



The Impact of Job Satisfaction on the Performance of Educators and Education Personnel of Pondok Pesantren Manbaul 'Ulum Duku Puntang Cirebon West Java

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ABSTRACT

This research aims to make efforts to analyze, collect data and information related to internal communication, motivation, organizational commitment, work ethic, job satisfaction, and employee performance. The results of this study provide practical benefits in managing organizational organizations, especially for Pesantren Mambaul 'Ulum Duku Puntang-Cirebon This research design is descriptive and explanatory quantitative, with multivariate analysis methods. The research sample amounted to 205 people. Data collection with questionnaire instruments and analyzed with structural equation models. The results of the study (1) Internal communication has a significant effect on employee performance, but has no significant effect on job satisfaction (2) Motivation has a significant effect on employee performance, but has no significant effect on job satisfaction; (3) Organizational commitment has a significant effect on job satisfaction, but has no significant effect on employee performance; (4) Work ethic has an insignificant effect on employee performance, but a significant effect on job satisfaction; (5) Job satisfaction has a significant effect on performance; employees and (6) The significance of the strength value of the dependent variable is evident through the calculation of the square value of multiple correlations (R²) for both job satisfaction and employee performance

INTRODUCTION

In today's age of globalization and free trade, transformations occur swiftly, unexpectedly, ceaselessly, and lead to conflicts within organizations. Having competitive human resources is essential to emerge victorious in this competitive era. To cultivate superior human resources, possessing cultural understanding and effective communication skills, as well as a resilient character, is imperative.

The best human characters or traits include honest, trustworthy, intelligent, communicative, friendly, polite, and avoiding bad traits. While *qalbiyah* spiritual intelligence is authentic, universal and eternal. Thus, the author concludes that spirituality is the "center of activity" for every human being. Ultimately, all behavior must be perceived as fragments of good or evil spirituality. However, the evaluation of good and evil will automatically be contaminated by the sociological behavior of a society, so that spiritual fragments will come and collect in human life. So, what is good in a certain place is not necessarily good in another place, because in all historical and sociological matters, humans have different pieces of "sacred experience" (Syahwadi, 2017).

In character building, the existence of *pesantren* makes a real contribution through its roles which include: *pesantren* as educational institutions, as prayer institutions, and *pesantren* as community empowerment institutions. In carrying out its role, management commitment is an important thing that is a prerequisite for being able to apply human resources who have superior competence. In this case, management commitment is a motivation in leaders in educational institutions, especially top leaders to give their time and energy to carry out the quality assurance process, especially for educators and education personnel who feel heavy in the face of change (Machali & Hidayat, 2016).

Job satisfaction is the feeling of contentment and positivity towards one's work, and it varies from person to person. A person will feel content with the work that has been accomplished if it aligns with the intended goals and meets the required standards. If these expectations are fulfilled, satisfaction will be experienced. When someone has a strong desire for something, it implies that they have a clear expectation, which serves as a driving force to motivate them to take action in order to fulfill these expectations. (Colquitt et al., 2012).

The performance of each teacher is very important for the progress of the school. Contributions made by educators (teachers) to achieve school goals. Individual performance assessment is the output or result of HR performance related to the ability to complete tasks effectively and responsibly, to achieve success and school goals (Suhariadi, 2013). Explanation of the definition of performance as a form of results that are done both in the form of services and products in a certain period of time both individually and in groups supported by employee skills, abilities, knowledge and experience (Prihantoro, 2012).

An organization is formed with a particular objective, which is something that is anticipated to be accomplished. The accomplishment of organizational objectives demonstrates the outcomes achieved through a sequence of activities conducted. To guarantee that the desired outcomes bring job satisfaction and

result in excellent performance, all organizational activities must be effectively managed.

LITERATURE REVIEW

The objective of this study is to: (1) Collect information, Conduct a thorough examination and evaluation of the subject matter. achievement motivation, organizational commitment, internal communication and work ethics of teaching and education personnel; and (2) Collect information, test and analyze job satisfaction and performance of teaching and education personnel.

