

The Effect of Job Characteristics and Ethical Climate on Job Satisfaction with Organizational Commitment as a Mediating Variable

Erlina Ari Jayanti¹, Muryati², Survival³

^{1,2,3}Master of Management Program, Universitas Widyagama Malang, Indonesia

ARTICLE INFO

JEL Classification:

J24, M54, O15

Corresponding Author:

Erlina Ari Jayanti

Received: 05-10-2024

Revised: 15-11-2024

Accepted: 30-11-2024

Published: 31-12-2024

Keywords:

Job Characteristics, Ethical Climate, Organizational Commitment, Job Satisfaction



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Abstract

This study aims to obtain empirical evidence of the influence of job characteristics and ethical climate on job satisfaction with organizational commitment as a mediating variable. The population in this study were all employees at the Probolinggo Regional Inspectorate, totaling 122 employees. The determination of the number of samples using the Slovin formula, which is 94 people. The data analysis technique used in this study is Partial Least Square-Structural Equation Modeling (PLS-SEM) using smartPLS software version 4.0. The results of the study indicate that better job characteristics can encourage increased job satisfaction. Better job characteristics can encourage increased organizational commitment. Better ethical climate can encourage increased job satisfaction. Better ethical climate can encourage increased organizational commitment. Higher organizational commitment can encourage increased job satisfaction. Organizational commitment plays a role in mediating part of the influence of job characteristics on job satisfaction. Organizational commitment plays a role in mediating part of the influence of ethical climate on job satisfaction.

1. INTRODUCTION

Many employees in a company do not achieve job satisfaction. Job satisfaction is often shown by employees by liking the work itself and the level of enjoyment they have in carrying out their work. In general, it can be stated that job satisfaction is a feeling of comfort and positive relationships between fellow employees (Bakotic & Babic, 2013). Job satisfaction is defined as employee enjoyment in carrying out their work, this is considered an important factor because it can be directly related to stress, turnover, absenteeism. Job satisfaction can provide a pleasant and happy feeling in carrying out work, besides that, maintaining job satisfaction will encourage employees to work enthusiastically and ultimately will help the company achieve its desired goals (Anas, 2013).

Inspectorates in the Probolinggo region, including the Probolinggo City Inspectorate and the Probolinggo Regency Inspectorate, are institutions that carry out supervision over the implementation of regional government affairs and administration, required to be able to act as institutions capable of improving the quality of supervision of the implementation of regional development so that they can realize good governance. As well as clean government with the aim of making a real contribution to increasing the prosperity of city residents (welfare state). This role provides a concrete illustration that the Inspectorate in the Probolinggo Region is an inseparable part of government performance in general which always strives to provide reliable and professional services in the Supervision Sector and supports the realization of a clean, transparent, accountable and participatory government.

To carry out all the main tasks and functions in supporting the Probolinggo Regional Inspectorate as a professional Internal Government Supervisory Apparatus and realizing clean government and good governance, the Probolinggo Regional Inspectorate is required to prepare the strategic plan needed as an instrument to further direct the organizational goals to be achieved .

Robbins & Judge (2017) explained that from a review of 300 studies, there is a fairly strong correlation between job satisfaction and performance. When moving from the individual to the organizational level, we also found support for the satisfaction-performance relationship; when collecting satisfaction and performance data for the organization as a whole, it was found that organizations with more satisfied workers tended to be more effective than organizations with fewer.

Based on the results of a preliminary survey regarding challenging job assessments at the Probolinggo City Inspectorate with a total of 94 respondents, information was obtained that as many as 43% of employees at the Probolinggo Regional Inspectorate had neutral answers. This answer shows that respondents do not have a clear opinion or do not have clarity in assessing whether their work is in accordance with the skills and abilities they have. This can be interpreted that the majority of respondents do not have a clear opinion or do not have a strong belief about whether their work is in accordance with their skills and abilities and as many as 30% of employees at the Probolinggo regional Inspectorate indicate that these respondents do not have a clear opinion or do not have strong beliefs about whether they like a variety of different tasks/jobs. Meanwhile, 15% of respondents felt that they did not support diversity in tasks.

