

# The Influence of Job Characteristics and Individual Characteristics on Organizational Commitment and Implications on Job Satisfaction

Yohana Jesika Lujunai<sup>1\*</sup>, Survival<sup>2</sup>, Mulyono<sup>3</sup>

<sup>1,2,3</sup>Departement of Management, Universitas Widyagama Malang, Indonesia

## ARTICLE INFO

### JEL Classification:

### Corresponding Author:

Yohana Jesika Lujunai

**Received:** 04-04-2025

**Revised:** 16-04-2025

**Accepted:** 25-04-2025

**Published:** 05-05-2025

### Keywords:

Job Characteristics, Individual Characteristics, Organizational Commitment, Job Satisfaction



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

## Abstract

The purpose of the study was to analyze the influence of job characteristics and individual characteristics on organizational commitment and their implications for job satisfaction. This study is a positivist study, with an explanatory or explanatory type of research. This study uses a quantitative approach because the data that will be used to analyze the relationship between variables is expressed in numbers or numerical scales. The population in this study includes all employees working at PT. Best Profit Futures Malang branch office totaling 131 employees. To measure the sample size to be studied, the researcher used the Slovin formula, which was 57 employees. The statistical data analysis technique through Path Analysis used in this study is Partial Least Square-Structural Equation Modeling (PLS-SEM) with the SmartPLS application. The results showed that job characteristics have a significant positive effect on job satisfaction. Individual characteristics do not have a significant positive effect on job satisfaction. Job characteristics have a significant positive effect on organizational commitment. Individual characteristics have a significant positive effect on organizational commitment. Organizational commitment has a significant positive effect on job satisfaction. Job characteristics have an effect on job satisfaction mediated by organizational commitment. Individual characteristics have an effect on job satisfaction mediated by organizational commitment.

## 1. INTRODUCTION

Job satisfaction is an individual's general attitude towards his job, a person with a high level of job satisfaction shows a positive attitude towards the job, a person who is dissatisfied with his job shows a negative attitude towards the job (Robbins, 2001). The scope of human resource management in general discusses matters related to humans, including employee job satisfaction. Employee job satisfaction is an important factor, because it can affect the overall running of the organization.

PT Bestprofit Futures is an official futures brokerage company registered with the Commodity Futures Trading Supervisory Agency (BAPPEBTI) since 2004. Job satisfaction

at PT Bestprofit Futures varies, depending on the employee's position and experience. Some employees find the working environment at PT Bestprofit Futures comfortable and enjoyable. Friendly and attentive colleagues, as well as quite many and comfortable work facilities. Working hours at PT Bestprofit Futures are office hours, which is from 8 am to 5 pm, employees find leave permits a bit difficult, and meeting hours sometimes do not see the time. However, some employees state that the salary at PT Bestprofit Futures depends on the number of customers obtained with the minimum trading that must be done is 100 million. If employees do not get customers, employees will not get salaries.

The satisfaction felt by employees at work is an indication that employees have a feeling of satisfaction in carrying out work tasks. Job satisfaction is also a positive attitude of employees towards various situations in the workplace. Human resources are the key that must be considered because human resources or labor play an important role in the success and achievement of an organizational goal. The organization itself is a collection of several people who try to carry out the goals of the organization as best as possible, each individual is very different from each other individual according to the skills, knowledge, understanding, age, attitude, gender, and needs that a person has in a work situation.

Job satisfaction for an employee is a very important factor because the satisfaction he gets will also determine a positive attitude towards work. Feelings of satisfaction at work can have a positive impact on behavior, such as the level of discipline and work morale that tends to increase. Job satisfaction is also related to outcomes, so if job satisfaction is higher, it will raise enthusiasm for work.

Job characteristics indicators refer to characteristics that indicate the characteristics of the work done by an employee. According to Hackman and Oldham (1970), the indicator of job characteristics is the diversity of skills, which is how much variety of activities are required in the job so that it requires various skills and talents. Task identity, i.e. the extent to which the job requires the completion of all parts of the task in its entirety and can be identified. The meaning of duty, which is how much of an impact work has on the life or work of others. Autonomy, which is the extent to which work provides freedom, independence, and flexibility to individuals in scheduling and determining work procedures. And feedback from work, which is how clear information individuals get about the effectiveness of the work implementation.

