

# The Influence of Job Characteristics and Job Satisfaction on Employee Performance in Plantation Companies

A.Raihan<sup>1</sup>, Wiwin Agustin<sup>2</sup>, Irwan Septayuda<sup>3</sup>

<sup>123</sup> Faculty of Social Humanities, Universitas Bina Darma, Palembang, Indonesia

## Article Information:

Received: August 20, 2024, Accepted: September 03, 2024, Published: September 04, 2024

## Abstract

This research, employing a unique quantitative method, seeks to ascertain the influence of job characteristics and job satisfaction on employee performance in plantation companies. The data was collected through a comprehensive questionnaire distribution process. The sampling technique used was saturated sampling, ensuring the inclusion of all population members as samples. The data analysis techniques included reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression test, coefficient of determination test, hypothesis test (t-test), and simultaneous test (F test). The results of this research underscore the positive and significant effect of job characteristics and job satisfaction on employee job performance.

**Keywords:** Discipline, Employee Motivation performance

Raihan, A, Agustian, W., Septayuda, I. (2024). The Influence of Job Characteristics and Job Satisfaction on Employee Performance in Plantation Companies. *International Journal of Finance Research*, 5(3). pp. 286 – 298. DOI: <https://doi.org/10.47747/ijfr.v5i3.1980>

## 1. Introduction

Human resources (HR) in company operations are an important factor in achieving company goals and require effective management. Employee job satisfaction is a key aspect related to HR and influences their behavior towards the company (Wibowo & Priyono, 2022).

(Indrianingsih, A., & Yuniarto, 2022) Revealing the existence of someone's job satisfaction is very important in the organizational environment because it has a relationship with employee behavior toward the company. One of the links that influences job satisfaction is the job itself because the job is a bridge between employees and the company. An employee's job satisfaction can be seen from how they are responsible for their work, (Kristiyanti, D., & Rijanti, 2022) (Rijanti, (Rijanti et al., 2020) reveals that each job has different characteristics and certain types of jobs must be completed on time because they depend on other jobs, meaning that employees have the freedom to complete their work so that they can create their own satisfaction. This

Published by:

often happens when the concept is discussed together because someone is satisfied at work as there are motivating factors and conditions.

Job satisfaction can also be interpreted as a collection of employee's feelings about the work they do, whether they are happy or not, as an output of employee interaction with the environment, employees are needed who are in accordance with their competence in the organization and must be able to carry out the tasks that the organization has determined. Every organization will always try to improve the performance of its employees, with the hope that what the organization's goals will be achieved even though each organization has its own work characteristics.

However, job satisfaction in organizations does not always increase, and the causal factors can vary, including inadequate incentives, work environment, and promotions (Dewi, 2019). Job characteristics that match employee abilities are key to increasing job satisfaction (Arizka, 2020).

Employee performance is defined as a concept of effort made to achieve an organizational goal by using potential or knowledge, as well as skills and abilities that are owned (Ltindag, 2015). If a company wants employees to provide good performance, then employees need to get job satisfaction so that they can improve employee behavior and performance will increase by organizational goals.

Employee performance in the plantation context can be defined as an evaluation of their contribution and effectiveness in carrying out various tasks related to the management, maintenance, and administration of the plantation.

Table 1. Data on the Number of Plantation Company Employees 2020-2023

DIVISION	Year			
	2023	2022	2021	2020
Staff	3.0	3.0	3.0	3.0
General	12.0	12.0	10.0	11.0
Month	9.0	9.0	8.0	6.0
Security	9.0	9.0	8.0	8.0
Maintenance	22.0	26.0	29.0	29.0
	<b>80.0</b>	<b>89.0</b>	<b>89.0</b>	<b>85.0</b>

Based on the results of observations at the Plantation Company, the Plantation Company experienced a decrease in the number of employees in 2023. The decrease in the number of employees was due to job dissatisfaction with the salary given by the company, as well as inadequate working conditions. The salary set by the company is one source of job satisfaction for employees; employees who work in the company basically have a series of needs that must be met. Employees generally expect a salary that is set fairly and adequately to meet their monthly needs (Sugiyono, 2020).

