

The Relationship Between Job Satisfaction and Organizational Commitment with Work Discipline in Banshu Electric Indonesia Employees

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ABSTRACT: Industry is the root of the economy in a country. The study of job satisfaction, organizational commitment, and work discipline is critical to understanding their impact on individual well-being and workplace productivity. Job satisfaction refers to the level of happiness felt by employees towards their work, organizational commitment involves full dedication to the organization, and work discipline includes focus, regularity, and motivation in performing tasks. Understanding these factors can help organizations support employees in achieving a healthy work-life balance and improving work performance. The approach used in this research is a quantitative approach. The data collection technique used in this study is to use a Likert scale model. Based on this research, it is found that job satisfaction and organizational commitment have a significant correlation with work discipline in employees at Banshu Electric Indonesia. Overall, the results of this study can provide a prediction of employee discipline at Banshu Electric Indonesia which is quite large at 63.9%, while the remaining 36.1% is influenced by other factors not examined. For this reason, further research needs to be carried out to see other variables that are thought to have an effect in addition to the variables studied, such as exemplary leadership in the company, the size of compensation, threats, and definite rules from the company.

Keywords: Industry, Employee, Work Discipline, Organizational Commitment, Job Satisfaction.



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INTRODUCTION

Industry is the root of the economy in a country. Indonesia as a developing country is required to improve its capabilities and expertise to survive in the industrial world, because it cannot be denied that competition is getting tighter (Davis, 1995; Gibson, 1992). Competition is not only felt by domestic organizations, organizations or foreign investor companies (PMA) also participate in the industrial movement in Indonesia. Every organization strives to carry out its activities professionally in accordance with the vision and mission to achieve organizational goals.

The company is an organization consisting of a collection of individuals who work together to achieve predetermined goals, therefore the progress or decline of an organization cannot be separated from the quality of its human resources. Employees are the driving force of natural resources and technology (Mangkunegara, 2001). Qualified employees can produce high productivity, discipline at work, and uphold professionalism. For this reason, the organization can develop and adapt to the demands in the industrial world (Lidia, Putu, et al., 2022; Lidia & Stevina, 2022).

The study of job satisfaction, organizational commitment, and work discipline is critical to understanding their impact on individual well-being and workplace productivity (Cascio, 1995). Job satisfaction refers to the level of happiness felt by employees towards their work, organizational commitment involves full dedication to the organization, and work discipline includes focus, regularity, and motivation in performing tasks (Lidia, Sutarto, et al., 2022; Munandar, 2001). Understanding these factors can help organizations support employees in achieving a healthy work-life balance and improving work performance (Candana, 2021).

For example, if an employee is satisfied with his or her job, he or she is likely to be more committed to the organization and have a high level of work discipline. This can result in increased productivity and overall employee well-being (Arisandi & Mila, 2018).

However, in one case study, a group of employees who reported high job satisfaction showed lower levels of productivity and engagement compared to their less satisfied peers. Despite the reported satisfaction, these employees were found to be unmotivated and unproductive in their roles, causing a decrease in overall efficiency within the organization. This counterexample suggests that job satisfaction alone may not always be a reliable indicator of employee performance or commitment. (Allan et al., 2016)

Job satisfaction is a person's feelings and assessment of his job, especially regarding his working conditions, in relation to whether his job can fulfill his expectations, needs and desires. Job satisfaction is not how hard or how well someone works, but rather how much someone likes a particular job. Indicators of job satisfaction are only measured by discipline, work morale, and employee turnover. Measuring job satisfaction can be done with a job description index scale, a job satisfaction scale based on facial expressions, and a Minnesota job satisfaction questionnaire (Sunarta, 2019).

In previous research, it has been found that job satisfaction is influenced by employees' level of job satisfaction, which includes enjoyment and accomplishment at work and the extent to which they feel empowered and valued by the organization. Therefore, organizations in Indonesia need to understand and nurture this relationship to improve staff retention, reduce burnout, and achieve overall success. Prioritize the elements that increase employee happiness and organizational commitment to help companies prepare for future productivity and performance improvements (Yasri & kepuasan, 2016).

