



The Influence of Commitment and Job Satisfaction on Employee Performance in Megamendung Bogor

Abubakar Iskandar¹, Agus Suarman Sudarsa¹, Salman Faruq Fadhlullah¹

¹Program Studi Magister Administrasi Publik, Sekolah Pascasarjana, Universitas Djuanda

*Corresponding Author: Abubakar Iskandar

Email: abubakar.iskandar@unida.ac.id



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Abstract

The aim of this research is to determine the effect of commitment and job satisfaction on employee performance in the Bogor Megamendung detective training. This research uses a quantitative method, namely a research method that is post-positivism, namely researching a certain population or sample, where data collection uses research instruments and statistical data analysis with the aim of testing the hypotheses that have been determined so that direct or indirect relationships between variables can be identified. The number of respondents taken was 55 people. Several data collection methods were used, namely questionnaires, direct observation, literature study, documentation. Technical data analysis uses a Likert scale and regression method through the SPSS program. The research results show data that commitment has a positive effect on employee performance, job satisfaction has a positive effect on employee performance, commitment and job satisfaction have a positive effect on employee performance.

Introduction

Every organization is concerned with the best performance that can be produced by the series of systems that apply in the organization. Human Resource Management is one of the key factors to get the best performance, because in addition to handling skills and expertise issues, HR management is also obliged to build conducive employee behavior to get the best performance Identify training needs and HR development. Provide relevant training and support in terms of improving managerial skills, knowledge, and abilities (Ardi et al., 2022). Competitive pressures in the business world require companies to think about how companies adapt to the ever-changing environment. Environmental adaptation can mean in terms of the company's administrative environment which means the company has to restructure its organization. Another form of adaptation is in terms of human resource management, such as career development, training and flexible profit-sharing planning. As the composition of the workforce changes, so do collective values, goals and human resource needs. Companies must monitor these changing needs if they want to maintain a productive workforce.

Basically, employee performance is the result of a complex process, both derived from the employee's personal (*internal factors*) and strategic efforts from the company. Internal factors such as motivation, goals, expectations and others, while examples of external factors are the physical and non-physical environment of the company. Performance is the appearance of an employee's work as evidenced by quality and quantity in his work init. Therefore, performance also includes the appearance of individual employees and their work groups. There are three main factors that affect performance, namely the performance objectives set, the size or weight and volume of work completed, and performance evaluation (Hakanna et al., 2021). Good performance is certainly an expectation for all companies and institutions In the world of government, especially those related to staffing, the problem of commitment of an employee

becomes a very important thing because it has an influence on employee performance, Improving employee performance as an effort for administrative services, utilizing information and communication technology to increase efficiency and effectiveness, Transparency, Accuracy, Credibility, responsibility, and a fair approach in providing better public services have a positive impact in creating a sense of justice and equality in society (Irmawati et al., 2020). while employee performance is also influenced by many things including organizational commitment, job satisfaction and implementation.

The performance of these employees is ultimately expected to improve the company's overall performance. In an effort to empower employees and develop employees, the managerial always strives to perform its function duties through *planning, organizing, staffing, directing and controlling* with the aim of achieving targets. Managing by providing facilities and infrastructure that strive to create a conducive work environment and work climate that can encourage employees to always innovate and create, including creating a fair system and flexible structure with a clear and humane division of duties, authorities and responsibilities, paying attention to the ability of employees and their efforts in achieving their career goals. To be able to carry out their duties properly and professionally, it is necessary to cultivate a good work culture. Work culture will be able to emerge in the performance of an employee if they have a foundation of good and noble values. The emergence is driven by a conducive work environment. It is important for companies to make employees feel comfortable with their work and work environment so that they can achieve their best performance. Because human resources are a very valuable factor, the company is responsible for maintaining the quality of work life and fostering the workforce to be willing to contribute optimally to achieve company goals (Pruijt, 2003)

An employee in carrying out work in an agency or organization has a very basic problem where an employee with one another will not have the same level of commitment. Organizational commitment is the extent to which an employee identifies with the organization and wants to continue actively participating in it (Nongo, 2012). Because of a strong commitment to the company where he works it will also be interconnected with job satisfaction (Allen & Meyer, 1990) Defining commitment consists of three dimensions, namely, *affective, normative and continuance commitment* (Shurbagi, 2013). *Affective commitment* is defined as the relative strength of an individual's identification with and commitment to an organization, *continuance commitment* to an employee's commitment to the organization because of the investments they have made or because of the costs that must be incurred when leaving the organization, *normative commitment* Explained as a form of commitment concerning the feeling (moral) of obligation to remain in the organization. Employees who have organizational commitment will perform tasks that are not only tasks that have become their obligations, but also do other work, where if there are employees who are unable to do a job, then these committed employees tend to help their colleagues to achieve the goals expected by the company without comparing their abilities with employees who are other.

Job satisfaction is also one of the other reasons that affect employee performance, Various studies have proven that organizations that have more satisfied employees tend to have higher employee productivity than organizations that have less satisfied employees. In employees who are satisfied with their work, their performance will increase and will have a positive impact on improving the quality of work. (Ilyas, 2002) states that performance is influenced by motivating factors that manifest in success, rewards, responsibility, work, and self-improvement. The motivator factors in the two-factor theory developed by (Hermastho, 2023) are none other than factors that give rise to job satisfaction.

Meanwhile, clearly illustrates the interrelationship between job satisfaction and performance. Job satisfaction is an individual's general attitude toward his job or an employee's assessment of how satisfied or dissatisfied he is with his job (Robbins, 2006) Job satisfaction is a strategic problem, because non-fulfillment of job satisfaction will have an impact on work results that are less than optimal, with low quality, targets not met and eventually consumer satisfaction will decrease. On the one hand, it is said that job satisfaction causes increased performance so that satisfied workers will be more productive. On the other satisfaction can also occur due to performance or work performance so that more productive workers will get satisfaction. Employee job satisfaction can be formed by providing appropriate rights including, decent wages, appreciation for outstanding employees, and promotion opportunities at their jobs Singh et al. (2020). Attention to worker satisfaction is something that needs to be maintained so that the organization has employees who perform well (Suryanatha, 2014).

Performance improvement, of course, cannot be separated from the factors that influence it. From various factors that affect the improvement of an organization's performance, based on the assumptions and characteristics of research in the Megamendung Bogor Investigation Training, we can see, feel and capture interesting symptoms to be studied: how commitment, job satisfaction affect employee performance for the creation of organizational goals. The importance of human resource development in public organizations (Government) is non-negotiable, in addition to other resources in the form of equipment, machinery and technology, in achieving its goals.