However, suppose the work characteristics given to employees are very high. In that case, the job satisfaction received by employees also decreases, so that job satisfaction depends on the characteristics of the work offered by the company. Good job satisfaction can be achieved as long as the tasks given are not too difficult for employees and they try their best to achieve good job satisfaction according to the company's expectations.

It is the same as Plantation Company, whose job characteristics are too big for employees

because the tasks given do not match the employee's skills. This reduces the job satisfaction of each employee who is there while working, because the characteristics of the work done every day are too big for the person's work capacity, so it becomes tiring. If the characteristics of the work (tasks) given to employees are not too difficult, job satisfaction will increase and can help the company achieve its main goals.

Companies must consider the characteristics of overworked work to manage quality human resources. This ensures that employees are harmonious in their work and can complete tasks well and properly. If the characteristics of the work exceed the limits of employee capabilities, then employee job satisfaction is not optimal. The company's tasks must also equip employees with the skills to carry out the tasks given to achieve maximum or effective results, as happened in the Plantation Company.

## **2. Literature Review**

### **Job Characteristics**

Job characteristics refer to identifying aspects of tasks in a job and how these aspects affect employee motivation, job satisfaction, and performance. This involves efforts to understand the nature of the job, such as the level of autonomy, information available, and the level of responsibility that employees have in carrying out their tasks (Purwanto & Soliha, 2017; Montori et al., 2019; Saweduling, 2013). In addition, job characteristics also include individual beliefs in their ability to complete tasks well, which can motivate employees and improve their performance (Putri & Wibawa, 2016).

Factors that influence job characteristics involve elements such as employees feeling that their work results can be assessed, having access to the necessary information, autonomy in making decisions, useful work experience, the ability to take responsibility, and understanding the results achieved (Puspita, 2020; Putri & Suhaeni, 2014). Each job has its own characteristics, but four common characteristics that can be found in most jobs are autonomy, job variety, task identity, and feedback (Panudju, 2003). These characteristics involve aspects such as freedom to plan and carry out tasks, variation in methods or skills required, understanding work procedures, and receiving feedback on employee performance.

### **Job satisfaction**

Job satisfaction is an individual's feelings towards their work, including pleasant and unpleasant experiences in work and their hopes for the future. A pleasant job provides satisfaction, while dissatisfaction arises when the job does not match the individual's preferences (Bahri & Nisa, 2017). It can also be explained as a feeling of pleasure in carrying out work and viewing work positively (Hendro Tamali, 2019). Job satisfaction is the result of an individual's interaction with their work environment, involving aspects such as type of work, salary, communication with superiors and coworkers, and physical conditions in the workplace (Saragih & Simarmata, 2018; Parasara & Surya, 2016). The level of job satisfaction also reflects the individual's general attitude towards their work, with a high level of satisfaction characterizing a positive attitude towards work (Dhermawan et al., 2012; Bismala & Arianty, 2017).

Factors that influence job satisfaction involve an individual's attitude towards work, level of involvement in the organization, and commitment to the organization (Solong, 2021). In addition, factors such as the work itself, salary, promotion opportunities, supervision, and relationships with coworkers also play an important role in shaping job satisfaction (Bahri,

Published by:

2018). These factors can be related to psychological, social, physical, and financial aspects that influence an individual's feelings of job satisfaction (Arda, 2017).

Job satisfaction indicators include several aspects such as salary, promotion, supervision, relationships with coworkers, and working conditions. Salaries that are considered fair by employees can increase job satisfaction, as well as promotion opportunities (Sariningtyas, 2016). Effective supervision and good relationships with coworkers also contribute to job satisfaction (Bismala & Arianty, 2017). In addition, good working conditions can create an environment that supports individual job satisfaction (Parasara & Surya, 2016).