According to Malayu Hasibuan (2007: 193), discipline is the awareness of employees' willingness to obey all company regulations and applicable norms (Hasibuan, 2007). Discipline means if

employees always come and go home on time, do all their work well, comply with all company regulations and applicable norms. Work discipline is an attitude of a person's willingness and willingness to obey and obey the regulatory norms that apply around him (Sri, 2020).

Discipline is important to uphold in an organization, because with discipline it is hoped that organizational rules can be obeyed by all employees (Nitisemito, 2003; Sastrohadiwiryono, 2005). With discipline, it is hoped that the work done will be effective and achieve optimal work results. Organizational regulations are made so that employees work in accordance with the vision, mission and goals of the organization, so that there is no disorganization and chaos working in the organization.

Work discipline is related to the state of the work environment which is also influenced by various conditions. One example is the phenomenon pointed out by Eileen Rachman from the human resources institute, Expert, (KOMPAS, June 21, 2008) where her colleague in a leading company, always complained about the culture of tardiness in her office that was so severe (Tohardi, 2002). Employees used to come to the office more than an hour late, extend their breaks at will and leave early without feeling too guilty. So much so that a large banner was put up on every floor in the office that read, "Come on dooong, work on time..." behind that simple message could be seen the company's sense of desperation. However, later employees who worked in the office shared how employees were now starting to feel comfortable and enjoy the atmosphere of time efficiency, monitoring each other, giving each other gifts and even celebrating time efficiency and effectiveness. The most useful and simple delivery of time efficiency is when managers, including "top management", are willing to sacrifice as role models that employees can follow, and the company's reputation can automatically become a selling point (Handoko, 1992; Wekley & Psikologi Personalita, n.d.).

There are many factors that can affect whether work discipline is upheld in a company. According to Gouzali Saydam (1996: 202) these factors include the size of compensation, the presence or absence of exemplary leadership in the company, the presence or absence of definite rules that can be used as a guide, the courage of the leadership in taking action, the presence or absence of leadership supervision, the company's attention to employees, employee commitment to work for the company, employee job satisfaction, and habits that can support the establishment of employee work discipline (Saydam, 1996). In this study, not all factors that affect work discipline are examined, the first one that is considered to influence work discipline is quite relevant, namely the job satisfaction factor. Because according to Sears (in Robbin, 2001: 153) work discipline is influenced by job satisfaction, employees with high levels of satisfaction have much higher attendance than employees with lower levels of satisfaction.

The second factor that influences work discipline is organizational commitment because according to Johaness Temaluru (in Bertina Sjabadhyni & Rufus Patty Wutun, 2001: 453) organizational commitment is an important behavioral dimension that can be used to evaluate the strength of employees to stay with a company (Temaluru & al, 2001). According to Afri Fadilla Helmi (1996: 40) work discipline is not only obeying and obeying something that is visible or visible such as the use of work uniforms, coming and going home according to working hours, but also obeying and

obeying something that is not visible but involves commitment, either commitment to oneself or commitment to the organization. Organizational commitment is an attitude that reflects the extent to which an individual likes the organization and is willing to continue working in it. Organizational commitment can be divided into two, namely attitudinal commitment (attitude) and behavioral commitment (behavior) (Wahyudi, 2008).

A significant relationship between organizational commitment and job satisfaction has been shown by previous research. The level of individual commitment to the organization is significantly influenced by their job satisfaction, which is defined as the level of pleasure and achievement in their work and the extent to which they feel empowered and valued by the organization (Darmawan, 2020).