Achievement Motivation

Experts have provided various definitions of achievement motivation based on their research and views. The following are some definitions of achievement motivation according to some leading experts. According to Elliot and Church in Dale H. Schunk (Schunk, 2012), achievement motivation is understood as an effort to become competent in an activity that is being strived for. Meanwhile, Santrock, an expert in educational psychology, defines achievement motivation as the desire to accomplish something to achieve a standard of success and make an effort with the aim of achieving success (Santrock, 2003).

In measuring the level of employee achievement motivation, McClelland said that it should be based on the characteristics of individuals with high N-ach. McClelland's opinion is supported by Lussier and Achua (Achua & Lussier, 2013). Another opinion states that in measuring achievement motivation, it refers to the characteristics of individuals with N-ach, among others: like to be responsible in solving problems, like to be responsible in solving problems.

Referring to several formulations of the dimensions of motivation above, this study formulates the dimensions of achievement motivation including: (1) Ideals and beliefs, have strong ideals and beliefs in achieving organizational targets; (2) Resilience, have mental and mental resilience to work problems; (3) Care, have concern in solving individual and group work; (4) Initiative, have initiative in efforts to achieve work results; (5) Openness, have an open nature in receiving input at work; and (6) Passion, have a spirit of learning to progress at work.

Organizational Commitment

Organizational commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. According to Darmawan (Darmawan, 2013) in Sianipar Organizational commitment is a feeling in the form of belief in the values contained in an organization, the involvement of individuals for the benefit of their organization with full effort, and loyalty to the organization (wanting to become a permanent. The high organizational commitment of employees will encourage employees to take responsibility and provide more energy in supporting the success and welfare of the company where they work (Bewa et al., 2024). In achieving these goals, organizations must have productive employees and have a good work ethic so that they can work consistently for an organization or company.

Referring to several formulations of the dimensions of organizational commitment above, this study formulates the dimensions of affective commitment, continuence commitment, and normative commitment which include: (1) Feeling comfortable and proud to be part of the organization; (2) A sense of belonging to the organization; (3) Feeling the problems faced by the organization; (4) The organization where to work as a source of income; (5) Feeling committed to the organization where to work; (6) The institution where to work can develop a career.

Internal Communication

Organizational communication extends beyond mere actions, serving as a field of study that offers various valuable and valid pathways. According to Pace and Faules (2001), communication involves crafting and deciphering messages or displays. The crucial aspect of communication lies in the message derived from the interpretation process. (Subur & Ariyanto, 2018).

Work Ethic

Work Ethic is the spirit of work that characterizes the characteristics and beliefs of a person or group. Indicators of a professional work ethic according to Sinamo (Sinamo, 2011) include: Work is a blessing, must work sincerely full of gratitude. Work is a mandate, must work with integrity. Work is a calling, must work thoroughly with responsibility.

Job Satisfaction

In Dessler's view (Dessler, 2013), Job performance may not always be influenced by job satisfaction. Although there is often a relationship between high job satisfaction and high job performance. In emerging economies, numerous employees experience high levels of job satisfaction, yet their productivity remains average, indicating that job satisfaction alone does not serve as a significant motivator.

Performance

According to Sudarmanto in Hartawati's quote (Hartawati, 2022) states that performance is a record of the results produced or produced for certain job functions or activities during a certain period of time and a set of behaviors relevant to office objectives. According to Rivai in Hartawati (Hartawati, 2022) states that performance is the real behavior that everyone displays as a work achievement produced by employees in accordance with their role in the Office. According to Mangkunegara in Hartawati (Hartawati, 2022) employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Research Hypothesis

Referring to the theoretical study as described above, and in accordance with the number of variables in this study, the research hypotheses are generally formulated as follows: (1) Motivation, organizational commitment, internal communication, and work ethic have a significant effect on job satisfaction; (2) Motivation, organizational commitment, internal communication, and work ethic have a significant effect on performance; and (3) Job satisfaction has a significant effect on performance.