### **Employee performance**

Employee performance refers to the level of success of an individual in carrying out his/her duties during a certain period, compared to previously established standards, targets, or criteria. This includes aspects of the quality and quantity of work performed by employees, as well as the extent to which employees fulfill their responsibilities towards the work mandated by their superiors or leaders (Sinambela, 2021).

Ability and motivation are two main factors that influence employee performance. Ability involves factors such as the level of intelligence (IQ), knowledge, and skills possessed by employees to carry out their work well. On the other hand, motivation is formed from the mental attitude and work attitude of employees which can influence the extent to which they are willing and able to achieve maximum work performance. Environmental factors, such as physical conditions, equipment, training, and organizational support, can also influence employee performance, although their influence is not direct.

### **3. Research Method**

This research was conducted at a Plantation Company located in Teluk Tenggara Village, Kumbang District. The research variables are divided into two categories, namely independent variables and dependent variables. Independent variables include Job Characteristics (X1) and Job Satisfaction (X2), while the dependent variable is employee performance (Y). Job characteristics refer to the aspects of tasks within a job and how these aspects influence employee motivation, job satisfaction, and performance. In this study, job characteristics were measured through various dimensions such as autonomy in managing time and tasks, task variety, task identity, and feedback. These characteristics assess the extent to which employees have the freedom to plan and execute tasks, whether the job provides variation in methods or skills, and the satisfaction derived from completing meaningful tasks. The questionnaire included items related to job characteristics, such as whether the tasks offer new challenges, freedom in decision-making, and satisfaction with meaningful achievements.

Job satisfaction is defined as an individual's positive or negative feelings towards the work they perform. Factors measured include salary, promotion opportunities, supervision, and relationships with coworkers. These indicators reflect the degree to which employees feel satisfied with their working conditions, opportunities for advancement, and interpersonal relationships in the workplace. In this study, the questionnaire focused on these aspects to assess the overall job satisfaction of employees in the plantation company. Employee performance refers to the quality and quantity of work produced by employees and the extent to which they meet the responsibilities assigned by their supervisors. Performance involves the ability of employees to achieve daily work targets and contribute to the company's goals. The questionnaire evaluated employees' perceptions of their ability to complete tasks and fulfill

responsibilities at work.

The data used in this study consists of qualitative data and quantitative data. Qualitative data were obtained through interviews with company executives and employees as well as information from other parties about the problem being investigated. Quantitative data were obtained from questionnaires distributed to respondents. Data sources consist of primary data and secondary data. Primary data were obtained through interviews, observations, and distributing questionnaires to Plantation Company employees. Secondary data are data that have been processed or compiled by other parties, such as documents, articles, and scientific frameworks that support the research.

Data collection techniques include library research, field studies that include interviews, observations, and documentation, and the use of questionnaires with a Likert scale. The population of this study was 80 employees of the Plantation Company, and the research sample used a saturated sampling technique, which means that all members of the population were used as samples. Instrument testing includes validity testing and reliability testing of the questionnaire used in the study.

The data analysis method used is multiple linear regression to analyze the effect of job characteristics and job satisfaction on employee performance. In addition, classical assumption tests are also carried out, including normality tests, multicollinearity tests, and heteroscedasticity tests. Data analysis will show how much job characteristics and job satisfaction affect employee performance using the coefficient of determination ( $R^2$ ). Hypothesis tests include partial hypothesis tests (t-test) and simultaneous hypothesis tests (F-test) to determine the significance of the influence of independent variables on dependent variables. Operational definitions and measurement of variables have been explained in this study, including indicators used for job characteristics, job satisfaction, and employee performance..