Job satisfaction is the feeling of satisfaction experienced by employees at work. Job satisfaction has received attention from various circles because it is related to the condition of employees and organizations. Satisfaction indicates work experience outcomes and high levels of frustration that help point out organizational problems that require attention. For organizational life, commitment is an absolute requirement to maintain organizational continuity. The commitment that employees have to the company is certainly an important factor for a company. This will make it difficult for employees to leave the company and employees will feel obligated to achieve the goals of the company where they work. Allen J, Natalie & Meyer, John P. (1993) states that organizational commitment is a strong desire to remain a member, a desire to work hard

according to the organization's wishes, certain beliefs and acceptance of organizational values and goals.

According to (Locke, 1969) defines job satisfaction as a pleasant or unpleasant emotional state experienced by an employee while working. Employees who have high job satisfaction tend to have a positive attitude towards their job, while employees who are dissatisfied tend to have a negative attitude. Wexley and Yukl (1992) stated that dissatisfaction will give rise to two types of behavior, namely withdrawal (turnover) or aggressive behavior (sabotage, deliberate mistakes, disputes between employees and superiors, and strikes) thus causing a decrease in productivity levels.

Indicators of job satisfaction are salary, promotion, supervision, benefits, awards, operational conditions, colleagues, work characteristics, and communication. According to Robbins (2008), employees express their dissatisfaction in four ways. First, quit his job and look for work elsewhere. Second, work arbitrarily (e.g. arriving late, not coming to work, making deliberate mistakes). Third, talking about their dissatisfaction to their superiors with the aim that the condition can change. Fourth, wait optimistically and believe that the organization and its management can do something best. In general, employees who feel dissatisfied tend to have the intention of turning over and will leave their jobs.

## **2. LITERATURE REVIEW**

### **Job Characteristics**

Job characteristics are attributes or traits inherent in a job that can affect the way employees understand, feel, and carry out their daily tasks. This concept has been comprehensively described in the literature on organizational behavior and human resource management as a significant factor in motivation and job satisfaction. Robbins and Judge (2021) in their book "Organizational Behavior" highlight that job characteristics include aspects such as skill variation, task identity, task significance, autonomy, and feedback. Each of these aspects plays a role in shaping employees' perceptions of their work, which ultimately affects commitment and overall psychological effects.

### **Karakteristik Individu**

Individual characteristics are the distinctive traits or special traits possessed by employees that distinguish their ability to maintain and improve their performance. Individual performance is the basis of organizational performance, so management must understand individual behavior. Individual behavior is influenced by individual characteristics that distinguish one individual from another because each individual has different potentials and needs. Individual differences reflected in individual goals must be taken into account by the organization to achieve the organization's goals.

### **Organizational Commitment**

According to Robbins and Judge (2016), organizational commitment is a condition in which an employee supports a certain organization along with his or her goals and desires to remain part of that organization. Organizational commitment as an employee's attitude to continue to contribute to achieving the organization's mission, values, and

goals. The inability to commit reflects a person's lack of obligation in carrying out his duties. Debating commitments is the same as debating obligations. Job satisfaction and organizational commitment have an influence on each other. A person who feels satisfied with their job will be more committed to the organization and individuals who are committed to the organization generally feel great satisfaction. Job satisfaction has an impact on commitment to the organization which ultimately affects the rate of attendance and job turnover.

### **Job Satisfaction**

Job satisfaction is the feeling felt by individuals towards the work that has been achieved in a certain period of time. According to Dole and Schroeder (2001), job satisfaction is an individual's response to his or her work environment. Malthis and Jackson (2008) define job satisfaction as a positive evaluation of a person's work experience. Handoko (2009) explained that job satisfaction, or job satisfaction, is the emotional condition of an employee, whether it is pleasant or not. Job dissatisfaction arises when expectations are not met, while satisfaction will occur if those expectations are met.

### **3. RESEARCH METHODS**

This research is a positivism research, with an explanatory or explanatory type of research. According to Singarimbun and Effendi (2008), explanatory research is research that explains the relationship between research variables, and hypothesis testing is carried out based on problems that have been formulated previously.

The subjects in this study are employees who work at PT. Best Best Profit Futures in Malang. The object of this study is to examine the influence between independent variables, namely job characteristics and individual characteristics, on the dependent variables of employee job satisfaction and the role of organizational commitment level as implication variables.