Job characteristics cannot be separated from discussing job design. Good work should be more than just a collection of tasks to be performed as generated by analytical information. Job characteristics according to (Berry & Houtson, 1993) are attitudes towards the internal aspects of the work itself which consist of variations in skills required, procedures and clarity of tasks, level of importance of tasks, authority and responsibility as well as feedback from tasks that have been carried out. So the study of job characteristics is important for human resource management in analyzing job characteristics to be considered in job design.

Hackman & Oldham (1980), explained that job characteristics are an approach to designing jobs that shows how jobs are described into five core dimensions consisting of

skill variety, task identity, task significance, autonomy and feedback. Skill variety as the degree to which a job requires several activities, abilities and talents. Identity as the level to which individuals complete work as a result of job identification from start to finish.

Implementing and instilling good ethics within the organization will certainly create a comfortable and enjoyable atmosphere at work, not only affecting performance, the ethical climate also influences employee satisfaction at work. The research results of Ozdoba et al. (2022), Mishra & Singh (2023), Amoah et al. (2022), and Salsabilla (2021) show that ethical climate has a significant effect on job satisfaction. Meanwhile, the results of research by Taba et al. (2018) shows that ethical climate does not show significant results on job satisfaction.

According to Allen & Meyer (1990), workers whose expectations and needs for working conditions and the work they do are satisfied tend to have a stronger affective attachment to the organization than those who are dissatisfied. So job satisfaction will be realized when employees grow in commitment to the organization, because they believe and believe that the organization shows attention and concern for the employee's condition.

2. LITERATURE REVIEW

Job Characteristics

According to Hackman & Oldham (1980) job characteristics are job descriptions that serve as guidelines for work and whose implementation can achieve satisfaction. Much research on job characteristics refers to Hackman and Oldham's Job Characteristics Model (JCM). This theory combines the strengths of classical organization theory, human relations theory, behavioral approaches and systems approaches to job design (Fisher et al., 2009).

Ethical Climate

According to Lewaherilla (2018) ethical climate is a concept that developed as part of the organizational climate. Isaac et al. (2019) explained that organizational climate is knowledge about what kind of behavior is good among employees and how to solve problems in the organization related to this. Ethical climate develops in organizations in the form of codes of ethics, ethical policies, implementation and management procedures. Having an ethical climate implemented by an organization really helps employees understand values and behavior in the workplace.

Organizational Commitment

Commitment from employees brings the behavior or actions carried out in carrying out work, and these actions will have an influence on work results, both positive and negative depending on what each individual employee carries out. Organizational Commitment is a situation where an individual or employee sides with the organization that recruits that individual who has high involvement in their work (Robbins & Judge, 2017). This commitment is characterized by an employee starting to take sides in the organization or maintaining his or her membership in a particular organization.

Job Satisfaction

According to Mangkunegara (2015) job satisfaction is a feeling that supports or does not support an employee's self related to their work or their condition. Feelings related to work involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, work placement, type of work, organizational structure of the organization, and quality of supervision. Feelings related to himself, including age and ability.

3. RESEARCH METHODS

This research uses a quantitative research approach, namely research that emphasizes testing theories through measuring research variables with numbers and requires data analysis using statistical procedures. Based on the research objectives that have been determined, this type of research is explanatory research. The research model used is the variant-based Structural Equation Modeling (SEM) model, namely Partial Least Square (PLS). The SmartPLS 4 computer program was used to determine the level of significance of the relationship between variables.

The subjects in this research were employees of the Probolinggo Regional Inspectorate. The objects of this research are job characteristics, ethical climate, organizational commitment and job satisfaction. In this case, the primary data source in question is data originating from questionnaires. Secondary data in this research is in the form of a general description of the research location.

The population in this study were employees at the Probolinggo Regional Inspectorate, totaling 122 employees consisting of employees from the Probolinggo City Inspectorate and Probolinggo Regency Inspectorate. Determining the number of samples in this study used the Slovin formula. Based on the Slovin formula, the number of samples in this study was 94 employees.

4. RESULTS AND DISCUSSION

Results

Measurement Model

Evaluation of the measurement model was carried out to describe the relationship between the indicator blocks and the construct variables. These indicators need to be tested for reliability, which consists of an indicator reliability test and an internal consistency reliability test. Meanwhile, the validity test consists of a convergent validity test and a discriminant validity test.