## 4. Results and Discussion

### 4.1. Characteristic respondent

The results of this study include the influence of job characteristics and job satisfaction on employee performance in Plantation Companies. Of the 80 respondents who participated in this study, most were male (53%) and the rest were female (48%). In the analysis of job characteristics, the majority of respondents agreed that their work was in accordance with their abilities (82.7%), provided autonomy in managing time and how to complete tasks (72.8%), and involved new challenges that allowed them to continue learning (69.1%). Likewise, variability in job tasks was considered to make work more interesting (67.9%) and provide clear meaning and purpose (59.3%) for respondents.

Based on the results of the job satisfaction analysis, most respondents felt that their salary reflected their contribution and performance at work (65.4%), were satisfied with the amount of salary they received (61.7%), and felt that promotions in the company rewarded their achievements (67.9%). In addition, the majority of respondents felt that they had good communication with their superiors or supervisors (74.1%) and that supervision at work helped them stay focused and productive (65.9%)..

In terms of employee performance, most respondents agreed that they always try to deliver high-quality work (69.1%), understand the importance of quality in their work (61.7%), and always try to achieve the set quantity targets (75.3%). In addition, they feel they understand

Published by:

the tasks they have to complete (72.8%) and their responsibilities at work (63%).

#### 4.2. Testing of Instrument

Reliability testing is done to find out whether the questions asked by researchers to respondents are reliable or not. Reliability testing can be seen if the reliability value is  $>0.60$  where 0.60 is the standardization of the reliability value. The results of the reliability test can be seen in the following table.

Table 2 Reliability Test Results

Variabel	Cronbach's Alpha Value	Information
Job Characteristics	0,992	Reliable
Job satisfaction	0,843	Reliable

Source: Questionnaire data processed

#### 4.3. Regression Result

Based on Table 2, the Cronbach Alpha value for the job characteristics variable is 0.992, and the job satisfaction variable is 0.843. Both variables are reliable because the Cronbach Alpha is greater than 0.6.

Table 3. Normality Test Results

Job Characteristics		Job satisfaction	Employee performance
N		80	80
Normal Parameters <sup>a,b</sup>	Mean	32.0125	22.3000
	Std. Deviation	9.07981	5.69566
Most Extreme Differences	Absolute	.193	.170
	Positive	.193	.150
	Negative	-.192	-.170
Test Statistic		.193	.170
Asymp. Sig. (2-tailed)		.200 <sup>c</sup>	.200 <sup>c</sup>

Source: Questionnaire data processed

Based on Table 3 above, the results show that the normality test is known to have a significance value of  $0.200 > 0.05$ , so it can be concluded that the residual value is normal.

Table 4. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficient Nts			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	.849	.399		2.129	.036		
Job Characteristics	.289	.072	.461	2.027	.039	.223	4.396
Job satisfaction	.831	.066	.441	12.602	.024	.223	4.396

Source: Questionnaire data processed

Based on Table 4 above, it can be seen that the Tolerance Person Organization Fit value is  $0.223 > 0.01$  and the VIF Person Organization Fit value is  $4.396 < 10.00$ , which means that there is no multicollinearity.

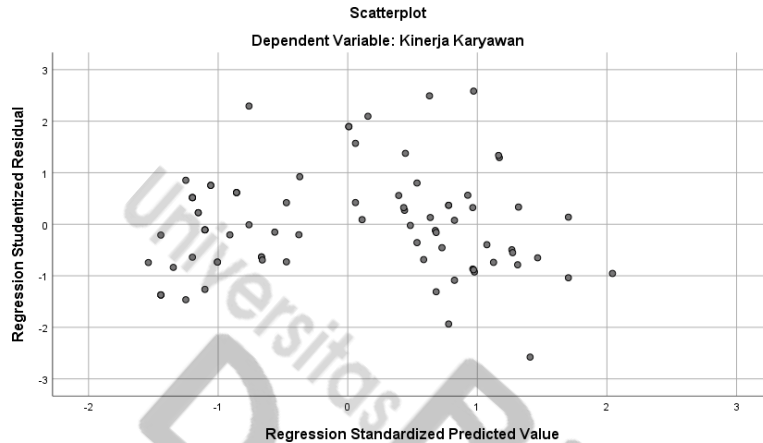


Figure 1. Heteroscedasticity Test

Based on Figure 1, it shows that the points or patterns are spread randomly and do not form a pattern, either above or below the number 0 on the Y axis. This means that there is no heteroscedasticity in the regression model. It can be concluded that this research instrument needs to meet the assumption of heteroscedasticity.