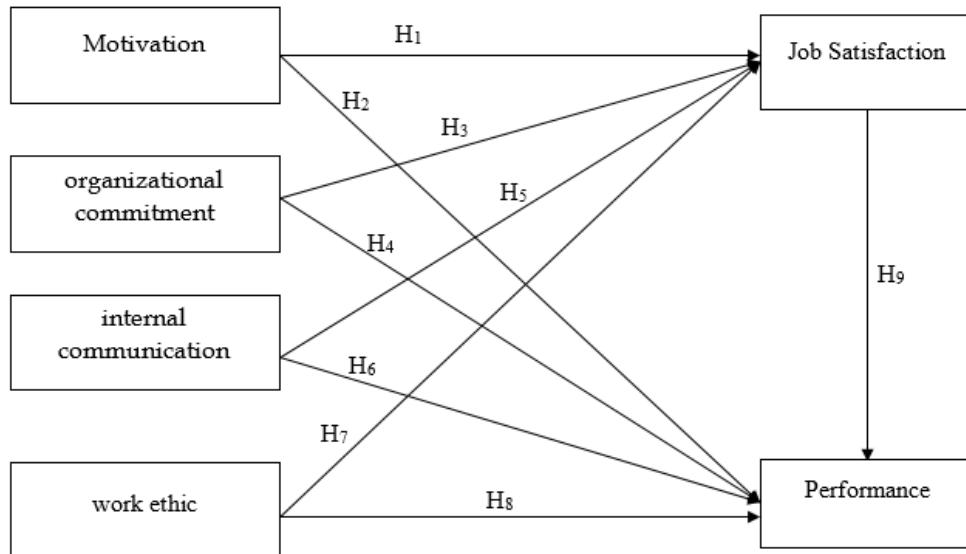


Figure 1. The Entire Hypothesis is Simplified in a Model

METHODS

This study commenced with a preliminary survey serving as a pilot test for the questionnaire. The main survey was conducted from May 05 to June 05, 2023, targeting educators and education personnel from the First Continuation School and Senior Continuation School at Pondok Pesantren Mambaul 'Ulum Duku Puntang Cirebon. The sample consisted of 205 respondents, who were primarily sourced as primary data. These respondents were selected as representative units from the population, typically comprising individuals (Firmansyah & Dede, 2022). Therefore, the population under investigation encompassed all educators and education personnel affiliated with the First and Upper Secondary Schools at Mambaul 'Ulum Duku Puntang Islamic Boarding School in Cirebon.

In general, there are two methods used in this study, namely descriptive statistical analysis, especially for qualitative data, and quantitative analysis in the form of hypothesis testing using statistical tests. Descriptive analysis is useful for knowing the distribution of respondents' answers to each question item submitted to respondents. While quantitative analysis seeks to answer all the problems in this study by estimating the research model which is then carried out hypothesis testing on the model estimation results.

RESULTS

The first step of the test is to analyze with indicator reliability and construct reliability (Peter, 1981). Indicator reliability is checked using the factor loading value. After indicator reliability, construct reliability will be checked next. Construct reliability is examined using three measures, namely Cronbach's alpha (CA), composite reliability (CR) and rho-A reliability coefficient. The threshold of a good CR/CA/rho-A is above 0.6 but below 0.95. And the recommended value is between 0.8 - 0.9.