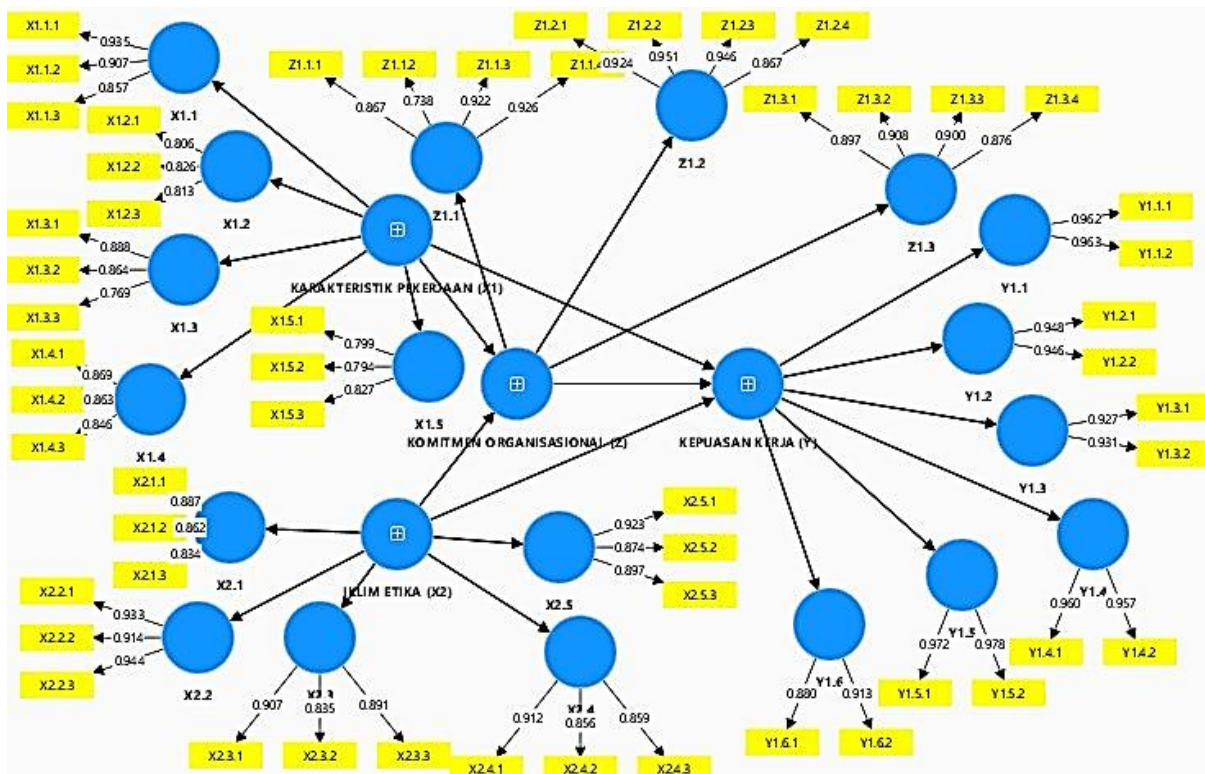


Figure 1. Measurement Model

Internal Consistency Reliability

Internal Consistency Reliability measures how well an indicator can measure its latent construct. The tool used to assess is Cronbach's alpha and composite reliability.

Table 1. Cronbach's alpha and Composite reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)
Job Characteristics (X1)	0.958	0.960
Ethical Climate (X2)	0.970	0.971
Organizational Commitment (Z)	0.970	0.973
Job Satisfaction (Y)	0.968	0.969

From Table 1 above, it can be seen that the Cronbach's alpha value, Job Characteristics is 0.958, Ethical Climate is 0.970, Organizational Commitment is 0.970, and Job Satisfaction is 0.968, all of which are greater than 0.70. Likewise with the value of Composite reliability, Job Characteristics of 0.960, Ethical Climate of 0.971, Organizational Commitment of 0.973, and Job Satisfaction of 0.969, all of which are greater than 0.60. So it can be said that all indicators are able to measure the latent construct.

Collinearity Statistics (VIF)

Collinearity Statistics states that the constructs formed are not interconnected (very high) or there are no multicollinearity problems which can be measured using the Variance Inflated Factor (VIF).