Table 5. Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.849	.399		2.129	.036
	Job Characteristics	.289	.072	.461	2.027	.039
	Job satisfaction	.831	.066	.441	12.602	.024

Source: Questionnaire data processed

Based on Table 5 shows that job characteristics have a relationship to employee performance with a p-value of 0.039 ( $< 0.05$ ), which states that the H1 hypothesis is accepted. The job satisfaction variable has a relationship to employee performance with a p value of 0.024 ( $< 0.05$ ) which states that the H2 hypothesis is accepted.

Table 6. Results of Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988 <sup>a</sup>	.977	.976	.87876

Source: Questionnaire data processed

The results in Table 6 show that the adjusted R2 is 0.976. This indicates that the job characteristics and job satisfaction variables can only explain 97.6% of the variation in employee performance variables.

**Table 7. Partial Test Results (t-Test)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.849	.399		2.129	.036
Job Characteristics	.289	.072	.461	2.027	.039
Job satisfaction	.831	.066	.441	12.602	.024

Source: Questionnaire data processed

1.  $H_a \neq 0$ , meaning Characteristics (X1) influence employee performance (Y) with a p value of 0.039.
2.  $H_o \neq 0$ , meaning job satisfaction (X2) influences employee performance (Y) with a p value of 0.024.

**Table 8. Simultaneous Test Results (F Test)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.339	2	.8909	.4861	.033 <sup>b</sup>
	Residual	59.461	77	.1772		
	Total	62.800	79			

Source: Questionnaire data processed

Table 8 shows that the F count is 0.4861 with a significance level of less than 0.05, which is 0.002. So the regression model contains interactions between job characteristics and job satisfaction variables together, which are able to prove that there is an influence on employee performance. Based on the results obtained in the hypothesis test, namely  $H_a: \beta_1 \neq \beta_2 \neq 0$ , which means that the influence of job characteristics and job satisfaction is able to prove that there is an influence on employee performance.

#### 4.4. Discussion

##### **Relationship between Job Characteristics and Employee Performance**

The results of this study indicate that job characteristics (X1) have an influence on employee performance (Y), with a p-value of 0.039. The results of this study are in line with research conducted by (Kevin et al., E., 2023) with the research title The Influence of Job Characteristics, Employee Job Satisfaction, and Organizational Culture on Organizational Commitment, showing that job characteristics have a significant effect on organizational commitment, meaning that if the job characteristics possessed by each employee run according to the employee's wishes, the performance produced by the employee is good.

According to (Purwanto & Soliha, 2017) job characteristics are an effort to identify the characteristics of the tasks of the job, how these characteristics are combined to form different jobs and their relationship to motivation, job satisfaction and employee performance. Characteristics are supported by several factors such as feelings of meaning, responsibility and knowledge employees possess. According to (Montori, et.al., 2019) job enrichment programs



try to design jobs in a way that helps job holders satisfy their needs and growth, recognition and responsibility. Job enrichment adds sources of satisfaction to the job, increasing responsibility, autonomy and work vertically (vertical job loading).

In the results section, the job characteristics that most significantly contributed to employee performance were autonomy and task variety. Based on the analysis, it was found that employees who had greater freedom in managing their tasks, particularly in terms of time management and methods of task completion, demonstrated significantly higher performance levels. This autonomy provided employees with the opportunity to work more creatively and take ownership of their results. This means that if employees have job characteristics that match the knowledge they have, a sense of responsibility and meaningful feelings, then the employee's performance will also increase.