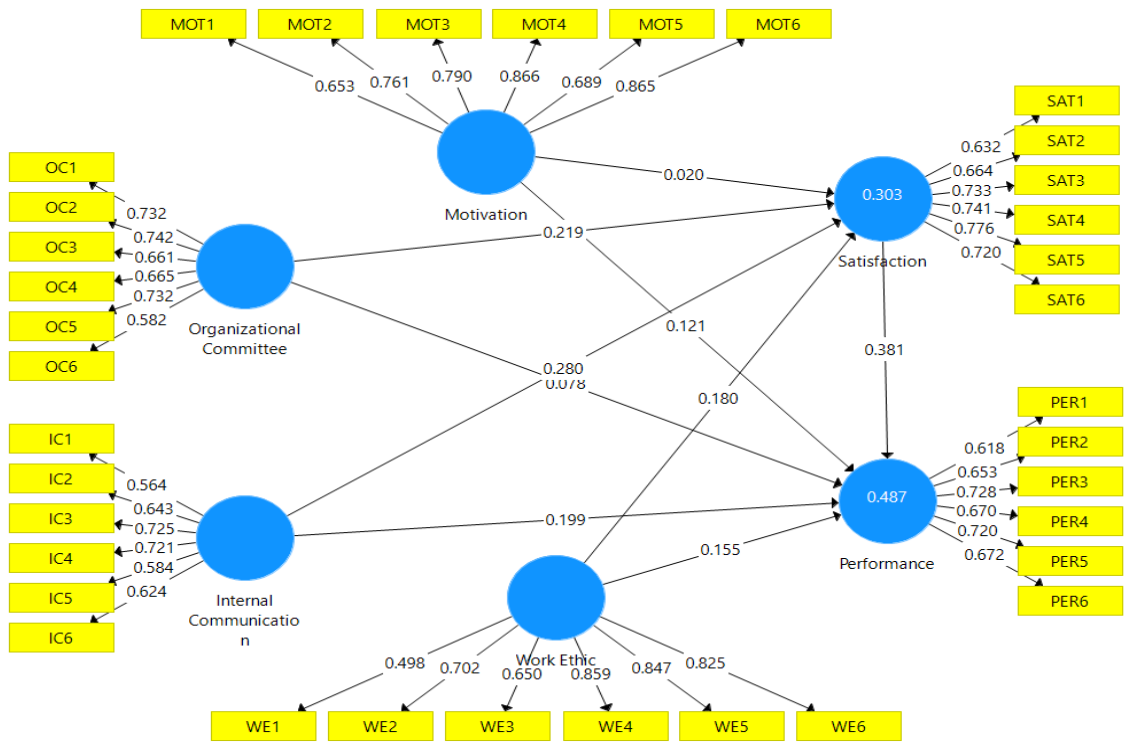


Figure 2. Algoritma PLS Item and Variabel Laten

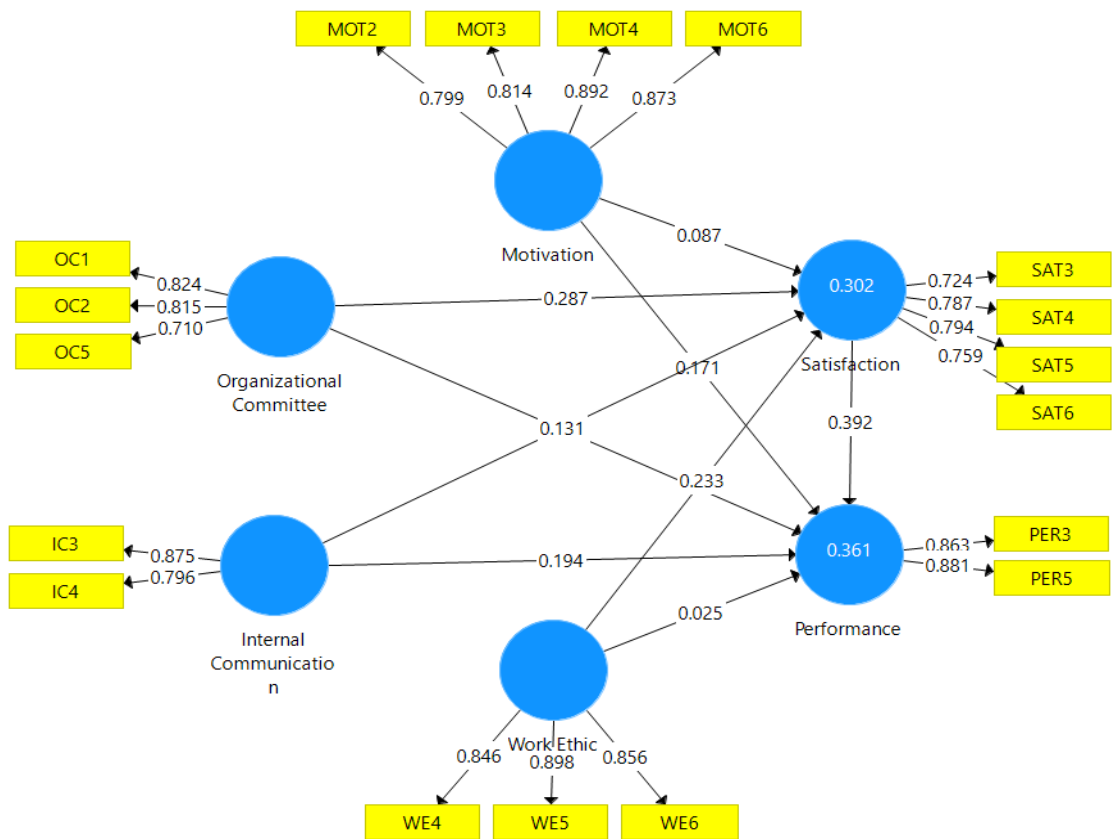


Figure 3. Algoritma PLS item and Variabel Laten (Final)

Based on Table 1 below, it can be seen that all construct values for both CR, CA and rho-A are above the threshold value of 0.6 and below 0.95, except for the CA and rho-A values on the internal communication construct which are still less than 0.6. However, because it is still above 0.5, the researcher still maintains this situation.

Table 1. Reliability Value Internal Consistency (Construct Reliability)

	Cronbach's Alpha	rho_A	Composite Reliability
Internal Communication	0.575	0.593	0.823
Motivation	0.873	0.932	0.909
Organizational Committee	0.685	0.682	0.827
Performance	0.684	0.686	0.863
Satisfaction	0.769	0.780	0.851
Work Ethic	0.837	0.862	0.901

Convergent Validity

The next evaluation is convergent validity. Convergent validity is a measure to determine the extent to which an operation can be similar to other operations that theoretically should be similar. In this case, the average variance extracted (AVE) measure is used where a good AVE is above 0.5 (Trenngonowati & Kulsum, 2018).

Tabel 2. Nilai AVE

	Average Variance Extracted (AVE)
Internal Communication	0.700
Motivation	0.715
Organizational Committee	0.616
Performance	0.760
Satisfaction	0.587
Work Ethic	0.752

Discriminant Validity

The discriminant validity of construct items is evaluated according to the criteria outlined by Fornell-Larcker and the Heterotrait-Monotrait Ratio (HTMT) (Hair et al., 2021). The Fornell-Larcker criterion states that discriminant validity can be assessed by comparing the correlation between constructs with the square root of the Average Variance Extracted (AVE). To ensure good discriminant validity using the HTMT approach, it is considered satisfactory if the HTMT value is less than 0.9.

Tabel 3. Fornell-Larcker Criterion

	Internal Communication	Motivation	Organizational Committee	Performance	Satisfaction	Work Ethic
Internal Communication	0.836					
Motivation	0.301	0.846				
Organizational Committee	0.468	0.319	0.785			
Performance	0.409	0.353	0.349	0.872		
Satisfaction	0.378	0.285	0.460	0.531	0.766	
Work Ethic	0.367	0.286	0.359	0.311	0.409	0.867

From Table 4 below, it can be seen that there is no HTMT value greater than 0.9 so that these results are in accordance with the results of the Fornell-Lorcker criteria which state that there is no discriminant validity problem.