Table 2. Collinearity Statistics (VIF) Inner Model

Variable	Job Characteristics (X1)	Ethical Climate (X2)	Organizational Commitment (Z)	Job Satisfaction (Y)
Job Characteristics (X1)			8.016	4.534
Ethical Climate (X2)			5.953	4.534
Organizational Commitment (Z)				
Job Satisfaction (Y)			9.257	

Table 2 shows the VIF value of the correlation between constructs is smaller than 10. So it can be said that the correlation between constructs is low, meaning that the model in this research does not have multicollinearity.

R-Square (R²)

The coefficient of determination is a way to assess how much an endogenous construct can be explained by an exogenous construct.

Table 3. Hasil Uji Koefisien Determinasi

Variabel	R Square	R Square Adjusted
Komitmen Organisasional (Z)	0.939	0.937
Kinerja Pegawai (Y)	0.962	0.960

In Table 3 above, it can be seen that the R-Square value of the endogenous construct of Organizational Commitment obtained is 0.930 or 93%. These results show that Job Characteristics and Ethical Climate have an influence of 93% on Organizational Commitment. In the opinion of Sarstedt et al. (2017), the coefficient of determination (R²) value shows that the model can be said to be strong because the value is greater than 0.75.

Then the R-Square value for the endogenous construct of Job Satisfaction obtained was 0.923 or 92.3%. These results show that Job Characteristics, Ethical Climate, and Organizational Commitment have an influence of 92.3% on Job Satisfaction. In the opinion of Sarstedt et al. (2017), the coefficient of determination (R²) value shows that the model can be said to be strong because the value is greater than 0.75.

Research Hypothesis Testing

The bootstrapping procedure in SmartPLS produces t-statistic values for each relationship path used to test the hypothesis. The t-statistic value will be compared with the t-table value. Research that uses a confidence level of 95% so that the level of precision or inaccuracy limit (α) = 5% = 0.05, the t-table value is 1.96.

Table 4. Hypothesis Test Results

Hipotesis	Path	T-Statistics	P-Values	Kesimpulan
H1	Karakteristik Pekerjaan (X1) -> Kepuasan Kerja (Y)	2.038	0.042	Acceptable
H2	Karakteristik Pekerjaan (X1) -> Komitmen Organisasional (Z)	7.063	0.000	Acceptable
H3	Iklim Etika (X2) -> Kepuasan Kerja (Y)	3.901	0.000	Acceptable
H4	Iklim Etika (X2) -> Komitmen Organisasional (Z)	15.883	0.000	Acceptable
H5	Komitmen Organisasional (Z) -> Kepuasan Kerja (Y)	3.217	0.001	Acceptable
H6	Karakteristik Pekerjaan (X1) -> Komitmen Organisasional (Z) -> Kepuasan Kerja (Y)	2.710	0.007	Acceptable
H7	Iklim Etika (X2) -> Komitmen Organisasional (Z) -> Kepuasan Kerja (Y)	3.259	0.001	Acceptable

Based on the data presented in the table above, it can be seen that of the 7 hypotheses proposed in this research, all of them can be accepted because each effect shown has a T-Statistics value > 1.96 and a P-Values value < 0.05.

Discussion

The Influence of Job Characteristics on Job Satisfaction

Hypothesis test results show that job characteristics can increase job satisfaction of Probolinggo Regional Inspectorate employees. These results are in accordance with the research results of Reza et al. (2022), Karlita et al. (2020), Hsu & Liao (2016), and Ulfah & Ngongo (2018) who stated that job characteristics have a significant influence on job satisfaction.

Employees or employees are the most important element in choosing the progress and decline of an organization. To achieve organizational goals, employees are needed who are in sync with using their competencies in the organization, and must be able to carry out existing tasks within the organization. Every organization will always try to improve the performance of its employees, even though each organization has its own job characteristics. Job characteristics are the identification of multiple job dimensions that simultaneously improve organizational efficiency and job satisfaction (Saputra, 2021).

Job characteristics according to Robbins & Judge (2017) are an effort to identify the characteristics of tasks according to work, how these characteristics are combined to create different opportunities, and the relationship between motivation, satisfaction and employee performance. So, job characteristics, apart from being able to shape employee job satisfaction, can also be known to influence employee work outcomes and employee commitment to the organization. Jobs that have autonomy will give job holders a feeling

of responsibility. If a job can provide feedback, employees will know how effectively they can work.

