

ANALYSIS OF THE INFLUENCE OF WORK COMMITMENT AND WORK DISCIPLINE ON TEACHER PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE

Fajar Rezeki Ananda Lubis¹, Syaifuddin², Yusniar lubis³

^{1,2}Management Program, Universitas Prima Indonesia, Indonesia

³Agribusiness Program, Universitas Medan Area, Indonesia

Email: Fajarrezekianandalubis@unprimdn.ac.id, drsyaifuddin@unprimdn.ac.id, lubisyusnar@gmail.com

Abstract

This research aims to analyze the effect of work commitment and work discipline on teacher performance with job satisfaction as an intervening variable at SMP Dr. Wahidin Sudirohusodo Medan. Sample taken from all members of the population, namely all junior high school teachers Dr. Wahidin Sudirohusodo Medan, because the population is 49 teachers and the population is no larger than 100 teachers and has the same level of assessment. So, researchers took 100% of the population at SMP Dr. Wahidin Sudirohusodo Medan. The data used are primary data through interviews filling out questionnaires and secondary data through documentation studies. Processing data with Path analysis The results showed that partially the variables of work commitment and work discipline on teacher performance had a positive and significant effect simultaneously the effect of work commitment and work discipline has a positive and significant effect on teacher performance at SMP Dr. Wahidin Sudirohusodo Medan.

Keywords: Work Commitment, Work Discipline, Teacher Performance, Job Satisfaction, Mediation Variables.

INTRODUCTION

School is a formal educational institution that plays an important role in improving the quality of education (Amal et al., 2022) National education functions to develop capabilities and shape the character and civilization of the nation. Quality resources can bring changes to a better life in society. Efforts to improve and develop human quality must always be improved to create good-quality human resources (Sutiah et al., 2021 ; Ampera et al., 2020 ; Zulham et al., 2020). The teacher is one of the central factors in learning, especially in schools. All other components starting from the curriculum and infrastructure will be meaningless if the priority in learning, namely the interaction between teachers and students is not of good quality (Purba et al, 2019 ; Syaifuddin et al., 2019). This means that good and superior education depends on the condition of the teacher's quality. The following factor that will influence a teacher's performance is a master of education and then work commitment (Amin et al., 2021 ; Ingtias et al., 2022 ; Kismoyogi et al., 2019). How many dreams do you have? what is aspired to will not come true if there is no commitment embedded in the heart of a leader (in this case, it is the head of the

school). When the head of the school says the commitment to obey together, then the principal along with all the elements of the school elements we must comply with commitments based on vision and mission.

Table 1. Middle School Teacher Performance Dr. Wahidin Sudirohusodo Medan

Month	Total Employees (Person)	Teacher Rebuked	Teacher Reprimanded Due to Late Completion		Teachers Reprimanded Due to Undisciplined	
	Orang	%	Orang	%	Orang	%
July 2021	42	3	10	24	23	55
Agustus 2021	42	2	5	12	20	48
September 2021	42	5	4	10	16	38
October 2021	42	7	0	0	14	33
November 2021	42	4	7	17	10	24
December 2021	42	1	8	19	10	24
January 2022	42	2	12	29	8	19
February 2022	42	3	6	14	12	29
March 2022	42	7	3	7	15	36
April 2022	42	1	2	7	7	17
Mei 2022	42	3	7	5	6	14
Juny 2022	42	0	0	7	8	19
Average	-	6	-	1	-	30

Source: Junior High School Dr. Wahidin Sudirohusodo Medan 2022.