Table 4. Heterotrait-Monotrait Ratio (HTMT) Value

	Internal Communication	Motivation	Organizational Committee	Performance	Satisfaction	Work Ethic
Internal Communication						
Motivation	0.410					
Organizational Committee	0.754	0.375				
Performance	0.648	0.419	0.509			
Satisfaction	0.545	0.318	0.600	0.719		
Work Ethic	0.535	0.288	0.480	0.396	0.488	

The final step is to assess the collinearity indicator using the variance inflation factor (VIF). The higher the VIF value, the greater the level of collinearity. A VIF value of 5 or more indicates a collinearity problem.

Table 5. Heterotrait-Monotrait Ratio (HTMT) Value

	VIF		VIF
IC3	1.194	PER3	1.370
IC4	1.194	PER5	1.370
MOT2	2.201	SAT3	1.526
MOT3	2.263	SAT4	1.535
MOT4	2.374	SAT5	1.531
MOT6	2.048	SAT6	1.416
OC1	1.738	WE4	1.772
OC2	1.689	WE5	2.080
OC5	1.141	WE6	2.119

Evaluation of the Structural Model (Inner Model)

Once assurance is gained that there are no issues with the measurement model, the subsequent task is to assess the structural model. One aspect of evaluating the structural model involves examining the potency of the independent variables within the entire framework. This potency is assessed by scrutinizing the squared value of the multiple correlation (R²) of the dependent variable.

Table 6. R² Variabel Dependen Value

	R Square	R Square Adjusted
Performance	0.361	0.344
Satisfaction	0.302	0.287

Based on the information presented in Table 6, it is clear that the R² value associated with the satisfaction variable is 0.302, indicating that 30.2% of the variability in satisfaction can be explained by the construct variables of internal communication, motivation, organizational committee, and work ethic. The remaining 69.8% of the variability is attributed to other variables that were not examined. Similarly, the R² value for the performance variable is 0.361, indicating that 36.1% of the variance in performance can be explained by the same set of construct variables, while the remaining 63.9% is attributable to unexplored factors not encompassed in this research model.

The next evaluation is using f-square. Cohen (1998) states that the effect of the exogenous latent variable f² is small if the value is 0.02, moderate if the value is 0.15 and high if the value is 0.35. An effect size value of less than 0.02 means there is no influence. From Table 7.

Table 7. F-Square Value

	Performance	Satisfaction
Internal Communication	0.042	0.018
Motivation	0.038	0.009
Organizational Commitment	0.000	0.085
Performance		
Satisfaction	0.168	
Work Ethic	0.001	0.062

According to Ghozali (2008), inner model evaluation can also be done by checking the value of predictive relevance (Q²). The predictive significance measure evaluates the extent to which the model and its parameter estimates accurately generate the observed value. A predictive relevance value of more than zero indicates that the model has predictive relevance.

Table 8. Q2 Value

	SSO	SSE	Q ² (=1-SSE/SSO)
Internal Communication	386.000	386.000	
Motivation	772.000	772.000	
Organizational Committee	579.000	579.000	
Performance	386.000	293.903	0.239
Satisfaction	772.000	657.002	0.149
Work Ethic	579.000	579.000	

Based on table 8 above, the predictive relevance value () is 0.149 for the satisfaction variable and 0.239 for the performance variable. This value is greater than zero so it can be said that the model obtained has predictive relevance. From testing, f-square and it can be seen that the model formed is robust so that hypothesis testing can be carried out.

Hypothesis Testing

In this study, 9 hypotheses will be tested as written in Chapter 2. Table 8 below provides the results of the relationship between constructs of the hypothesis in question. In making a decision whether the hypothesis is statistically significant or not, the t-statistics value will be compared with the t value from the table. If the t-statistic value is greater than the t-table value, then the hypothesis is statistically significant.