Based on the results of the author's observations in the field, there are quite a lot of employees who come not according to the specified time, from the results of the attendance report for the last 3 months, it is obtained that the percentage of employee attendance that exceeds the tolerance limit for late attendance each month reaches 30%. Employees who exceed the tolerance limit for late attendance will be subject to the First Warning Letter (SP), and for employees who do not come to work without permission with urgent needs or sick letters, salaries will be deducted. However, there are still some employees who do not care about the wage deduction.

The purpose of this study is to find answers to research questions conducted at PT. Banshu Electric Indonesia, namely, to examine the relationship between job satisfaction and work discipline, to examine the relationship between organizational commitment and work discipline, and to examine the relationship between job satisfaction and organizational commitment.

METHOD

The data collection method used in this study is to reveal the research variables using a scale. According to Saifuddin Azwar (2003: 4) the characteristics of the scale as a psychological measuring instrument are that the stimulus is in the form of a statement or question that does not directly reveal the attributes to be measured but reveals behavioral indicators and the attributes concerned, from behavioral indicators translated in the form of items and subject responses are not classified as correct or incorrect answers.

The scale used is the Likert model scale. With a Likert scale, the variables to be measured are translated into measurable components. The measurable components are then used as a starting point for compiling instrument items which can be questions or statements which are then answered by respondents (Sugiyono, 2007: 74).

The instrument test analysis used in this study uses validity and reliability. Validity comes from the word validity which is defined as a measure of how carefully an instrument performs its measuring function (Saifuddin Azwar, 2004: 5). For this study, scale testing used construct validity, namely testing items from questionnaires developed based on theory or constructs. This validity testing

technique uses the product moment formula from Pearson in the SPSS version 16.0 for windows program. Meanwhile, reliability is a translation of the word reliability which has the origin of the words rely on and ability. Measurements that have high reliability are called reliable measurements. Although reliability has various other names such as trustworthiness, reliability, constancy, stability, consistency and so on, the main idea contained in the concept of reliability is the extent to which the results of a measurement can be trusted (Saifuddin Azwar, 2004: 4). In this study, the reliability test of measuring instruments was carried out using the Cronbach Alpha technique.

Cronbach's Alpha technique is commonly used in analyzing research data, both dichotomous data and non-dichotomous data. In this study, the application of the Alpha Cronbach technique was assisted by using the SPSS version 16.0 for Windows program.

Based on the background of the problem and the research objectives to test the hypothesis in accordance with the research objectives, the technique used to analyze the data is Multivariate Correlation to test the hypothesis, which is to find the relationship or correlation between two independent variables and one dependent variable. Meanwhile, to determine the relationship between IV₁ with DV controlled by IV₂ and the relationship between IV₂ with DV controlled by IV₁, the data analysis uses Partial Correlation, Partial Correlation is used to determine the relationship between independent and dependent variables, where one of the independent variables is made fixed or controlled (Sugiyono, 2007: 220).

All data analysis in this study was carried out using the SPSS version 16.0 for Windows program. In this study, the research method used is quantitative research. By using quantitative methods, significant results will be obtained in the relationship between the variables studied. Most quantitative research uses individual samples and behavior to draw general conclusions about the same behavior that occurs in larger groups or populations (Allen et al., 2009).

The data collection technique used in this study is to use a scale consisting of a scale:

1. Work discipline scale

The preparation of items is based on work discipline factors proposed by Grote (1995: 58), which divides work discipline into three factors, namely attendance, actions, and behavior. This scale consists of 48 items which are divided into 24 favorable items and 24 unfavorable items. The blueprint of the work discipline scale can be seen in table 1 as follows:

Tabel 1. Blueprint of Work Discipline Scale

No	Factor	Indicator	Favorable	Unfavorable	Total
1	Attendance	Arrival	1, 5, 12	8, 23, 27	6
		Punctuality	11, 17, 26	7, 14, 28	6
		Work duration	2, 6, 15	9, 24, 43	6
2	Actions	Use of work equipment	29, 35, 40	18, 21, 25	6
		Use of work time	13, 22, 30	3, 10, 41	6
		Achievement of maximum results	16, 36, 44	19, 34, 42	6
3	Behavior	Comply with work safety regulations	32, 39, 45	4, 33, 48	6
		Follow company procedures	20, 31, 37	38, 42, 46	6
TOTAL			24	24	48