The realization of a clean and authoritative government is urgently needed, in order to form a country that can protect the entire nation, in addition to being able to promote general welfare, and educate the nation's life, as stated in the preamble to the 1945 Constitution. Towards a clean and authoritative government, it is necessary to manage various fields of life such as politics, law, economy, social and culture more seriously, transparently, and purposefully and involve all components of the nation to jointly rise from adversity and humiliation in the eyes of the international world. In reality, the Republic of Indonesia is increasingly backward and difficult (Fakhriza & Qutni, 2024).

Diklat Reserse is one of the educational institutions owned by the Indonesian National Police (Polri), its existence is under the Education and Training Institute which is tasked with carrying out specialist development education in the field of criminal investigation and investigation capabilities.

The Indonesian National Police Investigation Training has a vision to form investigators who are able to conduct investigations and law enforcement professionally and proportionately by utilizing science and technology, have high moral integrity, fear God Almighty, always uphold the police code of ethics and Human Rights as well as the rule of law in providing services, protection and protection to the community.

Government policy should not be separated from the teachings of Islam, as the majority religion in Indonesia. The state based on Pancasila and the Preamble to the 1945 Constitution strongly emphasizes the importance of religious values in every policy that will be decided. The first precept to the fifth precept of Pancasila should actually be the basic basis of the Policy. Likewise related to the State Objectives contained in the fourth paragraph of the Preamble to the 1945 Constitution (Sujono & Nasution, 2023). Every precept in Pancasila has the same position and is a unity that forms democracy. Pancasila plays an important role in the political, social and economic fields as well as in solving national problems through a deliberative process to reach agreement (Fakhriza & Qutni, 2024).

Performance management that is applied has not succeeded in increasing employee enthusiasm to provide better work results for organizations that are affected by organizational commitment and low job satisfaction. This reality can be seen from the condition of employee absenteeism and disciplinary punishment at the Training Training and Training Institute of the Megamendung Police Training Center, Bogor. The following in Table 1.1 can be seen the attendance rate of employees of the Megamendung Police Training Training and Training Center from 2018 to 2022

The following is a table of data for employees of the Megamendung Bogor Police Training Lemdiklat Training as follows: Megamendung Bogor Police Training.

Table 1. Absenteeism Level for Research and Training Employees at the Megamendung Police Education and Training Institute, Bogor

No	Year	Realization				Target (%)
		Number of Employees (People)	Number of Working Days	Number of Absences (Time)	Attendance Presentation (%)	
1	2018	125	219	1.3625	1.09	1.00
2	2019	131	220	2.222	1.01	1.00
3	2020	117	217	2,4087	1.11	1.00
4	2021	123	223	2.3861	1.07	1.00
5	2022	121	221	2.3205	1.05	1.00

Source: Training Training of the National Police Training and Training in Megamendung Bogor, 2023

From table 1, it can be explained that the attendance rate of employees of the Megamendung Police Training Training and Training Institute is still quite high. Although the attendance rate has decreased every year, the attendance rate is still above the target set by the Training and Training Training of the Megamendung Police Training and Training Center of the Bogor National Police (the target is 1% but the realization in 2018 is 1.09%, in 2019 the realization is 1.01%, in 2020 it is 1.11%, in 2021 it is 1.07%), and in 2022 it is 1.05%, This high absenteeism rate is influenced by low organizational commitment. This is supported by Bolino et al., (2021) who stated that low organizational commitment is influenced by high rates of absenteeism, either due to illness, family needs or other reasons. This requires an objective attitude from management in implementing agency strategies, such as involving employees in determining work goals, specifying how to achieve those goals and setting targets. This involvement will build affective and high organizational commitment for the Agency.

In carrying out their duties as managers of the people, both in religious contexts and as government leaders, prophets have qualities such as shiddiq, amanah, fathanah, istiqamah, and tabligh. The nature of shiddiq is understood as an honest attitude that can be matched with the principle of transparency, the nature of istiqamah which means firm stance is paralleled with the principles of consistency and commitment, while amanah which means responsibility can be paralleled with accountability, and tabligh which is understood to be open is paralleled with the communicative principle (Fakhriza & Qutni, 2024).

Political life is increasingly far from the concept of quality democracy, ethical and moral damage occurs in the political elite until the people whose majority supports those who are ready to distribute money or *Money Politics* so that leaders are elected who are not in line with the spirit of the constitution and the increasingly widespread capitalism, widening the gap between rich and poor, an economy controlled by a few, the occurrence of oligarchy, and

western culture that is far from the religious atmosphere is increasingly fertile (Fakhriza & Qutni, 2023)

Meanwhile, the types of disciplinary punishments in the Megamendung Bogor Police Training Training Center can be seen in table 2 below.

Table 2. Types of Disciplinary Punishments for Investigation Training and Training Employees of the National Police Education and Training Institute Megamendung Bogor 2018-2022

No	Year	Types of Disciplinary Punishment			Total
		Light	Medium	Heavy	
1	2018	-	1	-	1
2	2019	3	1	2	6
3	2020	1	2	-	4
4	2021	4	1	-	5
5	2022	3	6	1	10

Source: Training Training of the National Police Training and Training in Megamendung Bogor, 2023

From the table, it is known that the number of disciplinary punishments for employees of the Investigation Training and Training Institute of the Megamendung Police in Bogor has increased from year to year. The period of 2018 from data taken during January to October 2022 is known to have 10 disciplinary punishments. This number increased sharply from the previous year which was only 5 (an increase of 100%).

From temporary observations of the existing conditions at the Megamendung Bogor Police Training and Training Agency, which needs attention from the management, namely:

Growth and development, namely the possibility to develop capabilities and the availability of opportunities to use the skills or knowledge possessed by employees

Management has provided the widest possible opportunity for employees to develop their abilities and knowledge, namely by providing training opportunities regularly, providing opportunities to continue their education either with company scholarships or their own costs as well as promotional opportunities for those with potential. But in its implementation there are realities as below: The opportunity to attend training is felt to be uneven by employees so that there are employees who are often appointed to attend training, on the other hand, there are employees who are rarely included in training.

This causes demotivation for employees who are rarely called to attend training by the company which results in decreased morale / employee performance. Promotion opportunities by management to meet HR needs, especially outside Java, which means mutations are often considered a burden by employees because they are often not ready to be mutated outside Java so that promotion offers are often ignored and not in demand which results in stagnation in the career path of the employee concerned. Sanctions by agencies to employees who refuse to promote and transfer programs also often cause demotivation for them which results in decreased performance.

Participation, namely the opportunity to participate or be involved in decision making that directly or indirectly affects the work. The temporary observation that becomes the empirical gap in this study is that work-related decisions, both direct and indirect, are top-down, where

employees who spearhead only become implementers of management policies. This results in the implementation of employees cannot carry out their duties optimally due to lack of socialization from the management to employees.