The Influence of Job Characteristics on Organizational Commitment

From the results of hypothesis testing, it is known that job characteristics are able to increase the organizational commitment of Probolinggo Regional Inspectorate employees. This is in accordance with the results of previous research by Saud (2020), Ramli et al. (2020), Hsu & Liao (2016), Budiono (2021), and Ulfah & Ngongo (2018) which state that work characteristics are positive and significant for organizational commitment.

Job characteristics are the characteristics of the work environment which includes the physical and social environment. The physical environment includes the work atmosphere which can be seen from physical factors, such as temperature, weather, lighting, building construction and workplace temperature. Meanwhile, the social environment includes social culture in the work environment, the size of the workload, the compensation received, work relationships within the profession, and the quality of work life. Job characteristics are the nature of tasks which include the diversity of tasks and the amount of responsibility given to employees along with feedback (Hajati et al., 2018). Job characteristics influence employee performance, job satisfaction, and resignation behavior. Based on this model, work that is more challenging and changes that provide greater autonomy to employees will provide inspiration to employees, increase employee satisfaction, and reduce employee turnover or resignation (Anora et al., 2020).

The Influence of Ethical Climate on Job Satisfaction

From the results of hypothesis testing, it is known that an ethical climate can increase job satisfaction for the Probolinggo Regional Inspectorate. This is in accordance with the research results of Ozdoba et al. (2022), Mishra & Singh (2023), Amoah et al. (2022), and Salsabilla (2021) which shows that ethical climate has a significant effect on job satisfaction.

The ethical climate that exists in an agency can lead to good quality employee performance. Research conducted by Suryosukmono & Widodo (2020) shows that the ethical values applied in an agency's environment can be the basis for the authorities to make decisions in various processes in the organization or agency, of course if this decision making is based on ethics it can make employees feel fair, thereby increasing employee performance. According to Unting (2023), an ethical climate that can support and imply that every institutional employee collaborates and tends to care about each other can have a good impact on the institution, such as strengthening reputation and long-term relationships between individuals within the institution. So that it can create an ethical climate of team play, namely where individuals in the institution can be involved in groups or teams and produce good performance. Therefore, a positive work climate can have a good influence on the quality of employee performance in an institution (Setiawan et al., 2022).

To measure the ethical climate of an organization, there is an ethical climate questionnaire (Cullen, 1993). There are three categories of ethical climate, namely (1) egoistic, which emphasizes the company's interests; (2) kind/good, namely putting the interests of employees first; and (3) principled, which emphasizes compliance with regulations and standard operational procedures. Applied research to managers in large nonprofit organizations, Deshpande (1996) found that organizations can influence employee job satisfaction by manipulating their ethical climate. Similar results were also found by Joseph & Deshpande (1997) in their research on job satisfaction of nurses in non-profit hospitals.

The Influence of Ethical Climate on Organizational Commitment

From the results of hypothesis testing, it is known that an ethical climate is able to increase the organizational commitment of Probolinggo Regional Inspectorate employees. This is in accordance with the results of previous research by Mansoara et al. (2021), Lee et al. (2018), Amoah et al. (2022), and Salsabilla (2021) who concluded that ethical climate has a significant influence on organizational commitment.

Of the various theories that discuss ethical climate and its meaning, there are several theories from research that are considered the theoretical foundations of ethical climate. Starting with research by Schneider & Reichers (1983) who put forward the definition of organizational work climate as a shared understanding that must be held by organizational members regarding policies, procedures, regulations and implementation in the field that are supported and expected by the organization. From the definition proposed by Schneider & Reichers (1983), ethical climate is seen as a mutual understanding or agreement that becomes a reference for behaving correctly and how an atmosphere with ethical values can develop within the organization. The collective agreement includes how employees should enforce the rules and policies within the organization which are seen as the organization's ethical values and their behavior in supporting the ethical values that must be implemented. As a result, a normative system is formed which becomes the basis for employees in making decisions and behaving (Vidaver-Cohen, 1998). This is supported by Wyld & Jones (1997) who consider the ethical climate to be very relevant to individual employee decision making in the micro scope, such as decision making in carrying out their duties and functions.