Making something that has been determined together, over and over again without trying to avoid or make testimony is a form of discipline. The work discipline of a school principal is also very influential because this is an example of the relationship between all elements of the school. because it takes a picture of a disciplined leader. The nature of the work discipline of a school principal will certainly be a very good and true example for a teacher. Because it will affect the level of expectations of a teacher and those around him. What if the school does not pay attention to the wishes of the school teacher, the teacher will feel dissatisfied. On the other hand, if the school pays attention to the teacher's wishes, the

teacher will be satisfied. This can be seen based on the pre-survey, when will teacher job satisfaction occur at SMP Dr Wahid in Sudirohusodo Medan in table 2 below:

Table 2. Job Satisfaction of Middle School Teachers Dr. Wahidin Sudirohusodo Medan

Satisfaction factor	Satisfied (Person)	Persentase (%)	No Satisfied (Person)	Persentase (%)
Wages	20	48	22	52
Facility	25	60	17	40
Peexercise	30	71	12	29
Wactime	21	50	21	50
Work colleague	24	57	18	43
Average Percentage	-	57	-	43

Source: Junior High School Dr. Wahidin Sudirohusodo Medan, 2022

Based on the theory put forward above, the writer wants to examine: "Analysis of the Influence of Work Commitment and Work Discipline on Teacher Performance with Job Satisfaction as a Mediation Variable at SMP Dr. Wahidin Sudirohusodo Medan.

METHOD

Research Place

This research was conducted at SMP Dr. Wahidin Sudirohusodo Medan.

Population and Sample

In this study, researchers used the census method, namely sampling taken from all members of the population, namely all teachers at SMP Dr. Wahidin Sudirohusodo Medan, because the population is 50 teachers. Sugiyono in Russiadi et. al (2014) defines the sample as "Part of the number of characteristics possessed by the population". This study took a sample of the entire population, namely 50 teachers

Research variable

The variables used in this research are independent variables and dependent variables. In this study, the *independent variables* are work commitment (X_1) and work discipline (X_2). The

dependent variable is teacher performance (Y), while the intervening variable is job satisfaction (Z).

Data analysis method

Data analysis was performed using multiple linear regression tests and path analysis. Multiple linear regression analysis is used to predict how the condition (rise and fall) of the dependent variable if two or more independent variables as predictor factors are manipulated (the value is increased or decreased).

1. Stage 1 regression analysis

The first stage 1 regression analysis is used to determine the effect of work commitment and work discipline on job satisfaction. The regression equation is as follows:

$$Z = a + b_1X_1 + b_2X_2 + e$$

Information :

Z : Job satisfaction

A : Constant

X_1, X_2 : Independent (work commitment and work discipline)

b_1, b_2 : Regression coefficient

e : Error

2. Stage 2 regression analysis

This second stage of regression analysis is to determine the effect of human resource compensation and training on employee performance. The regression equation is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

Information :

Y : Teacher performance

A : Constant

X_1, X_2 : Independent (work commitment and work discipline)

b_1, b_2 : Regression coefficient

e : Error

3. Stage 3 regression analysis

This 3rd stage of regression analysis is to determine the effect of job satisfaction on Teacher Performance. The regression equation is as follows:

$$Y = \alpha + b_1 Z + e$$

Information :

Y : Teacher performance

A : Constant

Z : Job Satisfaction

b₁ : Regression coefficient

The hypothesis test that was carried out was:

1. Statistical test t

The t-test basically shows how far the influence of an explanatory variable individually explains the variation of the dependent variable (Sugiyono, 2018). The degree of significance used is 0.05. If the significant value is less than the degree of confidence then we accept the alternative hypothesis, which states that an independent variable partially affects the dependent variable.

2. Statistical test F

The F test is used to test the independent variables together with the dependent variable. Apart from that, the F test can also be known whether the linear regression model used is correct or not (Sugiyono, 2017). The degree of confidence used is 0.05. If the calculated F value is greater than the F value according to the table, then the alternative hypothesis states that all independent variables simultaneously have a significant effect on the dependent variable.