Source: Grote (1995:58),

2. Job Satisfaction Scale

The preparation of the scale for this variable refers to the job satisfaction factors proposed by Robbins (2006: 149) which consists of four factors, namely mentally challenging work, appropriate rewards, supportive working conditions, and supportive coworkers (Robbins, 2006). This scale consists of 60 items which are divided into 30 favorable items and 30 unfavorable items. The blueprint of the job satisfaction scale can be seen in table 2 as follows:

Tabel 2. Job Satisfaction Scale Blueprint

No	Factor	Indicator	Favorable	Unfavorable	Total
1	Work that is mentally challenging	● Use skills	3, 24, 45	2, 14, 34	6
		● Offering a variety of tasks	1, 23, 35	5, 25, 37	6
		● Offering feedback	4, 26, 46	15, 36, 52	6
2	Appropriate reward	● In accordance with the skill level	6, 27, 38	16, 47, 53	6
		● In accordance with the demands of the job	7, 44, 55	17, 39, 58	6
		● c. Fair promotion system	8, 18, 29	40, 48, 56	6
3	Supportive working conditions	a. Safe and comfortable environmental conditions	9, 30, 41	19, 28, 57	6
		b. Adequate work equipment	10, 21, 49	31, 42, 59	6
4	Supportive coworkers	c. Be Friendly	13, 32, 50	20, 43, 60	6
		d. Fulfillment of needs and social interaction	11, 33, 54	12, 22, 51	6
TOTAL			30	30	60

Source: Robbins (2006:149)

3. Organizational Commitment Scale.

The preparation of the scale for this variable refers to the factors of organizational commitment proposed by Meyer, et al (in Spector, 2000: 217) which divides organizational commitment into three factors, namely affective commitment, continuance commitment, and normative commitment. This scale consists of 36 items which are divided into 18 favorable items and 18 unfavorable items. The blueprint for the organizational commitment scale can be seen in table 3 as follows:

Tabel 3. Organizational Commitment Scale Blueprint

No	Factor	Indicator	Favorable	Unfavorable	Total
1	Affective Commitment	a. Desire to remain in the organization	1, 15, 24	10, 20, 29	6
		b. Full involvement in organizational activities	3, 6, 28	16, 25, 33	6
2	Sustainability Commitment	a. Need for salary	4, 11, 21	12, 31, 35	6
		b. The need to stay in the organization	2, 5, 17	30, 34, 36	6
3	Normative Commitment	a. Personal responsibility	22, 26, 32	7, 13, 18	6
		b. Obligation to be loyal to the organization	8, 14, 27	9, 19, 23	6
TOTAL			18	18	36

Source: Meyer, dkk (dalam Spector, 2000:217)

The number of subjects in this study were 130 people who were all staff of PT. Banshu Electric Indonesia. Subjects in this study have criteria, including: (1) Early adults aged between 25-35 years; (2) Education level SMA-S1; (3) Working period 1-5 years.

Based on the background of the problem and the research objectives to test the hypothesis in accordance with the research objectives, the technique used to analyze the data is Multivariate Correlation to test the hypothesis, which is to find the relationship or correlation between two independent variables and one dependent variable. Meanwhile, to determine the relationship between IV1 with DV controlled by IV2 and the relationship between IV2 with DV controlled by IV1, the data analysis uses Partial Correlation, Partial Correlation is used to determine the relationship between independent and dependent variables, where one of the independent variables is made fixed or controlled (Sugiyono, 2007: 220).