Research conducted by (Mardiana, 2004) Finding that success in increasing employee commitment can grow when the relationship between employees and the organization is a building block of mutual support in one community. If an organization seeks to benefit from employee commitment such as improving quality or productivity, then the organization must bridge and have a commitment to create a work environment where workers are encouraged to have high loyalty with policies that pay more attention to employee needs and satisfaction and provide the best to the employees concerned not only through salary and facilities but also a *fair* attitude and open from the company to employees and maintain a *fun* atmosphere at work so that organizational goals are created. Satisfaction can be viewed as a positive statement of the results of employee assessment of what the organization has given to employees. Job satisfaction is identified as a variable that intuitively interrelates with performance. Previous research has shown that job satisfaction is interrelated with performance (Petty et al, 1984). In general, job satisfaction problems are always associated with an emotional response to work situations. How well the results obtained presented several attitudes related to job satisfaction.

Furthermore, Reissová & Papay (2021) state that between job satisfaction and performance there is no real relationship or that the relationship can only be weakly described. Usuga et al. (2020) states that productivity relates to a wide variety of outcome items such as outputs, goals, number of hours worked and other items. Mc Neese also found that organizational commitment was significantly positively related to employee performance. In the Qur'an there are also many verses related to the main principles of democracy, including QS. Ali Imran: 159 and al-Shura: 38 (who speaks of deliberation); al-Maidah: 8; al-Shura: 15 (on justice); al-Hujurat: 13 (on equality); al-Nisa': 58 (on trust); Ali Imran: 104 (on freedom to criticize); al-Nisa': 59, 83 and al-Shuro: 38 (on freedom of opinion), and so on (Fakhriza & Qutni, 2024).

This is a *reseach gap* in this study. Another limitation that can be explored in the study is that it does not include antecedent elements in the examination of commitment and job satisfaction. Therefore, this research is directed at the research area, namely how the Effect of Commitment and Job Satisfaction on Employee Performance at the Megamendung Bogor Investigation Training.

The issue of commitment and job satisfaction also needs the attention of the organization's management. Research conducted by Cahyani (2019) stated that the results of the study show that organizational commitment has a positive effect on employee performance, job satisfaction has a positive effect on employee performance and together organizational commitment and job satisfaction have a positive effect on employee performance, that if an organization seeks to benefit from employee commitment such as improving quality or productivity, then the organization must bridge and have a commitment to create a A work environment that pays more attention to employee needs and satisfaction. The increase in the absenteeism rate and the number of disciplinary punishments against employees of the Megamendung Bogor Police Training and Training Institute shows low organizational commitment and employee job satisfaction that affects employee performance. The decline in employee performance is influenced by low organizational commitment and job satisfaction (Diana & Anggreani, 2020).

The goal to be achieved is to analyze the effect of commitment and job satisfaction on employee performance partially and simultaneously.

Methods

The research was conducted at the Megamendung Training Training Center in Bogor. The respondents in this study were both male and female employees of the Megamendung Bogor Training Department.

The research approach in the final project entitled "The Effect of Commitment and Job Satisfaction on the Performance of Employees of the Megamendung Bogor Training Department" is a quantitative descriptive approach. '

The population in this study is employees of the Megamendung Bogor Training Department. Determination of the number of samples in this study is using *the non-probability sampling* method (not all members of the population can be research samples) by *purposive sampling*, meaning that the selection of samples based on certain characteristics that are considered to have something to do with previously known population characteristics.

In the *purposive sampling technique*, researchers limited sample members to employees of the Megamendung Bogor Police Training Training Center. The purpose of limiting sample members in order to obtain appropriate information from specific sample targets. To determine the sample size in this study using the Slovin formula:

$$n = \frac{N}{1 + N e^2}$$

Information:

n : sample

N : populasi

e : margin of error (estimated error rate)

This sampling is carried out at a confidence level of 90% or a critical value of 10% so that the sample size can be calculated as follows:

$$\begin{aligned} &= \frac{121}{1 + 121 (10\%)^2} \\ &= \frac{121}{1 + 1,21} = 54,75 \end{aligned}$$

Based on the calculation of the formula above, with a population of 121 and a significance level of 10% or 0.1, the number of samples produced amounted to or 55 samples.54,75

In this study, data collection was carried out using types and data, namely by questionnaire (questionnaire). The secondary data contains information and theories used to support the research conducted. Secondary data were obtained from books, journals, magazines, the internet, and other sources to support this research.

To test the quality of data on this primary data, researchers use validity and reliability tests. While in testing data in obtaining research results, researchers use classical assumption tests by using four tests, namely normality tests, multicollinearity tests, heteroscedasticity tests and autocorrelation tests.

Result and Discussion

Overview of the Research Object

Profile of Megamendung Bogor Training

Diklat Reserse (Police Investigation Education and Training) is a police education institution in Indonesia that aims to train and develop the ability of police personnel in the field of criminal investigation. The location is located in Megamendung, Bogor, West Java.

Investigation Training has an important role in producing quality and professional criminal investigations in handling various crime cases. They are trained to master the techniques of investigation, evidence analysis, interrogation, and various other aspects related to law enforcement.

As part of efforts to improve the quality of law enforcement in Indonesia, the Training Training has a responsibility in providing education and training that is up-to-date and in accordance with the changing development of crime. It is hoped that with this institution, the ability of police officers to uncover and handle criminal cases can continue to be improved.

As an important police education institution, the Investigation Training in Megamendung, Bogor, is equipped with various facilities that support the training process and capacity development of police personnel in the field of criminal investigation. Some of the facilities that may be available at the Investigation Training include: (1) Classes and lecture halls: Places for theoretical learning activities and discussions. (2) Cyber Lab Investigation Training: Facilities for conducting practicum include server rooms, monitoring each class, data storage and others. (3) Practice field: An area to practice field skills such as reconnaissance techniques, arrest tactics, and crime reconstruction. (4) Interrogation room: A place to practice interrogation techniques on suspects or witnesses. (5) Library: Reference sources and literature related to criminal investigation and law enforcement. (6) Sports facilities: Places to maintain the physical fitness of police personnel. (7) Dormitory: A residence for personnel who attend training in the Investigation Training. (8) Dining and lodging facilities: Places to eat and rest for trainees. (9) Meeting rooms and auditoriums: Places for events, seminars, or presentations. (10) Computer and information technology facilities: To support learning and data analysis.

These facilities are designed to ensure that police personnel who attend training in the Investigation Training can develop their abilities optimally in handling criminal cases with high professionalism and expertise.