3. Determinant test

The coefficient of determination (R^2) essentially measures how far the model's ability to explain the variation in the dependent variable is.

$$KD = r^2 \times 100\%$$

Information:

KD = Coefficient of Determination

R = Correlation Coefficient

4. Path Analysis (*Path Analysis*)

Path analysis is a development technique from multiple linear regression. This technique is used to test the magnitude of the contribution (contribution) shown by the path coefficients in each path diagram of the causal relationship between variables X_1 and X_2 to Y and their impact on Z . Path analysis is a technique for analyzing causal relationships that occur in multiple regression if the independent variable affects the dependent variable not only directly but also indirectly. The path analysis diagram can be seen in the following figure:

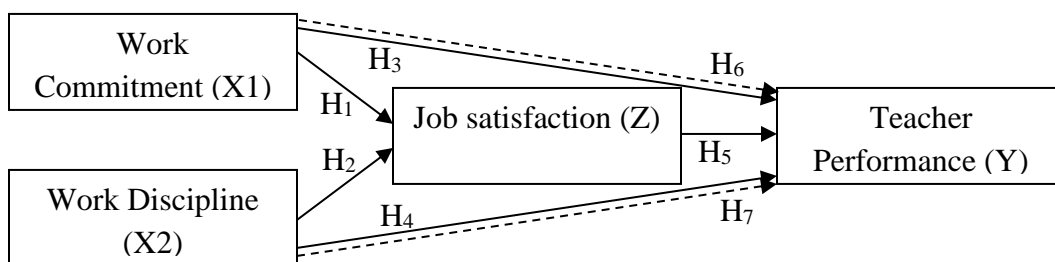


Figure 1. Pathway diagram

Performance

Hasibuan (2017), states that employee performance is a work result that is achieved by a person in carrying out the tasks assigned to him which are based on skills, experience, and sincerity as well as time. Mangkunegara (2017) states that performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. According to Sedarmayanti (2017), performance is the result of a person's work, an overall management process, where the work of a person must be shown concrete evidence and can be measured. Fahmi (2016) states that performance is the result obtained by an organization whether the organization is *profit oriented* and produces over a while.

Human Resources Training

Hariandja (2017) states that there are three main stages in the implementation of the training, namely:

- a. Determination of training needs, which aims to collect as much relevant information as possible to find out and determine whether or not training is needed in an organization. At this stage there are three types of training needs, namely:
 - (1) General treatment needs, namely the assessment of training needs for all employees in a job classification without regard to data regarding the performance of a particular employee.
 - (2) Observable performance discrepancies, namely a type of training needs assessment based on observations of various problems, interviews, questionnaires, and performance appraisals.
- b. Designing training programs
The appropriateness of a particular training method depends on the goal to be achieved. identification of what workers should know and carry out the training.
- c. Evaluation of the effectiveness of the training program, training should be intended to correct skills deficiencies.

Komitmen Work.

Commitment is the ability and willingness to align personal behavior with, if you need it to, prioritize and direct it to organizational goals. This Han I includes ways to develop goals that meet the needs of the organization, which essentially prioritizes the mission of the organization above personal desires (Soekidjan, 2009). These are commitments that are widely used in midwife charts, such as the world of work, human contact, and others. Representing commitment according to some experts is as follows:

1. Steers and Porter (1983): commitment is an individual state that is bound by actions that will generate self-confidence to support activities while involved.
2. Welsch and LaVan (1981): Commitment is an important behavior that is important and is used to assess the attachment of subordinates or employees to the company.
3. Greenberg and Colquitt (2013): Commitment is the willingness of individuals to side with a particular organization and its goals and maintain the wealth of your members in the organization.

4. Mark Griff in Commitment is an attitude that shows the extent to which an individual knows and wants to be bound by his organization. When an individual has a high commitment, he will see me as a member of the same organization.
5. Sri Kuntjoro: Commitment is a sense of identity, involvement, and loyalty that is expressed by and by the person, especially in the organization. Similar to trust, relationship commitment will create a competitive advantage through cost reduction and information sharing (Ismail et al., 2017).