### **Relationship between Job Satisfaction and Employee Performance**

The results of this study indicate that job satisfaction (X2) influences Employee Performance (Y) with a p-value of 0.024. These results are in line with research conducted by Putri & Suhaeni (2023) entitled The Influence of Job Characteristics on Employee Job Satisfaction at CV Fruity Indonesia, which states that employee job satisfaction has a positive and significant influence on employee performance.

Employees feel satisfied when employees feel unburdened by the existing work and supporting external factors. According to (Saraguh, et., al., 2018) job satisfaction is a person's feeling towards their work. This means that the concept of job satisfaction is the result of human interaction with their work environment. From the limitations of job satisfaction, organizations must be able to identify and try what is expected from the results of their work.

### **5. Conclusion**

Based on the results of the study on the Influence of Job Characteristics and Job Satisfaction on Employee Performance in Plantation Companies, several conclusions can be drawn. First, job characteristics have a positive influence on employee performance. This indicates that the better the job characteristics, the higher the employee performance. Job characteristics, such as appropriate placement and a supportive work environment, play an important role in determining how much a person can succeed in their job. Second, job satisfaction also has a positive effect on employee performance. This finding shows that the higher the level of job satisfaction, the greater the positive influence on employee performance. Therefore, improving employee job satisfaction can be an important strategy in improving their performance.

In addition to these conclusions, this study also shows that job characteristics and job satisfaction positively influence employee performance. This shows that these two factors support each other and play an important role in creating optimal performance. Therefore, companies need to pay attention to both job characteristics and employee job satisfaction as part of a strategy to improve their performance.

As a suggestion, companies are expected to pay more attention to job characteristics that include communication between coworkers, appropriate job placement, and providing space for employee creativity and innovation. In addition, increasing employee satisfaction can be

achieved through providing appropriate incentives and rewards. This study can also be a reference for further research in exploring other factors influencing employee performance and applying statistical methods and other influence tests.

## References

- Adwin Anugrah Kevin, E. (2020). *The influence of job satisfaction and organizational culture on employee organizational commitment*. Maranatha Journal of Management, 20(1), 75–84. <https://doi.org/10.28932/jmm.v20i1.3026>.
- Arda, M. (2017). *The Influence of Job Satisfaction and Work Discipline on Employee Performance at Bank Rakyat Indonesia, Putri Hijau Branch, Medan*". Scientific Journal of Management & Business., 1(18).
- Arizka, E. (2020). *The Influence of Job Characteristics on Job Satisfaction Through Work Involvement as an Intervening Variable of PT. Jasa Marga (PERSERO) TBK*. Thesis, Faculty of Business Economics, Management Study Program, Concentration in Human Resources. Muhammadiyah University of North Sumatra.
- Bahri, S., & Nisa, Y. C. (2017). *The influence of career development and work motivation on employee job satisfaction*. Scientific Journal of Management and Business, 1, 9–15.
- Bahri, S. (2018). *Business Research Methods – Complete with SPSS.ANDI Data Processing Techniques*.
- Bismala, L., Arianty, N., & F. (2017). *Organizational Behavior. In Organizational Behavior* (2nd ed.). Umsu Press.
- Dewi, P. (2019). *The Influence of Banking Digitalization on Employee Work Effectiveness and Productivity*. Management and Business Indonesia, 2.
- Dhermawan, Anak Agung Ngurah Bagus, I Gede Adnyana Sudibya, I. W., & Utama., M. (2012). *The Influence of Motivation, Work Environment, Competence, and Compensation on Job Satisfaction and Employee Performance*. Journal of Management, Business Strategy, and Entrepreneurship, 6, 173–184.
- Hendro Tamali, A. M. (2019). *The Influence of Compensation, Leadership, and Work Environment on Job Satisfaction*. Scientific Journal of Magister Management, 2(1), 1–10.
- Indrianingsih, A., & Yuniarto, A. (2022). *The Influence of Psychological Capital, Job Satisfaction and Job Stress on Organizational Commitment (Study at PT. BPR BKK Purwodadi)*. SEIKO. Journal of Management & Business, 419-432.
- Kristiyanti, D., & Rijanti, T. (2022). *The Influence of Work Life Balance, Job Characteristics on Job Satisfaction, Servant Leadership Moderation in the Regional Secretariat of Pekalongan Regency*. JBEE: Journal of Business Economics and Entrepreneurship, 24–33.
- Ltindag, E. and Y. K. (2015). *The Relationship between Emotional Intelligence of Managers, Innovative Corporate Culture and Employee Performance*. Procedia-Social and Behavioral Sciences, 270–282.