The Influence of Organizational Commitment on Job Satisfaction

From the results of hypothesis testing, it is known that organizational commitment is able to increase job satisfaction at the Probolinggo Regional Inspectorate. This is in accordance with the results of previous research by Hiola & Hanurawan (2022), Loan (2020), Hsu & Liao (2016), Budiono (2021), Ulfah & Ngongo (2018), Mishra & Singh (2023), Amoah et al. (2022), and Salsabilla (2021) who concluded that organizational commitment has a significant positive effect on job satisfaction.

Robbins & Judge (2017) explain that commitment is a condition where an individual participates in the organization and its goals and desires to maintain membership in the organization. Based on this explanation, organizational commitment includes elements

of loyalty to the organization, work engagement, and acceptance of the organization's values and goals. When loyalty, participation and acceptance are linked to organizational performance, employees as individuals must have a self-image, a concept of self-confidence and a vision of themselves. This greatly influences what they want to achieve.

The Influence of Job Characteristics on Job Satisfaction through Organizational Commitment

Hypothesis test results show that job characteristics are able to increase job satisfaction of Probolinggo Regional Inspectorate employees through organizational commitment. Based on the opinion of Baron & Kenny (1986), Organizational Commitment acts as partial mediation on the influence of Job Characteristics on Job Satisfaction. This is because job characteristics have a significant effect on job satisfaction. Then Job Characteristics have a significant effect on Organizational Commitment. Likewise, Organizational Commitment also has a significant effect on Job Satisfaction.

The Influence of Ethical Climate on Job Satisfaction through Organizational Commitment

Hypothesis test results show that an ethical climate is able to increase job satisfaction of Probolinggo Regional Inspectorate employees through organizational commitment. Based on the opinion of Baron & Kenny (1986), Organizational Commitment acts as partial mediation on the influence of Ethical Climate on Job Satisfaction. This is because the ethical climate has a significant effect on job satisfaction. Then the Ethical Climate has a significant effect on Organizational Commitment. Likewise, Organizational Commitment also has a significant effect on Job Satisfaction.

5. CONCLUSION

This research provides in-depth insight into the influence of job characteristics and ethical climate on job satisfaction with organizational commitment as a mediating variable. The results show that good job characteristics and a supportive ethical climate can significantly increase employee job satisfaction. In addition, the role of organizational commitment as a mediating variable emphasizes the importance of employees' emotional relationships and attachment to the organization in creating a productive and harmonious work environment.

These findings also have important practical implications, especially for managers of organizations such as the Probolinggo Regional Inspectorate. Efforts to increase task variety, autonomy, and feedback in work, as well as creating an ethical work climate, can be effective strategies in increasing job satisfaction. Additionally, organizations need to encourage organizational commitment through recognition, rewards and ongoing career support to ensure employees remain motivated and engaged.

In the future, it is hoped that this research can become a reference for policy making and further studies in the field of human resource management. Similar research could be conducted in other sectors or regions to expand the validity of these findings. In this

way, it is hoped that organizations can continue to create a work environment that is not only productive but also supports the overall welfare of employees.