The Lemdiklat is tasked with planning, developing and organizing the function of education and training in the formation and development based on the type of education of the National Police as well as managing and organizing education and training cooperation which includes professional, managerial (leadership), academic, and vocational education as well as managing the components of educational standards within the National Police Training and Training Institute.

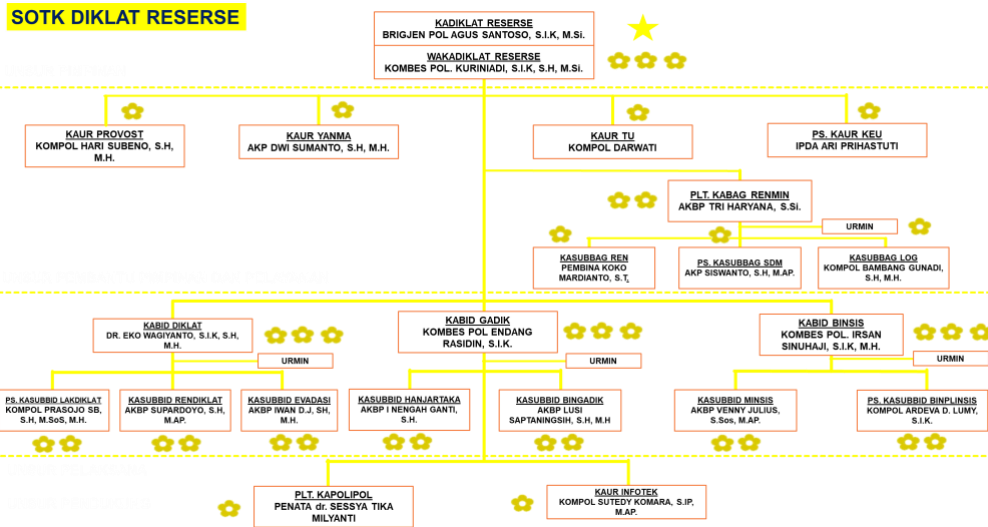


Figure 1. Organizational structure of Megamendung Bogor Detective Training and Training

As a police education institution, the Investigation Training Center in Megamendung, Bogor, has an organizational structure consisting of several sections or units responsible for various aspects of the implementation of criminal investigation education and training. The organizational structure includes: (1) Head of Training Investigation: Responsible for the overall management of educational institutions, including planning, organizing, implementing, and supervising all activities. (2) Deputy Head: Assists the Head of Training in carrying out duties and is responsible for certain areas in accordance with the assigned division of duties. (3) Administration and General Department: Responsible for general administration, personnel, finance, and management of infrastructure and facilities in the Investigation Training. (4) Education and Training Section: Designing curriculum, organizing learning, and managing the process of criminal investigation education and training for police personnel who participate in programs in the Investigation Training. (5) Curriculum Development Section: Responsible for developing curricula relevant to crime and technology developments, as well as ensuring that curricula are prepared in accordance with police standards. (6) Educator Department: Organizing teaching and training activities by coordinating and supervising organic outriggers and non-organic outriggers in the learning process qualified and experienced. (7) Research and Development Section: Conduct research related to criminal investigation, analyze crime trends, and develop new methods or technologies in law enforcement. (8) Cooperation and Public Relations Section: Responsible for cooperation with related institutions and building good relations with the community to support the implementation of education and training. (9) Student Development Section: Responsible for guidance and mental care of students, Supervision of the implementation of student parenting activities, Coaching and supervision of student life, especially in efforts to foster discipline and discipline including providing guidance and nurturing. (10) Evaluation and Monitoring Section: Evaluate the education and training process carried out and monitor the achievements and performance of training participants. (11) Human Resource Planning and Development Section: Plan and develop human resource development programs in the Investigation Training Department.

The organizational structure may vary depending on the needs and policies that apply in the Megamendung Training Department, Bogor, as well as changes that may occur from time to time.

By carrying out these functions effectively, the Investigation Training in Megamendung, Bogor, is expected to make a significant contribution in improving the ability and professionalism of police personnel in handling criminal cases in Indonesia.

Profile Responden

Based on the results of research to 55 respondents through questionnaires distributed, a picture of the characteristics of respondents has been obtained as follows:

Gender

The results showed that as many as 55% of respondents were male and 45% were female. The full details can be seen in the table below:



Figure 2. Respondents' Gender Answers

Age

The results showed that as many as 37% of respondents age interval between 31-40 years, 27% respondents age interval between 21-30 years and 41-50 years, 9% respondents age interval between >51 years and 0 respondents age interval between <20 years. The complete table can be seen in the table below:

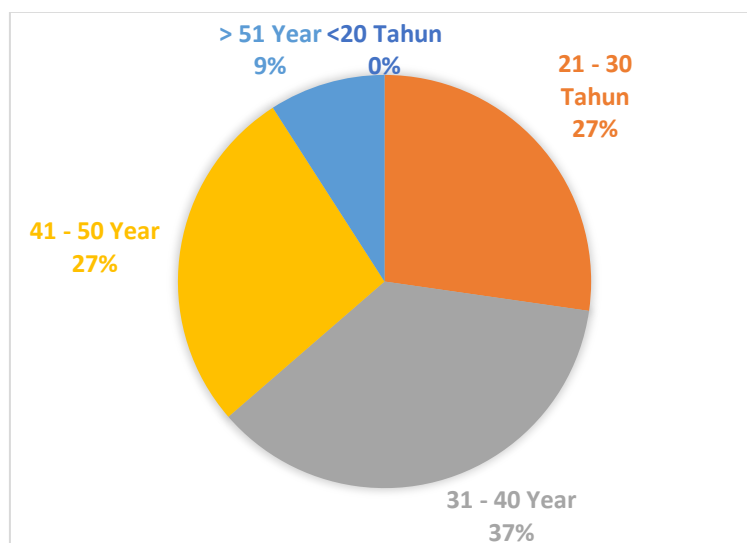


Figure 3. Respondents' Age Answers

Education

The results showed that as many as 73% of respondents had S1-S3 education, 22% had D1-D3 education, and 5% had high school education / equivalent, in full can be seen in the table below:

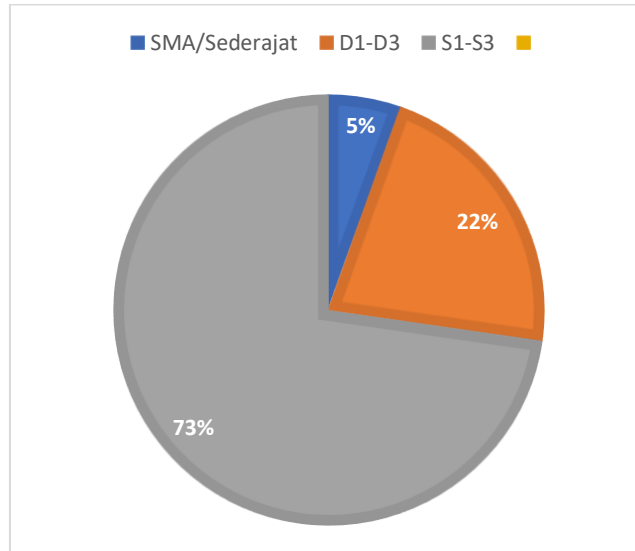


Figure 4. Respondents' Educational Answers

Period of Service

The results showed that as many as 37% of respondents who had worked 6-10 years, 32% of respondents who had worked 2-5 years, 17% of respondents who had worked 16-20 years, 11% of respondents who had worked less than 2 years, 3% of respondents who had worked 10-15 years. The complete details can be seen in the table below:

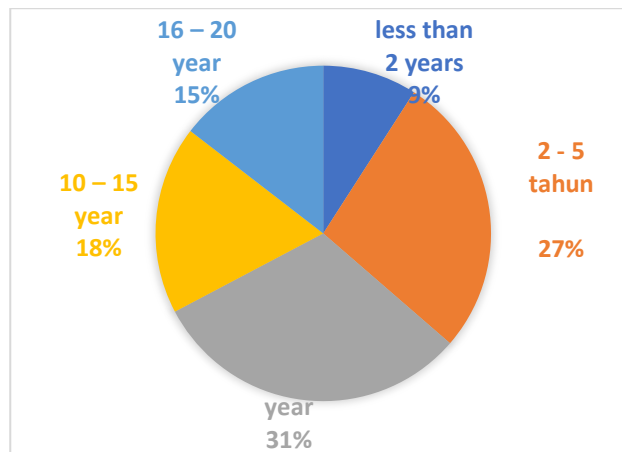


Figure 5. Answers to Respondents' Years of Work

Description of Respondent's Answer

Description of Respondent Answer Commitment Variable (X1)

Description of respondents' answers to the commitment variables, namely:

Table 2. Description of Respondents' Answers Regarding Commitment Variables

Statement	Answer					Total
	SS	S	RR	TS	STS	
1	3	39	13	0	0	55
2	14	37	3	1	0	55
3	15	33	7	0	0	55
4	16	29	10	0	0	55
5	9	38	8	0	0	55
6	24	27	4	0	0	55
Total	81	203	45	1	0	330
Persentase	13,5%	33,8%	7,5%	0,1%	0%	100%

Source: Data Processing Results

Based on the data in table 2 above, it can be known the responses of 55 respondents regarding the leadership variable (X1). Respondents who answered strongly agreed by 13.5%, who answered in agreement by 33.8%, while those who answered undecided by 7.5%, who answered disapprove by 0.1% and who answered strongly disagree by 0%. Thus, the most answered Agree so that respondents have a good commitment to employee performance at the Megamendung Bogor Investigation Training.

Description of Respondents' Answers Job Satisfaction Variable (X2)

Description of respondents' answers to the job satisfaction variable, namely:

Table 3. Description of Respondents' Answers Regarding Job Satisfaction Variables

Statement	Answer					Total
	SS	S	RR	TS	STS	
1	8	33	13	1	0	55
2	18	35	1	1	0	55
3	13	39	3	0	0	55
4	11	35	8	1	0	55
5	10	39	5	1	0	55
6	8	34	12	1	0	55
7	7	42	5	1	0	55
8	16	37	2	0	0	55
9	18	33	3	1	0	55
10	19	34	1	1	0	55
Total	128	361	53	8	0	550
Persentase	12,8%	36,1%	5,3%	0,8%	0%	100%

Source: Data Processing Results

Based on the data in table 3 above, it can be known the responses of 55 respondents regarding the variable job satisfaction (X2). Respondents who answered strongly agreed by 12.8%, who answered in favor by 36.1%, while those who answered undecided by 5.3%, who answered disapprove by 0.8% and who answered strongly disagree by 0%. Thus, the most answered Agree so that respondents have good job satisfaction with employee performance at the Megamendung Bogor Investigation Training.

Description of Respondent's Answer Employee Performance Variable (Y)

Description of respondents' answers to employee performance variables, namely:

Table 4. Descriptions of Respondents' Answers Regarding Employee Performance Variables

Statement	Answer					Total
	SS	S	RR	TS	STS	
1	15	39	1	0	0	55
2	8	38	9	0	0	55
3	11	38	6	0	0	55
4	7	35	12	1	0	55
5	13	40	1	1	0	55
6	11	38	6	0	0	55
7	7	41	6	1	0	55
8	24	27	4	0	0	55
Total	96	296	45	3	0	550
Percentase	9,6%	29,6%	4,5%	0,3%	0%	100%

Source: Data Processing Results

Based on the data in table 4 above, it can be known the responses of 55 respondents regarding employee performance variables (Y). Respondents who answered strongly agreed by 9.6%, who answered in favor by 29.6% while those who answered undecided by 4.5%, who answered disapprove by 0.3% and who answered strongly disagree by 0%. Thus, the most answered Agree so that respondents have good employee performance at the Megamendung Bogor Investigation Training

Analysis Results

Validity Test

The validity test is carried out on each question item and the results can be seen through the results of r count which will be compared with r table. The r value of the table is obtained from df (degree of freedom) = $n-2$, level of confidence 95% and alpha value 5%, n = number of samples so that the r value of the table is 0.2656. Based on the output of the validity test, a summary of the results can then be made as shown in Table 5.

Table 5. Summary of Questionnaire Validity Test Results

No.	Research Variables	rhitung	rtabel	Information
1	Commitment (X_1)			
	- X1.1	0,806	0.265	Valid
	- X1.2	0,700	0.265	Valid
	- X1.3	0,815	0.265	Valid
	- X1.4	0,466	0.265	Valid
	- X1.5	0,610	0.265	Valid
	- X1.6	0,619	0.265	Valid
2	Job Satisfaction (X_2)			
	- X2.1	0,540	0.265	Valid
	- X2.2	0,667	0.265	Valid
	- X2.3	0,685	0.265	Valid
	- X2.4	0,780	0.265	Valid

	- X2.5	0,755	0.265	Valid
	- X2.6	0,615	0.265	Valid
	- X2.7	0,740	0.265	Valid
	- X2.8	0,753	0.265	Valid
	- X2.9	0,743	0.265	Valid
	- X2.10	0,788	0.265	Valid
3	Employee Performance (Y)			
	- Y1	0,648	0.265	Valid
	- Y2	0,769	0.265	Valid
	- Y3	0,833	0.265	Valid
	- Y4	0,738	0.265	Valid
	- Y5	0,701	0.265	Valid
	- Y6	0,833	0.265	Valid
	- Y7	0,420	0.265	Valid
	- Y8	0,599	0.265	Valid

Source: Data Processing Results

The data in Table 5 shows that all question items in this research questionnaire have a correlation coefficient ($r_{\text{calculate}}$) greater than the r_{table} value of 0.265, so that the questionnaire proves to be valid and can be used as a data collection tool.