Tabel 9. Path Coefficients (Mean, StDev, T-Values)

	Koefisien	Standard Deviation	T Statistics	P Values	
Internal Communication -> Performance	0.194	0.075	2.588	0.010	Signifikan
Internal Communication -> Satisfaction	0.131	0.081	1.632	0.103	Tidak Signifikan
Motivation -> Performance	0.171	0.073	2.340	0.020	Signifikan
Motivation -> Satisfaction	0.087	0.072	1.208	0.228	Tidak Signifikan
Organizational Commitment -> Performance	0.014	0.088	0.164	0.870	Tidak Signifikan
Organizational Commitment -> Satisfaction	0.287	0.082	3.486	0.001	Signifikan
Satisfaction -> Performance	0.392	0.096	4.070	0.000	Signifikan
Work Ethic -> Performance	0.025	0.072	0.351	0.726	Tidak Signifikan
Work Ethic -> Satisfaction	0.233	0.091	2.569	0.010	Signifikan

From the results of estimating a significant relationship at the 5 percent significance level, it can be seen that: organizational commitment and work ethic variables have a significant effect on satisfaction with coefficient levels of 0.287 and 0.233, respectively. This means that the more the quality of organizational commitment and work ethic variables increases, the more employees' satisfaction will increase significantly. Meanwhile, internal communication and motivation variables have an insignificant effect on satisfaction with coefficient levels of 0.131 and 0.087, respectively. This means that the quality of internal communication and existing motivation has not been able to significantly increase employee satisfaction.

For performance variables. Internal communication, motivation, and satisfaction variables have a significant effect on performance with a coefficient level of 0.1919; 0.171; and 0.392, respectively. This means that the more the quality of internal communication, motivation, and satisfaction increases, the more employee performance will increase. Meanwhile, organizational commitment and work ethic variables have an insignificant effect on performance with coefficient levels of 0.014 and 0.025, respectively. This means that the quality of internal communication and The work ethic has failed to bring about a substantial enhancement in employee productivity.

DISCUSSION

The results of hypothesis testing show that organizational commitment has a significant effect on employee satisfaction, which is in line with the hypothesis proposed in this study. This shows that organizational commitment can foster employee satisfaction in carrying out their duties. This is in line with Luthans' opinion in Jimmy Susilo & I Gusti Bagus Honor Satrya (Susilo & Satrya, 2019) Within an organization, dedication fosters the development of favorable outcomes like employee contentment, superior performance, reduced turnover rates, decreased absenteeism rates, a vibrant organizational atmosphere, and motivates staff to be dependable team players. Dedication entails a proactive connection between employees and the organization, where individuals willingly contribute towards achieving organizational objectives.

The findings from the hypothesis testing indicate that internal communication does not have a significant impact on employee satisfaction. In terms of the concept, effective internal communication plays a crucial role in enhancing employee job satisfaction. It involves ensuring that messages are received and understood by the recipients in a way that leaves them feeling satisfied and supportive of the conveyed content. The theoretical study further emphasizes that internal communication ultimately revolves around employee engagement and their wholehearted commitment to achieving organizational objectives driven by their motivation. (Argenti & Forman, 2002)

Then the results of hypothesis testing show that motivation has an insignificant effect on employee satisfaction. This means that the motivation of teaching and education personnel has not been able to make them feel satisfied in carrying out their duties. Thus, motivation must be grown and used as an important factor in building employee satisfaction so that it can have a significant effect on employee satisfaction in carrying out their duties.

The results of hypothesis testing show that internal communication has a significant effect on performance. This means that the better the quality and effectiveness of communication built in the organization, the better the performance achieved by employees. Given that communication is the core of all problems in the organization, so that effective internal communication is an important factor in achieving better employee performance.