The population in this study includes all employees who work at PT. Best Profit Futures Malang branch office, including a variety of different positions and career levels, which provides a comprehensive overview of the company's work practices. The sampling technique used in this study uses purposive sampling techniques, sampling in this study is carried out randomly using criteria based on employees who have worked at least 6 months in the company, come from various departments, and are willing to actively participate in the research. So the number of samples used after being rounded up was 57 employees of PT. Best Profit Futures Malang branch office.

The test of the research instrument or questionnaire is to determine the feasibility of the questionnaire based on the answers collected from the respondents through the "Variable Measurement Model (Outer Model)" as a result of data processing or processing through SmartPLS software (Cohen, 1988), in the form of: 1) Convergent Validity; 2) Discriminant Validity; 3) Composite Reliability, and; 4) Cronbach Alpha. In this study, inferential statistical analysis was used using the Path Analysis method.

## 4. RESULTS AND DISCUSSION

### Results

#### Outer Loadings

The outer loadings of the measurement model with reflective indicators can be seen from the correlation between the item score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in developmental stage research, a scale of 0.60 is still acceptable (Chin, 1998). Based on the results for outer loadings, all indicators have a loading above 0.70 and are significant.

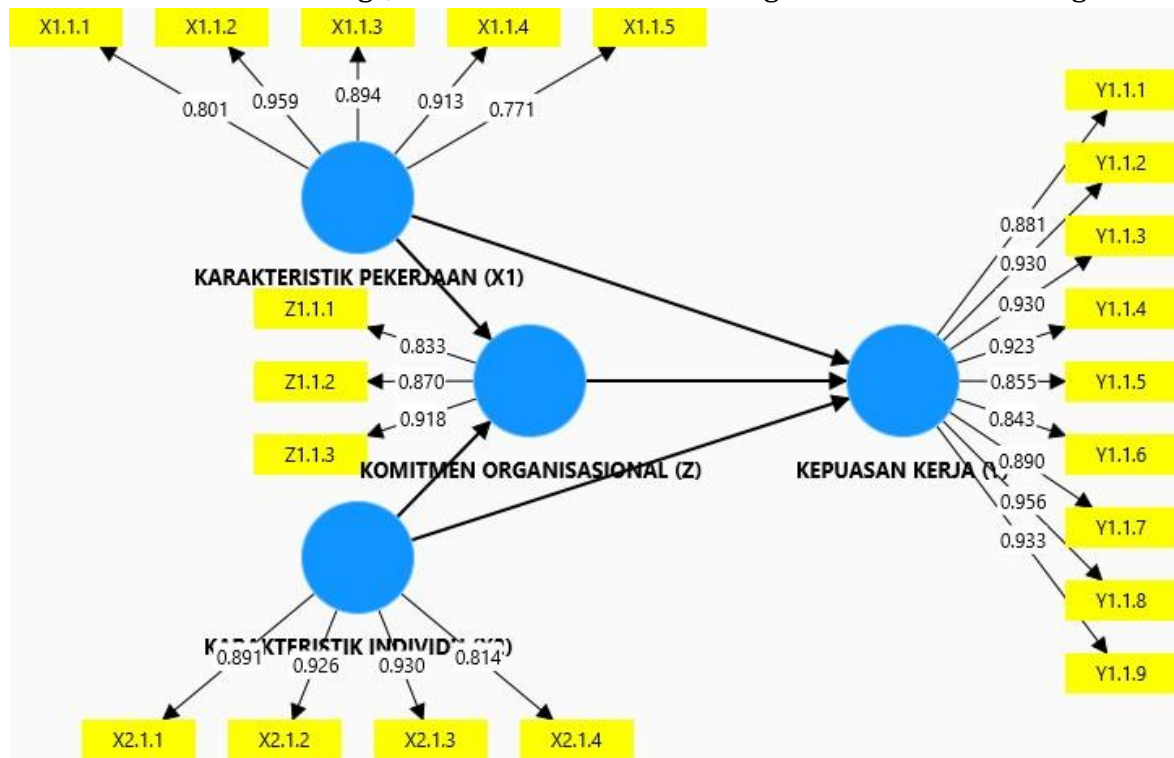


Figure 1. Outer Model

Validity testing for reflective indicators uses the correlation between an item's score and its construct score. Measurements with reflective indicators indicate a change in an indicator in a construct if other indicators in the same construct change (or are excluded from the model). Reflective indicators are suitable for measuring perception, so this study uses reflective indicators.