Work Discipline

Work discipline is one of the important elements that affect teacher performance. Discipline is a person's willingness that arises with self-awareness (Handoko in Sinambela, 2012), as respect, obedience, and compliance with applicable regulations, both written and unwritten (Itang, 2015 ; Natsir et al., 2022 ; Syaifuddin & Rizal, 2018). Discipline is reflected in the actions or behavior of individuals, groups, or society in the form of obedience or compliance with established regulations (Sinungan in Elqadr et al., 2015). Employee discipline can be seen from the responsibilities, attitudes, behaviors, and actions of an employee in accordance with all forms of regulations while they work in the institution (Febiningtyas & Ekaningtias, 2014). (Kania Teja Utari, 2019 ; Syaifuddin, 2016) Discipline in a positive sense as stated by the following experts. Hodges (in Yuspratiwi, 1990) says that discipline can be interpreted as the attitude of a person or group who intends to follow the rules that have been set. Concerning work, the notion of work discipline is an attitude and behavior that shows employee obedience to organizational regulations. According to Singodimedjo (2002), discipline is an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him. Good employee discipline will accelerate company goals while declining discipline will become a barrier and slow down the achievement of company goals

Work Satisfaction

Edisson (2017) stated that job satisfaction can be interpreted as a group of people who feel happy or comfortable with the work they are facing. According to Badeni (2017), job satisfaction is an employee's attitude towards his work. Creating a sense of satisfaction will have

a positive impact on employee attitudes. Meanwhile, Handoko and Sutrisno (2017) state that job satisfaction is a pleasant emotional state for employees who are working. Employees who do not get job satisfaction will never achieve psychological satisfaction and will eventually highlight negative attitudes or behaviour which can cause frustration, whereas employees who are highly impressed can work well, enthusiastically and actively.

Information :

Y: Teacher performance

X_1, X_2 : Independent (work commitment and work discipline)

b_1, b_2 : Regression coefficient

e: Error

3. Stage 3 regression analysis

This 3rd stage of regression analysis is to determine the effect of job satisfaction on Teacher Performance. The regression equation is as follows:

$$Y = a + b_1Z + e$$

Information :

Y : Teacher performance

A : Constant

Z : Job Satisfaction

b_1 : Regression coefficient

The hypothesis test that was carried out was Statistical test t

RESULT AND DISCUSSION

Result

Analysis of the influence of work commitment and work discipline on teacher performance through the intervening variable job satisfaction.

1. Regression Model 1

The analysis for the stage 1 regression model is used to determine the influence of work commitment and work discipline variables on job satisfaction variables. Here is the sub-structure equation:

$$Z = a + b_1 X_1 + b_2 X_2$$

Where :

Z = Job Satisfaction

a = Constant

b_{1, 2} = Regression coefficient X₁, X₂

X₁ = Work commitment

X₂ = Work discipline

The results of multiple linear regression of the effect of Commitment and Work Discipline on Job Satisfaction can be seen in Table 1.

Table 3. Multiple Linear Regression Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 ^a	.941	.939	1.103

a. Predictors: (Constant), Disuplin kerja, Komitmen Kerja

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.969	1.140		-.850	.400
	Komitmen Kerja	.403	.101	.408	3.973	.000
	Disuplin kerja	.631	.112	.577	5.629	.000

a. Dependent Variable: Kepuasan kerja

a. t test (Partial)

Based on the regression results on the work commitment variable, it has a *p-value* of 0.000 which is less than 5%. Then H_a is accepted and H₀ is rejected, which means that there is an

influence between the work commitment variable and the job satisfaction variable partially, thus the first hypothesis is accepted.

The regression results on the work discipline variable have a *p-value* of 0.000 which is less than 5%. Then H_a is accepted and H_o is rejected, this shows that there is an influence between the work commitment variable on the job satisfaction variable partially, thus the second hypothesis is accepted.

b . The coefficient of determination

To see the influence of the independent variable of work commitment and work discipline on the intervening variable of job satisfaction, the coefficient of determination (R^2) is used. The results of the research analysis show that the effect of work commitment and work discipline on job satisfaction can be seen from the R^2 value of 0.941. This shows that simultaneously the independent variables work commitment and work discipline have an influence of 94.10% on the variable job satisfaction while the rest are influenced by other variables outside the variable work commitment and work discipline of 5.90%.