Reliability Test

After the validity test is carried out, the next stage is to test the reliability of the questionnaire. A variable is said to be reliable if it gives a *Bach's alpha* value of > 0.60 (Slamet Riyanto, 2020), on the other hand, if the value of *Bach's alpha* < 0.60 , then the variable is said to be unreliable. Based on the *reliability test* output using *Cronbach's alpha* formula in Appendix 3, a summary of the results can be made as shown in Table 6.

Table 6. Summary of Questionnaire Reliability Test Results

No.	Research Variables	<i>Cronbach's Alpha</i>	Information
1	Commitment (X_1)	0,740	Reliabel
2	Job Satisfaction (X_2)	0,883	Reliabel
3	Employee Performance (Y)	0,843	Reliabel

Source: Data Processing Results

The test results in Table 6 show that all variables have a *Cronbach's alpha* value greater than 0.60, so it can be stated that the questionnaire proved reliable and could be used as a data collection tool in this study.

Classical Assumption Test

Normality Test

Based on the *output* of the data normality test, it can be known the value of *asympt. sig. (2-tailed)* from the *Kolmogorov-Smirnov Z* test for *standardized residual variables* is 0.200 greater than the value ($\alpha 0.05$), so it can be concluded that the data used are normally distributed. The summary of normality test results can be seen in Table 7.

Table 7. Summary of Normality Test Results

Variable	<i>Asymp.Sig.</i>		α	Information
<i>Standardized Residual</i>	0,200	>	0,05	Normal

Source: Data Processing Results

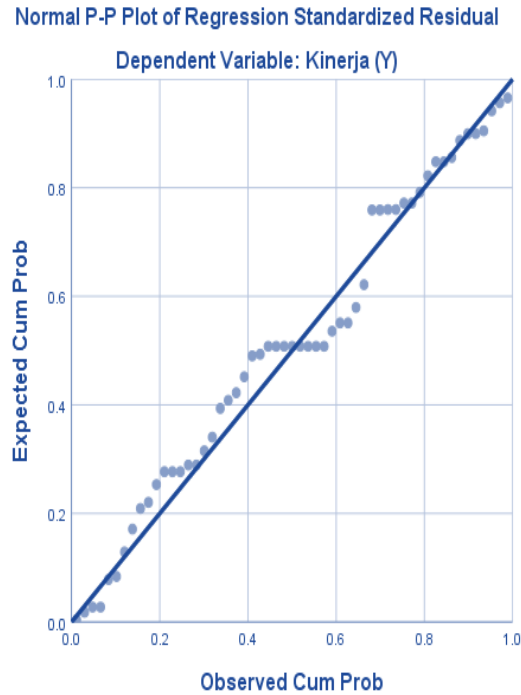


Figure 6. Normality Test Plot

Multicollinearity Test

To detect the presence or absence of multicollinearity in the regression model can be seen from the value of *tolerance* and the value of *variance inflation factor* (VIF). If the VIF value < 10 and the *tolerance* value > 0.1 , it is stated that multicollinearity does not occur. Meanwhile, if the VIF value > 10 and the *tolerance* value < 0.1 , multicollinearity is stated. The summary of multicollinearity test results can be seen in Table 8.

Table 8. Summary of Multicollinearity Test Results

Variable	Value VIF	Tolerance
Commitment (X ₁)	2,733	0,366
Job Satisfaction (X ₂)	2,733	0,366

Source: Data Processing Results

The output of the Variance Inflation Factor (VIF) test in Table 4.7 shows that the VIF value of the variables Commitment (X₁), Job Satisfaction (X₂) to Employee Performance (Y) each < 10 and *tolerance value* > 0.1 so that it can be concluded that multicollinearity does not occur in the regression model.

Heteroscedasticity Test

The heteroscedacity test aims to test whether in the regression model there is an inequality of residual variance from one observation to another. If the residual variant of one observation to another remains then it is also called homoscedacity and if it is different it is called

heteroscedacity (Imam, 2012). Variable commitment (X1), job satisfaction (X2) to employee performance (Y). Results of heteroscedasticity test calculation:

Table 9. Heteroscedasticity Test Results

Variable	Sig.	Information
Commitment (X ₁)	0,931	No heteroscedasticity
Job Satisfaction (X ₂)	0,268	No heteroscedasticity

Source: Data Processing Results

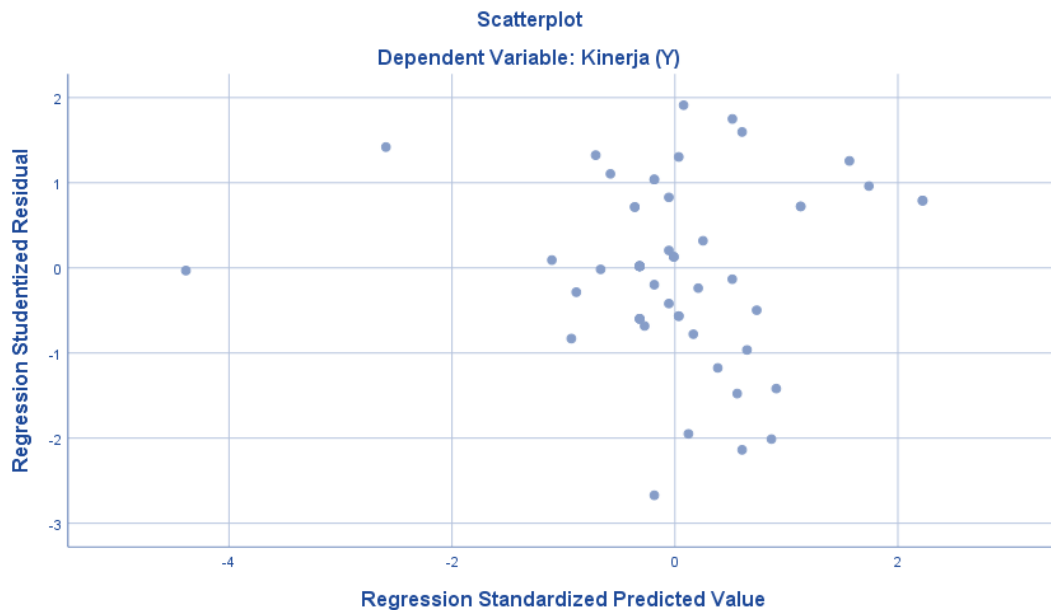


Figure 7. Heteroscedasticity Test Plots

From table 9 it can be seen from the glacier test that the significant value of the Commitment variable (X₁) is 0.931 and the Job Satisfaction variable (X₂) is 0.268. Based on the significant value, none of the independent variables has a significant value below 0.05 so it can be concluded that the regression model presented does not contain elements of heteroscedasticity.