- Montori, M., Adolfini, & Dotulong, L. O. . (2019). The Influence of Organizational Support, Job Characteristics and Career Development on Employee Engagement at PT. Pegadaian (Persero) Manado Area Business Deputy Section. *EMBA Journal*, 7(3).
- Panudju, A. (2003). The Influence of Compensation and Job Characteristics on Employee Job Satisfaction of PT.X Palembang Unit. *Sriwijaya Journal of Management and Business*.
- Parasara, Ida Bagus Agung Indra & Surya, I. B. K. (2. (2016). The Influence of Self Efficacy on Motivation and Job Satisfaction of Employees of Inna Grand Bali Beach Hotel. *E-Journal of Management Unud*, 5, 4219–3274.
- Purwanto, B. H., & Soliha, E. (2017). The Influence of Job Characteristics and Competence on Performance Through Organizational Commitment. *Journal of Management*, XXI 2, 227– 243.
- Puspita, T. Y. (2020). The Influence of Perception of Job Characteristics and Organizational Support on OCB with Mediation of Employee Growth and Normative Commitment. *Infokam Journal*, 16(1).
- Putri, I. S., & Suhaeni, T. (2. (2014). The influence of job characteristics on employee job satisfaction (case study on CV Fruity Indonesia). *Igma- Mu*, 6(1).
- Putri, P. E. V., & Wibawa, I. M. A. (2016). The influence of self-efficacy and work motivation on job satisfaction of employees in the secretariat equipment section. *Klungkung Regency. E-Journal of Management, Udayana University, (Online)*, 5(11).
- Putri, I. S. S., & Suhaeni, T. (2014). The Influence of Job Characteristics on Employee Job Satisfaction at CV Fruity Indonesia. *Sigma-Mu Journal*, 6(1), 37–48.
- Rijanti, T., Indriyaningrum, K., Yuniato, A., & Yusuf, I. (2020). The Role of Transformational Leadership in Strengthening the Influence of Self-Efficacy and Motivation on Employee Performance. *Journal of Business and Economics*, 111–122.
- Saragih, R. S., & Simarmata, H. M. P. (. (2018). Leadership, Job Satisfaction and Motivation on Employee Performance. *Scientific Journal of Management and Business*, 2, 124–133.
- Sariningtyas, E. R. W. (2016). Analysis of Individual Characteristics and Intrinsic Motivation on Organizational Commitment with Job Satisfaction as an Intervening Variable”. *Scientific Journal of UNTAG Semarang.*, 5(1).
- Solong, H. A. D. A. Y. (2021). Study of Organizational and Bureaucratic Theory in Public Services. Deepublish.
- Sugiyono. (2013). *Qualitative Quantitative Research Methods and R&D*. Alfabeta. Sugiyono. (2017). *Qualitative Quantitative Research Methods and R&D*. Alfabeta. Sugiyono. (2019). *Quantitative and Qualitative Research Methodology and R&D*. Alfabeta. Sugiyono. (2020). *Qualitative Research Methods*. Alfabeta.
- Wibowo, A. S., & Priyono, B. S. (2022). The Influence of Psychological Capital and Organizational Commitment on Labor Turnover Intention with Job Satisfaction as an Intervening Variable (Case Study at PT. Wom Finance Tuban). *YUME. Journal of Management*, 378–390.

### Copyrights

Published by:

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)