RESULT AND DISCUSSION

The history of the establishment of Banshu Electric Indonesia begins with the initiative of Koichi Yoneda and Akihiko Yoneda from Banshu Electric Equipment Japan together with with Deddy Harsono and Rani Zahraeni in 1996 who later became the commissioners in Banshu Electric

Indonesia. Since the early days of Banshu Electric Indonesia until now remains focused on the business of manufacturing for motorized vehicles, heavy equipment, freezers, and battery cables.

Banshu Electric Indonesia is located at Jl. Jababeka IV Blok U No.9B, Cikarang Industrial Estate. Bekasi. Banshu Electric Indonesia has adequate supporting facilities, including adequate supporting facilities, including production space, warehouse, visual assembling and training center. In addition, Banshu Electric Indonesia also there are also public facilities such as mosques, clinics and canteens.

Organizationally Banshu Electric Indonesia is led by several directors who oversee several management units with a composition of divisions namely finance, legal, HRD, PPIC, engineering, marketing and quality control (AUsmara, 2003). Until now many targets have been achieved by Banshu Electric Indonesia, 2 including wiring harnesses for heavy equipment vehicles such as excavators, bulldozers, forklifts, motorized vehicle bodies, refrigerator freezers, car alarms, and

battery cables. Individuals who are the subjects of research are employees at Banshu Electric Indonesia as many as 130 employees. The general description of the research subjects is as follows:

1. Age

Table 4. Number of Respondents by Age

Age of Respondents	Total	Percent (%)
1. <20	40	30.8
2. 21-25	18	13.8
3. 26-30	17	13.1
4. 31-35	15	11.5
5. >35	40	30.8

Table 4 above shows that the age of the respondents varied from under 20 to over 35 years old. The largest percentage of respondents' ages were in the <20 years and >35 years (30.8%) and the smallest in the 31-35 years age range (11.5%).

2. Education Level

Table 5. Number of Respondents by Education Level

Respondent Education Level	Total	Percent (%)
1. SMA	14	10.8
2. D3	105	80.8
3. S1	11	8.5

Table 5 above shows that the majority of respondents have a fairly good level of education, namely at the D3 level at 80.8%, while the least level of education is S1 at 8.5%.

3. Job Duration

Table 6. Number of Respondents by Length of Service

Respondent's tenure	Total	Percent (%)
1. <1 tahun	55	42.3
2. 1-3 tahun	35	26.9
3. 3-5 tahun	5	3.8
4. >5 tahun	35	26.9

Table 6 above shows that the majority of respondents have a length of service of <1 year, which is 42.3%, while the least length of service is 3-5 years at 3.8%.

Based on the characteristics of respondents including age, education level, and length of service as shown in tables 7-9 above, the profile of employees at Banshu Electric Indonesia who are respondents in this study can be seen.

Research data analysis was carried out to determine whether or not there is a relationship between job satisfaction and organizational commitment with work discipline in employees at Banshu Electric Indonesia, namely by using multiple correlations, while to see whether or not there is a relationship between job satisfaction and work discipline by controlling organizational commitment in employees at Banshu Electric Indonesia and whether or not there is a relationship between organizational commitment and work discipline by controlling job satisfaction in employees at Banshu Electric Indonesia, partial correlation is used.

**Partial Corr X1 & Y
Correlations**

Control Variables			Y	X1
X2	Y	Correlation	1.000	.316
		Significance (2-tailed)	.	.000
		df	0	127
X1		Correlation	.316	1.000
		Significance (2-tailed)	.000	.
		df	127	0

The first hypothesis (H0) which reads that there is no relationship between job satisfaction and work discipline where organizational commitment is controlled for employees at Banshu Electric Indonesia is rejected, and (Ha) which reads that there is a relationship between job satisfaction and work discipline where organizational commitment is controlled for employees at Banshu Electric Indonesia is accepted, with $r = 0.316$ and $p = 0.000$ ($p < 0.05$). This means that the higher the job satisfaction, it will be followed by an increase in work discipline and vice versa the lower the job satisfaction, it will be followed by low work discipline.