The effect of commitment (X₁), job satisfaction (X₂) on employee performance (Y)

Testing the first hypothesis and the second hypothesis in this study, namely knowing the significance of the influence of Commitment and Job Satisfaction variables on Employee Performance was carried out using multiple regression analysis techniques of the first model with the following results:

Double Regression Analysis

Table 10. Test Results of Multiple Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.711	2.403		1.960	.055
	Commitment (X ₁)	.352	.154	.268	2.282	.027
	Job satisfaction (X ₂)	.470	.088	.629	5.350	.000

Source: Data Processing Results

Based on Table 10, the first model's multiple regression equation can be drawn as follows:

$$Y = 4.711 + 0.352X_1 + 0.470X_2$$

From this equation can be explained several things: (1) A constant of 4.711 which means that the constant number is positive or can be explained if the variables of Commitment and Job Satisfaction do not change, then Employee Performance is 4.711 units. (2) The regression coefficient of variable X1 is 0.352 which means that Commitment has a positive influence on Employee Performance, or it can also be stated that if Commitment increases by one unit, it will be able to increase Employee Performance by 0.352 units. (3) The regression coefficient of variable X2 is 0.470 which means that Job Satisfaction has a positive influence on Employee Performance, or it can also be stated that if Job Satisfaction increases by one unit, it will be able to increase Employee Performance by 0.470 units.

Coefficient of Determination (R²)

The coefficient of determination (R²) is used to measure how far the independent variable is able to explain the related variable. The results of the coefficient of determination test in this study can be seen in the following table:

Table 11. Coefficient of Determination Test Results

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.858 ^a	.737	.727	1.635	1.872
a. Predictors: (Constant), Job Satisfaction (X2), Commitment (X1)					
b. Dependent Variable: Performance (Y)					

Source: Data Processing Results

The summary of the results of the first model's multiple regression analysis in Table 11 shows that the coefficient of determination (R²) is 0.737. This means that 73.7 percent of the variation in changes in the Commitment variable can be explained by the variables Job Satisfaction and Employee Performance, while 26.3 percent can be explained by other variables that are not studied.

The Devil (t)

A hypothesis test (t-test) is a type of statistical testing used to find out how far an independent variable is from the dependent variable. Testing the significance of the effect of the variables Commitment and Work Strength on Employee Performance was partially carried out using the t test. Using significance: if the probability < 0.05 then Ha is accepted and Ho is rejected and if the probability > 0.05 then Ha is rejected and Ho is accepted. Whereas by using t count compared to t table: if t count > t table then Ha is accepted Ho is rejected while if t count < t table then Ha is rejected then Ho is accepted.

Based on the error rate (α) = 0.05 and *degree of freedom* (n - k) = (55 - 3) = 52, it is known that the table t value for the two-sided test is 0.2681. The results of the t test can be seen in the following table:

Table 12. Test Results (t)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.711	2.403		1.960	.055
	Commitment (X1)	.352	.154	.268	2.282	.027
	Job satisfaction (X2)	.470	.088	.629	5.350	.000

Source: Data Processing Results

First hypothesis

Based on the data in table 12, the t value of the commitment variable is 2,282 with a significant value of 0.027. The value of t is calculated $(0.2681) > t$ table (2.282) then H_a is accepted or H_o is rejected and the significant value is $0.02 < 0.05$, then H_a is accepted or H_o is rejected. This shows that commitment has a positive and significant effect on Employee Performance. Thus, the hypothesis that commitment has a positive and significant effect on employee performance is accepted.

Second hypothesis

Based on table 12 obtained t count of 5.350 with a significant value of 0.000. The value of t count $(5.350) > t$ table (0.2681) then H_a is accepted and H_o is rejected and the significant value is $0.000 < 0.05$, then H_a is accepted and H_o is rejected. This shows that Job Satisfaction has a positive and significant effect on Employee Performance. Thus, the hypothesis that states that job satisfaction has a positive and significant effect on employee performance is accepted.

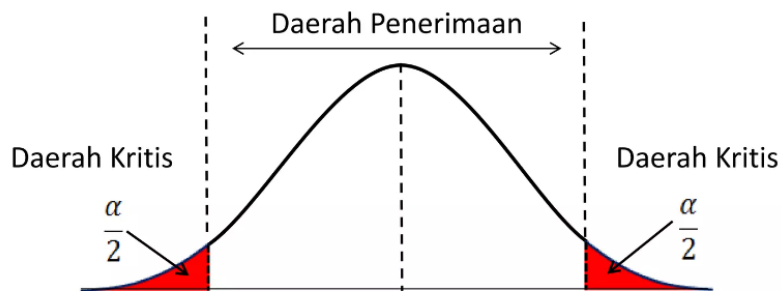


Figure 8. Rejection and Acceptance Regional Curves

F Test (Concurrent Regression Test)

The F test is a test of how influential the independent variable is on the dependent variable. The use of the F test is used to test the accuracy of the model.

Hypothesis formulation:

$H_o: b_j = 0$, means that the regression model used is not feasible.

$H_a: b_j > 0$, means the regression model used is feasible.

Hypothesis Testing Criteria:

H_o is accepted if $F_{hitung} \leq F_{tabel}$, then the regression model used is less feasible

H_0 is rejected if $F_{hitung} > F_{tabel}$, then the regression model used is feasible.

To determine the F_{tabel} value of the α significance level used is 0.05 and the confidence level is 95% with degrees of freedom $df = (k - 1 = 3 - 1 = 2)$ and $(n - k = 55 - 2 = 53)$, the F_{tabel} value is 3.175. The results of the F test can be seen in the following table:

Table 13. Test Results (F)

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	389.181	2	194.590	72.796	.000 ^b
	Residual	139.001	52	2.673		
	Total	528.182	54			
a. Dependent Variable: Performance (Y)						
b. Predictors: (Constant), Job Satisfaction (X2), Commitment (X1)						
Source: Data Processing Results						

Based on table 13, the $F_{calculate}$ value is 72,796 with a significant value of 0.000. The value of $F_{calculate}$ (72.796) $>$ F_{tabel} (3.175) and significant value (0.000) $<$ 0.05 , then H_0 is rejected and H_a is accepted meaning that the research model used is feasible to use. Multiple linear regression F test curve. It can be concluded together that the variables of Commitment and Job Satisfaction have a significant effect on Employee Performance.