#### Internal Consistency Reliability

Internal Consistency Reliability measures how capable an indicator is of measuring its latent constructs. The tool used to assess was Cronbach's alpha and composite reliability.

Table 1. Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability (rho_a)
X1 (Job Characteristics)	0.918	0.928
X2 (Individual Characteristics)	0.913	0.921
Y (Employee Job Satisfaction)	0.972	0.974
Z (Organizational Commitment)	0.845	0.852

From the table above, Cronbach's alpha values, X1 (Job Characteristics) are 0.918, X2 (Individual Characteristics) are 0.913, Y (Employee Job Satisfaction) is 0.972, and Z (Organizational Commitment) is 0.845, all of which are greater than 0.70. Likewise, the Composite reliability value, X1 (Job Characteristics) is 0.928, X2 (Individual Characteristics) is 0.921, Y (Employee Job Satisfaction) is 0.974, and Z (Organizational Commitment) is 0.852, all of which are greater than 0.60. So it can be said that all indicators are able to measure their latent constructs.

### Convergent Validity

Convergent Validity is determined based on the principle that the measures of a construct should have a high correlation. The convergent validity of a construct with reflective indicators is evaluated with Average Variance Extracted (AVE).

**Table 2.** Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
X1 (Job Characteristics)	0.758
X2 (Individual Characteristics)	0.795
Y (Employee Job Satisfaction)	0.819
Z (Organizational Commitment)	0.765

From this table, the Average Variance Extracted (AVE) value of X1 (Job Characteristics) is 0.758, X2 (Individual Characteristics) is 0.795, Y (Employee Job Satisfaction) is 0.819, and Z (Organizational Commitment) is 0.765, all of which are greater than 0.50. This means that the construct can explain 50% or more of the variance of the indicator.

### Fornell-Larcker Criterion

Another method for assessing discriminant validity is to use the Fornell-Larcker Criterion, which compares the square root value of the Average Variance Extracted (AVE) of each construct with the correlation between the other constructs in the model. The following are the results of the Fornell-Larcker Criterion in the resulting study in the following table.

**Table 3.** Fornell-Larcker Criterion

	Individual Characteristics (X2)	Job Characteristics (X1)	Job Satisfaction (Y)	Organizational Commitment (Z)
Individual Characteristics (X2)	0.894			
Job Characteristics (X1)	0.838	0.892		
Job Satisfaction (Y)	0.871	0.891	0.944	
Organizational Commitment (Z)	0.887	0.853	0.874	0.905

The table above shows that the square root value of AVE (Fornell-Larcker Criterion) of each construct is greater than the correlation value between the constructs and other constructs in the model. So it can be said that the model is said to have a good discriminant validity value.

### Collinearity Statistics (VIF)

Collinearity Statistics states that the constructs formed are not interconnected (very high) or there is no problem of multicollinearity can be measured by the Variance Inflated Factor (VIF). According to Ghozali (2014), if the value of the variance of the inflation factor (VIF) is  $> 10$ , then there is a problem of multicollinearity between the independent variables. On the other hand, if the value of the variance inflation factor (VIF) is  $< 10$ , then there is no problem of multicollinearity between the free variables.

**Table 4.** Collinearity Statistics (VIF) Inner Model

	<b>Individual Characteristics (X2)</b>	<b>Job Characteristics (X1)</b>	<b>Job Satisfaction (Y)</b>	<b>Organizational Commitment (Z)</b>
<b>Individual Characteristics (X2)</b>			5.300	3.367
<b>Job Characteristics (X1)</b>			4.151	3.367
<b>Job Satisfaction (Y)</b>				
<b>Organizational Commitment (Z)</b>			5.782	

The table above shows that the VIF value of the correlation between constructs is less than 10. So it can be said that the correlation between constructs is low, meaning that the model in this study does not occur multicollinearity.