Partial Corr X2 & Y
Correlations

Control Variables			Y	X2
X1	Y	Correlation	1.000	.626
		Significance (2-tailed)	.	.000
		df	0	127
X2		Correlation	.626	1.000
		Significance (2-tailed)	.000	.
		df	127	0

The second hypothesis (H0) which reads that there is no relationship between organizational commitment and work discipline where job satisfaction is controlled for employees at Banshu Electric Indonesia is rejected, and (Ha) which reads that there is a relationship between organizational commitment and work discipline where job satisfaction is controlled for employees at Banshu Electric Indonesia is accepted, with $r = 0.626$ and $p = 0.000$ ($p < 0.05$). This means that the higher the organizational commitment, the more work discipline will follow, and the lower the organizational commitment will be followed by a decrease in employee discipline at Banshu Electric Indonesia.

The third hypothesis (H0) which reads that there is no relationship between job satisfaction and organizational commitment to work discipline in employees at Banshu Electric Indonesia is rejected, and (Ha) which reads that there is a relationship between job satisfaction and organizational commitment to work discipline in employees at Banshu Electric Indonesia is accepted, with $R = 0.800$, $R \text{ Square} = 0.639$ and significant $F = 0.000$ ($F < 0.05$). This means that the higher the job satisfaction and organizational commitment of individuals will be accompanied by a tendency to high work discipline and vice versa the lower the job satisfaction and organizational commitment of individuals will be followed by low work discipline.

Based on categorization, work discipline is in the low category with a mean of 45.65 job satisfaction is in the low category with a mean of 64.42 and organizational commitment is in the low category with a mean of 51.31. In more detail can be seen in table 10 below:

Table 7. Categorization

Variables	Mean Theoretical	Mean Findings	Categorization
Work Discipline	54	45,65	Low
Job Satisfaction	132	64,42	Low
Organizational Commitment	99	51,31	Low

CONCLUSION

This is in accordance with the research of A. Usmara (2003: 66) who said that employees who feel very satisfied have a strong desire to work with discipline and come on time, while employees who feel very dissatisfied will have a strong desire not to come on time resulting in a low level of employee discipline. The results of the second hypothesis based on partial correlation show that there is a relationship between organizational commitment and work discipline. So, this means that strong organizational commitment will affect the increase in work discipline.

This is in accordance with Robbins' research (2006: 92) which suggests that commitment to the organization is a condition in which an employee sides with a particular organization and its goals and intends to maintain membership in that organization.

The results of the third hypothesis using multiple correlations show the relationship between job satisfaction and organizational commitment with work discipline in employees at Banshu Electric Indonesia. This relationship shows that the stronger job satisfaction will be followed by increased work discipline and the stronger organizational commitment, the stronger work discipline will be.

Based on categorization, work discipline, job satisfaction and organizational commitment are in the low category, Banshu Electric Indonesia employees in this study have low work discipline, this may be due to the work rhythm that cannot be circumvented, such as the work load that is getting higher every day and requires employees to have to work overtime to complete the production process until late at night and in the morning employees have to go to work again without any tolerance for lateness. Meanwhile, job satisfaction and organizational commitment are in the low category, perhaps due to the lack of balance between input and output produced by employees, with the extra effort that has been shown by employees, it turns out that this has no impact on compensation or proper status for employees, which has an impact on decreasing job satisfaction and organizational commitment (Anoraga, 2005; As'ad, 2004).

Thus, based on this research it is found that job satisfaction and organizational commitment have a significant correlation with work discipline in employees at Banshu Electric Indonesia. The author may present any significant flaws and limitations of the study, which could reduce the validity of the writing, thus raising questions from the readers (whether, or in what way), the limits in the study may have affected the results and conclusions. Limitations require a critical judgment and interpretation of the impact of their research. The author should provide the answer to the question: Is this a problem caused by an error, or in the method selected, or the validity, or something else ?

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