2. Regression Model 2

The analysis for the stage 2 regression model was used to determine the influence of the independent variables on work commitment, work discipline, and job satisfaction on the dependent variable on teacher performance. Here is the sub-structure equation:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 Z_3$$

Y = Teacher Performance Variable

b = Regression Coefficient

X_1 = Work commitment

X_2 = Work discipline

Z = Job satisfaction

The results of multiple linear regression of the effect of work commitment, work discipline, and job satisfaction on teacher performance can be seen in Table 2.

Table 4. Multiple Linear Regression Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 ^a	.912	.906	1.44215

a. Predictors: (Constant), Kepuasan kerja, Komitmen kerja, Disiplin kerja

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.284	1.502		-.189	.851
	Komitmen kerja	.415	.153	.398	2.711	.009
	Disiplin kerja	.182	.190	.158	.961	.341
	Kepuasan kerja	.438	.191	.415	2.297	.026

a. Dependent Variable: Kinerja guru

From the results of the above analysis Sig education < 0.05 ($0.009 < 0.05$) and t count $> t$ table ($2.711 > 1.676$) Then H_0 is rejected which means there is a positive influence between work commitment on teacher performance partially, thus the third hypothesis is accepted.

Work Discipline Variable Sig > 0.05 ($0.341 > 0.05$) and t count $< t$.table ($0.961 < 1.676$) Then H_0 is accepted, which means that there is a negative effect between the old variable of work discipline on the teacher performance variable partially, thus the fourth hypothesis is rejected.

Job satisfaction variable Sig > 0.05 ($0.026 < 0.05$) and t count $> t$.table ($2.297 > 1.676$) the positive and significant effect of job satisfaction variables on teacher performance variables partially,

b. The coefficient of determination

To see the influence of the independent variable work commitment, work discipline, and job satisfaction on the dependent variable teacher performance, the coefficient of determination (R^2) is used. From the analysis of the effect of work commitment, work discipline, and job satisfaction on teachers, the R^2 value is 0.955. This shows simultaneously the independent variables of Work Commitment, Work Discipline, and Job Satisfaction have an influence of

95.50% on employee performance, while the rest are influenced by other variables outside the variables of Work Commitment, Work Discipline, and Satisfaction of 4.50%.

3. Path Analysis (*Path*)

Path analysis is used to analyze the relationship between variables to know the indirect effect of education and length of work on performance where organizational culture is the intervening variable. The results of the analysis of educational paths and length of work on employee performance with organizational culture as intervening

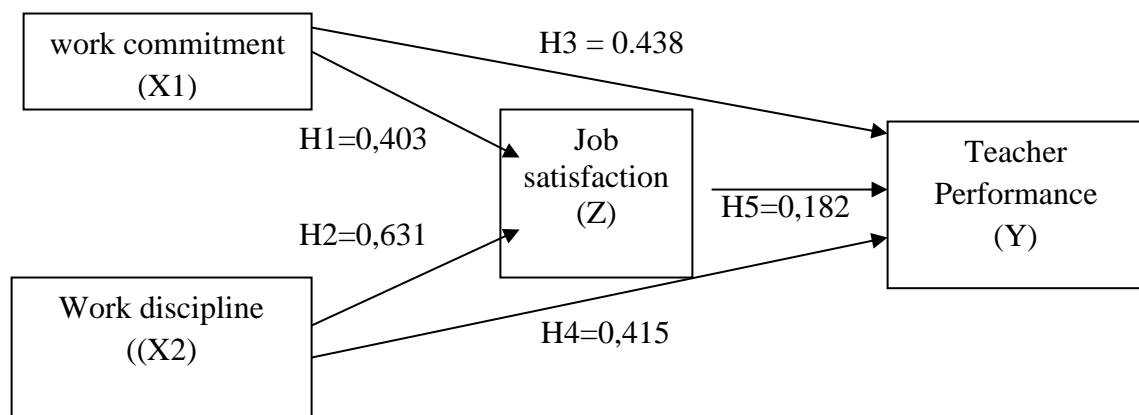


Figure 2. Path Analysis

Based on Figure 2 above, it can be explained

The Effect of Work Commitment Variable an on Teacher Performance Through Job Satisfaction indirect *effect*