### R-Square

The R-Square value is a goodness test of the model. The change in the value of R-Square is used to explain the influence of certain exogenous latent variables on endogenous latent variables, whether they have a substantive influence. R-Square value 0.67; 0.33 and 0.19 for endogenous latent variables in structural models indicate strong, moderate, and weak models (Chin, 1998). Based on the results of testing using the SmartPLS program, R-Square results were obtained as follows:

**Table 5. R-Square**

	<b>R-Square</b>	<b>R-Square Adjusted</b>
<b>Job Satisfaction (Y)</b>	0.924	0.919
<b>Organizational Commitment (Z)</b>	0.827	0.821

In the table above, it can be seen that the R-Square value of the endogenous latent variable Job Satisfaction (Y) obtained is 0.924, which indicates a strong model, as the value is above 0.67 (Chin, 1998). Then the R-Square value of the endogenous latent variable Organizational Commitment (Z) obtained is 0.827, which indicates a strong model, since the value is above 0.67 (Chin, 1998).

### **Hasil Uji Hipotesis**

The hypothesis test in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared acceptable if the T-Statistics value > 1.96 and the P-Values value < 0.05 (Yamin & Kurniawan, 2011). The following are the results of the hypothesis test obtained in this study through the path coefficients on the SmartPLS output below:

**Table 6. Hypothesis Test Results**

<b>Path</b>	<b>T-Statistics</b>	<b>P-Values</b>
Job Characteristics (X1) -> Job Satisfaction (Y)	2.413	0.016
Individual Characteristics (X2) -> Job Satisfaction (Y)	1.420	0.156
Job Characteristics (X1) -> Organizational Commitment (Z)	3.279	0.001
Individual Characteristics (X2) -> Organizational Commitment (Z)	5.543	0.000
Organizational Commitment (Z) -> Job Satisfaction (Y)	4.342	0.000
Job Characteristics (X1) -> Organizational Commitment (Z) -> Job Satisfaction (Y)	2.383	0.017
Individual Characteristics (X2) -> Organizational Commitment (Z) -> Job Satisfaction (Y)	3.346	0.001

Based on the data presented in the table above, it can be seen that of the 7 hypotheses proposed in this study, H1, H3, H4, H5, H6 and H7 are acceptable because they have a t-statistical value greater than 1.96, and a p-value of less than 0.05. Meanwhile, H2 is unacceptable (rejected) because it has a t-value of less than 1.96, and a p-value greater than 0.05.

## **Discussion**

### **The Influence of Job Characteristics on Job Satisfaction**

The results of the hypothesis test show that job characteristics have a significant positive effect on employee job satisfaction at PT. Best Profit Futures Malang. Job characteristics play an important role in determining an employee's job satisfaction level. Well-designed work, which provides a variety of skills, task identity, task significance, autonomy, and feedback, tends to lead to higher job satisfaction. On the other hand, monotonous, unchallenging, and lacking autonomy can lead to job dissatisfaction (Januardi & Budiono, 2021).

One of the characteristics of a job that has the most influence on job satisfaction is the variety of skills. Jobs that allow employees to use their various skills and abilities tend to be more fulfilling than jobs that require only one type of skill. Employees feel more challenged and motivated when they can use their various skills in their work.

Feedback is also an important characteristic of the job. Employees who receive positive feedback about their performance tend to be more satisfied than employees who do not receive feedback or only receive negative feedback. Positive feedback helps employees to feel valued and motivated.

### **The Influence of Individual Characteristics on Job Satisfaction**

The results of the hypothesis test showed that individual characteristics did not have a significant positive effect on employee job satisfaction at PT. Best Profit Futures Malang. The following is an explanation of why individual characteristics do not have a significant effect on job satisfaction: a) Job satisfaction is more influenced by situational factors such as work environment, compensation, and relationships with colleagues, than by individual characteristics. A positive work environment, adequate salary, and good relationships with coworkers can increase job satisfaction, regardless of a person's individual characteristics (Robbins & Judge, 2017). b) Individuals tend to adapt to their work environment. A person with characteristics that may not be ideal for a job can fit in and find satisfaction in the job. This adaptability reduces the impact of individual characteristics on job satisfaction (Judge & Kammeyer-Mueller, 2012). c) A strong organizational culture can override the influence of individual characteristics. A positive and inclusive organizational culture can create an environment where all individuals feel valued and fulfilled, regardless of their differences in characteristics (Schein, 2010). d) Effective management can create satisfactory working conditions for all employees, regardless of their individual characteristics. Good management focuses on creating a work environment that is fair, supportive, and provides career development opportunities (Luthans, 2011). e) Job satisfaction may change over time due to changes in individual priorities. A person may initially be dissatisfied with a job because it does not fit his characteristics, but later finds satisfaction due to other factors such as work-life balance or self-development opportunities. Therefore, individual characteristics are not always a consistent predictor of job satisfaction.