The results of hypothesis testing show that motivation has a significant effect on performance. This means that the higher the motivation of employees, the better the performance achieved by employees. To encourage employee motivation can be done by basing it on needs.

The results of hypothesis testing show that organizational commitment (organizational commitment) has an insignificant effect on performance. This means that organizational commitment has not been able to encourage the performance of education and education personnel optimally, although conceptually and some previous research results show a significant effect. Thus, organizational commitment is not an important factor that significantly affects employee performance. In educational institutions, organizational commitment of employees is not only to encourage the creation of employee performance, but can also affect the achievement of overall organizational goals.

The results of hypothesis testing show that work ethics has an insignificant effect on performance. The results of the study indicate that the work ethic in the object of this study has not been able to encourage the creation of optimal performance. Whereas conceptually in this work ethic variable includes all types of work behavior such as discipline, self-efficiency, commitment, tenacity, thrift, enterprising, steadfast, friendly, creative, proactive, innovative, imaginative, effective, productive, hard work, enthusiasm, integrity, and others that can produce good performance. In Islam, work ethic is an attitude of personality that gives birth to a very deep belief that work is not only to ennoble himself, reveal his humanity, but also as a manifestation of good deeds. Therefore, it has the value of worship (Tanjung et al., 2013).

Likewise, employee satisfaction has a significant effect on the performance of teaching and education personnel. This means that the more job satisfaction that educators and education personnel feel, the better and better their performance will be. Job satisfaction refers to a favorable outlook toward one's job and is subjective to each individual. Consequently, it stands as a crucial element significantly impacting employee performance. Nonetheless, according to Dessler (2013), there exists a contention that job satisfaction may not always correlate with job performance. Despite this, there often exists an association between elevated job satisfaction levels and enhanced job performance.

Upon completion of data analysis, the R² value for the job satisfaction variable is determined to be 0.287, signifying that 28.7 percent of the job satisfaction variability is explained by the construct variables (internal communication, motivation, organizational commitment, and work ethic), while the remaining 71.3 percent is influenced by unspecified variables not addressed in this research. Likewise, the R² value for the performance variable is 0.344, indicating that 34.40 percent of the performance variance can be explained by the same set of construct variables, while the remaining 65.60 percent is impacted by external factors not included in this study. Therefore, integrating the four independent variables in managerial decisions is projected to contribute to both employee satisfaction and performance at the respective percentages mentioned.

CONCLUSIONS AND RECOMMENDATIONS

In accordance with the objectives of this study, namely to examine the influence of internal communication factors, work motivation, organizational commitment, work ethic, Based on the findings of this research, it is possible to draw the following conclusions regarding the impact of job satisfaction on employee performance:

1. Internal communication plays a crucial role in shaping employee performance. The higher the quality and effectiveness of internal communication, the greater the level of expertise and enhanced employee performance will be. However, internal communication has an insignificant effect on employee job satisfaction.
2. Employee performance is greatly influenced by motivation. The greater the level of motivation, the better the quality and enhancement of employee performance. However, motivation plays a minor role in determining employee job satisfaction.
3. Strong organizational commitment positively impacts employee job satisfaction levels. The greater the commitment to the organization, the higher the job satisfaction experienced by employees. But organizational commitment has an insignificant effect on employee performance.
4. Work ethic has a significant effect on employee job satisfaction. The higher the work ethic or spirit of employees, the more job satisfaction employees feel. But work ethic has an insignificant effect on employee performance.
5. The level of job satisfaction experienced by employees has a notable impact on their overall performance. As the degree of job satisfaction rises among employees, there is a corresponding increase in their level of performance.
6. The significance of both job satisfaction and employee performance is evident in the strength value of the dependent variable, as calculated by the square value of multiple correlation (R²).

FURTHER STUDY

This research still has limitations, so it is necessary to carry out further research related to the topic The Impact of Job Satisfaction on the Performance of Educators and Education Personnel in order to perfect this research and increase insight for readers.

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