$$(0.403)(0.182) +0.438 = 0.511$$

The Effect of Work Discipline Variables on Teacher Performance Through Job

Satisfaction indirect *effect*

$$(0.631)(0.182) + (0.415) =0.530$$

Discussion

Effect of work commitment (X₁) to work satisfaction (Z)

work commitment positive and significant effect on job satisfaction. The results of the proof have been carried out through the analysis of the data as a whole where the direct influence is between work commitments to the variable Job satisfaction of 0.403. This shows that

there is a positive relationship between work commitment with job satisfaction, meaning that the higher the work commitment, the higher the job satisfaction.

Effect of work discipline (X_2) on job satisfaction (Z)

Work discipline has a positive and significant effect on job satisfaction. The results of the proof have been carried out through data analysis as a whole where the direct effect of work discipline on the variable job satisfaction is 0.631. This shows that there is a positive relationship between work discipline and job satisfaction.

Effect of work commitment (X_1) on Teacher Performance (Y)

Work commitment positive and significant effect on teacher performance. The results of evidence have been carried out through overall data analysis where the direct effect of length of work on employee performance variables is 0.276. This shows that there is a positive relationship between work commitment with teacher performance.

The Effect of Work Discipline (X_2) on Teacher Performance (Y)

Work discipline has a positive but not significant effect on teacher performance. The results of the verification have been carried out through overall data analysis where the direct effect of work discipline on teacher performance is 0.182. This shows that there is a positive relationship between work discipline with teacher performance.

The Effect of Job Satisfaction (Z) on Teacher Performance (Y)

Job satisfaction has a positive and significant effect on teacher performance. The results of the verification have been carried out through overall data analysis where the direct effect of job satisfaction on teacher performance variables is 0.438. This shows that there is a positive relationship between work discipline with teacher performance. Effect of work commitment positive effect on teacher performance variables Through Job Satisfaction The results of the analysis show that the Effect of Work Commitment Through job satisfaction on teacher performance, is greater than the direct effect of a work commitment on teacher performance. In this case, job satisfaction is a very appropriate variable in mediating the variable relationship. in carrying out teacher performance at SMP Dr. Wahidin Sudirohusodo Medan.

Effect of work discipline has a positive effect on teacher performance variables Through Job Satisfaction The results of the analysis show that the Effect of Work Commitment Through job satisfaction on teacher performance, is greater than the direct effect of work discipline on teacher performance. In this case, job satisfaction is a very appropriate variable in mediating the variable relationship. Work discipline means that discipline is needed to work so that it can be driven by satisfaction. in carrying out teacher performance at SMP Dr. Wahidin Sudirohusodo Medan.

CONCLUSION

1. Work commitment has a significant effect on job satisfaction at SMP Dr. Wahidin Sudirohusodo Medan.
2. Work discipline has a significant effect on job satisfaction at SMP Dr. Wahidin Sudirohusodo Medan.
3. Work commitment has a significant effect on teacher performance at SMP Dr. Wahidin Sudirohusodo Medan.
4. Work discipline has an effect but does not significant on teacher performance at SMP Dr. Wahidin Sudirohusodo Medan.
5. Job satisfaction has a significant effect on teacher performance at SMP Dr. Wahidin Sudirohusodo Medan.
6. Work commitment affects teacher performance through job satisfaction of 51.10% at SMP Dr. Wahidin Sudirohusodo Medan.
7. Work discipline affects teacher performance through job satisfaction of
8. 53% at SMP Dr. Wahidin Sudirohusodo Medan.

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