### **The Influence of Job Characteristics on Organizational Commitment**

The results of the hypothesis test showed that the characteristics of the work had a significant positive effect on organizational commitment at PT. Best Profit Futures

Malang. Jobs that provide a variety of skills and allow employees to complete tasks from start to finish tend to increase organizational commitment. When employees feel that their skills are being utilized to the fullest and they can see the results of their work, they feel more connected to the organization (Hackman & Oldham, 1976). Work that is considered significant and gives autonomy to employees also contributes to organizational commitment. Employees who feel that their work has a positive impact and they have the freedom to make decisions tend to be more loyal to the organization (Meyer & Allen, 1991).

Jobs that provide clear feedback and career development opportunities can increase organizational commitment. Constructive feedback helps employees understand their performance and feel valued, while development opportunities show that the organization cares about their growth (Mathieu & Zajac, 1990).

### **Pengaruh Karakteristik Individu terhadap Komitmen Organisasional**

The results of the hypothesis test show that individual characteristics have a significant positive effect on organizational commitment at PT. Best Profit Futures Malang. Personality characteristics such as emotional stability, awareness, and friendliness, as well as the alignment of individual values with organizational values, can affect organizational commitment. Individuals who have a stable personality and values that align with the organization tend to be more committed (Judge, Heller, & Mount, 2002).

Age and length of service are often positively correlated with organizational commitment. Employees who are older and have longer tenures tend to be more committed because they have invested more time and energy in the organization (Mathieu & Zajac, 1990).

An individual's level of education and ability can also affect organizational commitment. Employees with higher education and abilities may feel more valued by the organization and have greater career development opportunities, which can increase their commitment (Meyer & Allen, 1991).

### **The Effect of Organizational Commitment on Job Satisfaction**

The results of the hypothesis test show that organizational commitment has a significant positive effect on employee job satisfaction at PT. Best Profit Futures Malang. Employees who have a high organizational commitment tend to feel belonging and involved in the organization. They feel that the success of the organization is their own success, which leads to greater job satisfaction. When employees feel connected to the organization's mission and values, they are more likely to feel satisfied with their work (Meyer & Allen, 1991).

Strong organizational commitment encourages employees to work harder and achieve organizational goals. Highly committed employees are more motivated to give their best, which in turn increases their job satisfaction. When employees feel that their efforts are valued and contribute to the success of the organization, they feel more satisfied with their work (Mowday, Steers, & Porter, 1979).

## **The Influence of Job Characteristics on Job Satisfaction Mediated by Organizational Commitment**

The results of the hypothesis test concluded that job characteristics have an effect on job satisfaction mediated by organizational commitment at PT. Best Profit Futures Malang. The existing relationship is classified as partial mediation.

Rich job characteristics, such as skill variety, task identity, task significance, autonomy, and feedback, directly affect employee organizational commitment. When work offers both challenges and meaning, employees tend to feel more attached to the organization (Hackman & Oldham, 1976). This commitment then becomes a bridge that connects job characteristics with job satisfaction. Organizational commitment acts as an important mediator in the relationship between job characteristics and job satisfaction. Highly committed employees feel owned and engaged in the organization, which increases their satisfaction with their work. This commitment creates a sense of stability, security, and purpose that aligns with the organization's values (Meyer & Allen, 1991).

## **The Influence of Individual Characteristics on Job Satisfaction Mediated by Organizational Commitment**

Based on hypothesis testing, individual characteristics have an effect on job satisfaction mediated by organizational commitment at PT. Best Profit Futures Malang. The existing relationship is classified as full mediation.

Individual characteristics such as personality, values, age, and length of service can influence organizational commitment. Individuals with stable personalities, values aligned with the organization, and longer work periods tend to be more committed. This commitment then becomes a bridge that connects individual characteristics with job satisfaction (Judge, Heller, & Mount, 2002).

