job satisfaction in improving employee performance so that the organization can achieve its business goals. If organizations want to achieve this goal, it is important for them to strategize the work environment to be productive and harmonious. These two variables are interconnected to increase productivity and effectiveness in the workplace. Workers who have a high sense of responsibility towards the organization will be

more motivated to do their best. On the other hand, job satisfaction created through factors such as a comfortable working atmosphere, good relationships with work teams, and appreciation from management can increase positive feelings about their work. Increasing commitment and job satisfaction should be a priority in HR management strategies.

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