The effect of commitment (X1) on employee performance (Y)

The results of testing the relationship between commitment to employee performance and the t test obtained t count of 2.282 where t count $>$ t table (0.2681) means that commitment has a positive and significant effect on employee performance. Thus, the H_1 that mentions commitment has a positive and significant effect on employee performance, is accepted.

In multiple linear regression, it was found that organizational commitment had a positive influence on employee performance. The Training Training of the Megamendung Police Training and Training Institute makes employees feel ownership of the organization so that employees can improve their performance, so this motivates employees to be able to work optimally. According to (Kashefi et al., 2013) said that organizational commitment greatly affects the performance of employees, where with increased organizational commitment, employee performance will increase as well, and vice versa. It is believed that employees with strong organizational commitment will work harder in order to contribute to the organizational performance of the Police agency.

Work commitment is a strong sense of attachment between employees or employees with the organization to maintain their existence in the Police organization. The relationship between organizational commitment and the success of a company is strengthened by the opinion of (Robbins & Judge, 2011) in their book reveals that there is a strong relationship between work commitment and employee performance. Highly committed employees will have high performance and loyalty to the company. Conversely, employees who tend to have low commitment, low performance and less loyalty to the company. This is also supported by research from (Andry, 2019) in the Wira Ekonomi Journal.

In research (Sukmawati & Gani, 2014) in the journal Management and Accounting that commitment has an influence on employees. The relationship between commitments determines the strong relationship between commitment to employee performance. A positive

relationship between organizational commitment and desired outcomes such as high performance, low employee turnover and low absenteeism.

The effect of job satisfaction (X2) on employee performance (Y)

The results of testing the relationship between job satisfaction and employee performance with the t test obtained t count of 5.350 where $t \text{ count} > t \text{ table}$ (0.2681) means that job satisfaction has a positive and significant effect on employee performance. Thus, H2 which mentions job satisfaction has a positive and significant effect on employee performance, is accepted.

Job satisfaction for employees tends to increase productivity, pride, and high commitment after work. Which reveals that there is a strong correlation between job satisfaction and performance. (Fritzsche & Parrish, 2005) states that a person with a high level of job satisfaction has positive feelings about the job, while a dissatisfied person has negative feelings about his job. When overall productivity and satisfaction data were collected for organizations, it was found that organizations with more satisfied employees tended to be more effective than organizations with less satisfied employees.

This is in accordance with the statement that employees who are satisfied with their work tend to perform better. so that the effect of job satisfaction on employee performance can be accepted. This is supported by research (Tunnufus & Wulandari, 2019) in the journal *The Asia Pacific Journal of Management* and research (Poin Rosita, 2016) in the Journal of Management Science and Research (JIRM) that job satisfaction has a direct effect on employee performance positively and significantly.

The Relationship of Commitment (X1) and Job Satisfaction (X2) to Employee Performance (Y)

Job satisfaction and employee attitudes are important in determining behavior and response to work and through such behavior an effective and efficient organization can be achieved. Things that can support the performance of these employees are commitment and job satisfaction. With job satisfaction that is fulfilled and accompanied by high commitment will improve employee performance. This is manifested by the willingness of subordinates to complete the tasks assigned to them as quickly as possible and complete tasks with quality and quantity exceeding the established standards. Employees who have a commitment to the company show an increase in company effectiveness through high performance achievements, quality of work. (Sunuharjo & Ruhana, 2016) in the Journal of Business Administration (JAB) conducted research on the Effect of Commitment and Job Satisfaction on Employee Performance, Study at PT. Telecommunications. Based on the results of the Simultaneous Test (Test F) the variables of commitment and job satisfaction have a significant effect on employee performance variables.

Theoretical implications

Theoretical implications represent a picture of the references used in this study, which include problem references, models, results and agendas of previous research, and their implications for existing theories, and research to be developed by other researchers through selection of different theoretical support, designs, approaches and research methods that may be more appropriate than this and previous studies.

Based on the results of research on commitment and job satisfaction to employee performance, it is concluded that employee performance will increase when there is commitment and job satisfaction. Based on the results of partial research shows that there is an influence of commitment to employee performance, job satisfaction on employee performance and

commitment to employee performance. Based on the results of research simultaneously shows that commitment and job satisfaction affect employee performance. Theoretically, the findings of this study confirm previous theories about employee performance.

Employee actions tend to be done because of the expectation of results to be obtained, this means that commitment and job satisfaction will be achieved when employees are confident that the effort will produce good performance. In the theory of justice (*equity theory*) which states that employees will remain loyal to the organization if they are satisfied with the justice they feel. The statement from the results of this study supports the theory that employee performance can be achieved if the company is able to realize commitment and job satisfaction. Employees will have a high commitment when they are satisfied in terms of workload, salary, promotion, supervisors and colleagues. The higher the satisfaction of confidence in employees that they are part of the company. Companies should always pay attention to employee constraints in terms of work.

Based on the results of this study that support the results of previous research on the effect of commitment and job satisfaction on employee performance, new theoretical thoughts or assumptions can be developed in future research to conduct more in-depth studies that are beneficial for HR management practices in the company's management system.

Practical implications

The findings of this study can be used to compile problem solving in an effort to improve employee performance through commitment and job satisfaction. That to improve employee performance, in addition to increasing job satisfaction, it is necessary to strengthen commitment. Increasing job satisfaction is carried out through strengthening supervision followed by providing open promotion opportunities, according to performance, and competence. In increasing commitment with a focus on commitment by increasing compliance with applicable regulations.

Conclusion

Based on the results of research on the effect of commitment and job satisfaction on employee performance at the Megamendung Bogor Investigation Training, the following conclusions can be drawn: Accept the first hypothesis which states that commitment has a positive and significant effect on employee performance at the Megamendung Bogor Investigation Training. This is evidenced by the t test, based on the t test, a calculated value of 2.282 is greater than the ttable value (-0.2681) with a sig value. A total of $0.2 < \alpha$ (0.05). Accept the second hypothesis which states that job satisfaction has a positive and significant effect on employee performance at the Megamendung Bogor Investigation Training. This is evidenced by the t test, based on the t test where the variable tcount value of 5.350 is greater than the table value (0.2681) with the sig value. It is $0.00 < \alpha$ (0.05). Accept the third hypothesis which states that commitment and job satisfaction have a positive and significant effect on employee performance at the Megamendung Bogor Investigation Training. This is evidenced by the f test, based on the f test where the variable Fcalculate value of 72,796 is obtained with a significant value of 0.000. The Fcalculate value (72.796) > Ftable (3.175) and the significant value (0.000) < 0.05.

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