Organizational commitment plays an important role as a mediator in the relationship between individual characteristics and job satisfaction. Highly committed individuals feel belonging and engaged in the organization, which increases their satisfaction with their work. This commitment creates a sense of stability, security, and purpose that aligns with individual and organizational values (Meyer & Allen, 1991).

## **5. CONCLUSION**

After considering the results of the study, the conclusions that can be drawn are:

1. Job characteristics have a significant positive effect on employee job satisfaction at PT. Best Profit Futures Malang.
2. Individual characteristics do not have a significant positive effect on employee job satisfaction at PT. Best Profit Futures Malang.
3. Job characteristics have a significant positive effect on organizational commitment at PT. Best Profit Futures Malang.
4. Individual characteristics have a significant positive effect on organizational commitment at PT. Best Profit Futures Malang.
5. Organizational commitment has a significant positive effect on employee job satisfaction at PT. Best Profit Futures Malang.

6. Job characteristics affect job satisfaction mediated by organizational commitment at PT. Best Profit Futures Malang. The existing relationship is classified as partial mediation.
7. Individual characteristics affect job satisfaction mediated by organizational commitment at PT. Best Profit Futures Malang. The existing relationship is classified as full mediation.

## REFERENCE

- Aingra. (2019). Pengaruh Karakteristik Individu terhadap Komitmen Organisasi Melalui Kepuasan Kerja Sebagai Variabel Intervening pada Karyawan PT Industri Kapal Indonesia (Persero) Makassar. Skripsi. Jurusan Manajemen Fakultas Ekonomi Dan Bisnis Islam Universitas Islam Negeri Alauddin Makassar.
- Allen J, Natalie & Meyer, John P. (1993). Commitment to organizational and occupations: extention and test of three-component conceptualization.
- Hendra, Dopis (2018) *Pengaruh Karakteristik Pekerjaan Terhadap Komitmen Organisasi Departemen Proses Pada Pt. Duta Palma Nusantara*. Other thesis, Universitas Islam Riau.
- Januardi, D., & Budiono, B. (2021). Pengaruh Karakteristik Pekerjaan terhadap Kepuasan Kerja melalui Komitmen Organisasi (Studi pada Karyawan Bank Wilayah Surabaya). *Jurnal Ilmu Manajemen*, 9(1), 253–263.
- Judge, T. A., & Kammeyer-Mueller, J. D. (2012). Job attitudes. *Annual review of psychology*, 63, 341-367.
- Juliantari, N. K., Kusyana, D. N., B. (2023). Pengaruh karakteristik individu terhadap kepuasan kerja untuk meningkatkan kinerja karyawan. *Jurnal Manajemen, Kewirausahaan dan Pariwisata* Januari 2023, Vol. 3 (No. 1): Hal 149-160.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89.
- Puryana, P., Cahyati. N. (2020), Pengaruh karakteristik pekerjaan terhadap komitmen organisasi dan dampaknya terhadap kinerja karyawan pada PT Alva Karya Perkasa Bandung. PROSIDING, No.3.
- Robbins, Coulter. (2018). *Management 14th Edition*. Canada: Pearson
- Robbins, Stephen P., Timothy A. Judge (2021), *Organizational Behavior*, Edisi 18, Global Edition, Pearson Education
- Rosid, M., A., Darajat, I. (2022). Pengaruh komitmen organisasi terhadap kepuasan kerja dalam meningkatkan kinerja pegawai (studi pada pegawai di lingkungan pemerintah Daerah Kota Tangerang). *Dynamic Management Journal*. Volume 6 No. 2.
- Rubiati. (2020). Pengaruh karakteristik pekerjaan terhadap kepuasan kerja melalui keterlibatan kerja sebagai variabel intervening pada PT. Duren Mandiri Fortuna Jambi. Program Studi Manajemen, Universitas Jambi, Jambi, Indonesia.

Stephen P. Robbins dan Timothy A. Judge. 2016. Perilaku Organisasi. Edisi 16. Salemba Empat. Jakarta

Zulfa, R. (2018). Pengaruh komitmen organisasi terhadap kepuasan kerja karyawan Di Pt.Dok & Perkapalan Kodja Bahari (DKB). Skripsi. Fakultas Pendidikan Psikologi Universitas Negeri Jakarta.