REFERENCE

- Al Hakim, U. F., Hadiyati, E., & Nasir, M. J. A. (2022). Pengaruh Karakteristik Pekerjaan, Karakteristik Individu dan Karakteristik Organisasi Terhadap Kepuasan Kerja Guru. *SEIKO: Journal of Management & Business*, 4(3), 272-279.
- Amoah, S. O., Acheampong, H. Y., Adjei, E., & Britwum, F. (2022). Ethical Climate and Job Satisfaction via Mediating Role of Organisational Commitment (Case Study: Tutors in Ghana). *Journal of Education, Society and Behavioural Science*, 35(11), 50-69.
- Asgari, S., Shafipour, V., Taraghi, Z., & Yazdani-Charati, J. (2019). Relationship between moral distress and ethical climate with job satisfaction in nurses. *Nurs. Ethics*, 26, 346-356.
- Ekayanti, W., Widjajani, S., & Budiyanto. (2019). Pengaruh Karakteristik Personal dan Karakteristik Pekerjaan terhadap Komitmen Organisasional Perawat. *Jurnal Maksipreneur*, 8(2), 181-190.
- Ghozali, I. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)*. Edisi 4. Semarang: Badan Penerbit Universitas Diponegoro.
- Hair, Jr. J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Second Edition. Thousand Oaks, CA: Sage.
- Hiola, A. A., & Hanurawan, F. (2022). Relationship Between Organizational Commitment and Employee Satisfaction of PT X. *International Conference of Psychology 2022 (ICoPsy 2022)*, KnE Social Sciences, 228-242.
- Jovanović, T., Mijatov, M., Dragin, A. S., Simat, K., & Majstorović, N. (2019). Identification of predictors' effects on perceiving the ethical climate and job satisfaction within Serbian tourism industry. *Journal of Management & Organization*, 28(1), 1-29.
- Karlita, I. V., Surati., & Suryatni, M. (2020). The Effect of Job Characteristics and Work Life Balance on Performance through Job Satisfaction as Intervening Variables (Studies on Female Partners on Gojek Services in Mataram City). *International Journal of Multicultural and Multireligious Understanding (IJMMU)*, 7(11), 145-156.
- Lee, U. H. M. S., Ismail, A., & Sanusi, N. S. A. (2018). Ethical Climate as a Determinant of Organizational Commitment. *International Journal of Asian Social Science*, 8(8), 534-539.
- Mansoara, N., Puspaningrum, A., & Armanu. (2021). The Effect Between Ethical Climate and Organizational Culture on Deviant Behavior through Organizational Commitment as a Mediation Variable (Studies on Civil Servants at the Regional Secretariat Manokwari Regency Government). *South East Asia Journal of Contemporary Business, Economics and Law*, 24(1), 108-123.
- Mishra, M., & Singh, A. P. (2023). Ethical Climate Affecting Career Satisfaction: The Mediating Role of Organisational Commitment. *IAHRW International Journal of Social Sciences Review*, 11(2), 285-290.
- Ozdoba, P., Dziurka, M., Pilewska-Kozak, A., & Dobrowolska, B. (2022). Hospital Ethical

- Climate and Job Satisfaction among Nurses: A Scoping Review. *International Journal of Environmental Research and Public Health*, 19(8), 1-13.
- Ramli, Y., Soelton, M., Paijan., & Khotimah, N. (2020). The Effect of Job Characteristics towards the Organizational Commitment of the Employees. *International Journal of Emerging Trends in Social Sciences*, 8(1), 1-9.
- Ratnasari, S. L., Prasetyo, E. J., & Hakim, L. (2020). The Effect of Organizational Commitment, Organizational Culture, Work Environment, and Leadership Style on Job Satisfaction. *Enrichment: Journal of Management*, 11(1), 57-62.
- Reza, A., Subiyakto, R., & Adhayanto, O. (2022). The Effect of Job Characteristics on Employee Satisfaction at the Education Office of Riau Archipelago Province. *JRSSEM: Journal of Research of Social Science, Economics, and Management*, 2(1), 56-71.
- Riana, M. A., Sanusi, A., & Fitriyani. (2021). Making Millennials Stay. *SEIKO: Journal of Management & Business*, 4(2), 343-354.
- Saputra, E. K. (2021). Pengaruh Karakteristik Pekerjaan terhadap Kepuasan Kerja Pegawai pada Dinas Perikanan Provinsi Kepulauan Riau. *Jurnal Manajerial dan Bisnis Tanjungpinang*, 4(2), 139-148.
- Saud, T. R. (2020). The Effect of Job Characteristics on Organizational Commitment: The Role of Growth Need Strength in Nepali IT Companies. *Journal of Business and Management Research*, 3(1), 39-56.
- Taba, M. I., Jillbert, J., Muis, M., et al. (2023). Employment of Business Ethics Typology to Measure Influence of Owner Support, Ethical Climate and Career Success on Job Satisfaction within Small Medium Enterprises in Indonesia. *International Economics and Business Conference (IECON)*, 1(1), 285-292.
- Teresi, M., Pietroni, D. D., Barattucci, M., Giannella, V. A., & Pagliaro, S. (2019). Ethical climate(s), organizational identification, and employees' behavior. *Frontiers in Psychology*, 10, 1-13.