

Research Article

# The Influence of Work Spirit and Organizational Commitment on Job Satisfaction of Civil Servants at the Department of Social Affairs, Women Empowerment, Child Protection, and Family Planning of Sanggau Regency

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## ABSTRACT

This study aims to examine the influence of work spirit and organizational commitment on job satisfaction among civil servants at the Department of Social Affairs, Women Empowerment, Child Protection, and Family Planning of Sanggau Regency. The research employed a quantitative associative approach involving 44 respondents. Data were collected through questionnaires and interviews, and analyzed using multiple linear regression analysis with the assistance of SPSS version 25. The results indicate that the regression model is significant with  $F(2,41) = 17.931$ ,  $p < 0.001$ , showing a strong relationship ( $R = 0.683$ ) and a contribution of  $R^2 = 0.466$ . Partially, work spirit has a positive and significant effect on job satisfaction, and organizational commitment also has a positive and significant effect on job satisfaction. This finding suggests that the higher the employees' enthusiasm and commitment, the greater their job satisfaction will be. The study recommends enhancing employee motivation, implementing performance-based rewards, and fostering a more participatory work culture. Future research is advised to include additional variables such as leadership style and work environment to obtain more comprehensive and in-depth results.

**Keywords:** Work Spirit; Organizational Commitment; Job Satisfaction

## 1. INTRODUCTION

Human resources play a crucial role in determining the success of an organization or company, alongside other factors such as capital and assets. The management and development of employees are essential components of Human Resource Management (HRM), aimed at directing the potential of the workforce to contribute optimally to the achievement of organizational goals (Berianti & Mahdi, 2025). Therefore, human resource management must be optimized to ensure organizational effectiveness and efficiency. This effort forms an integral part of the core functions of human resource management, which focuses on the systematic development and control of employees. Considering the crucial role of employees in organizational success, it is essential to give greater attention to the implementation of their duties to ensure that organizational goals are optimally achieved (Fernanda & Mahdi, 2025).

Busro (2018, p. 325) explains that work spirit represents a positive condition within an organization that fosters enthusiasm and motivation among employees to perform better and become more productive. Similarly, Luthans (2006, p. 249) defines organizational commitment as an attitude reflecting employee loyalty and continuous concern for the success and well-being of the organization. In line with these views, Hasibuan (2020, p. 202) states that job satisfaction is a pleasant emotional attitude toward one's job, manifested through work morale, discipline, and individual performance.

One of the government institutions that became the focus of this study is the Department of Social Affairs, Women Empowerment, Child Protection, and Family Planning (DINSOSP3AKB) of Sanggau Regency. The institution is responsible for implementing regional government functions in the areas of social welfare, women empowerment, child protection, population control, and family planning. It is located at Jalan Sutan Syahrir No. 54, Beringin Village, Kapuas District, Sanggau Regency, and was established under Regional Regulation of Sanggau Regency No. 8 of 2016 and Regent Regulation No. 41 of 2016.

In 2025, the institution employed a total of 67 personnel, consisting of 45 civil servants (PNS) and 22 non-civil servants (non-PNS). The Department of Women Empowerment had the highest number of civil servants (20%), while the Department of Social Rehabilitation employed the most non-civil servants (18.18%) (DINSOSP3AKB Sanggau, 2025). The attendance system uses a fingerprint scanner for all employees. Based on attendance data from 2022–2024, absenteeism declined from 14.73% in 2022 to 6.47% in 2024, indicating improved employee discipline. This decline was largely due to enhanced

supervision measures, although some employees were still found leaving work early without recording their departure through the system (interview with Mrs. Martha Mona, S.IP, 2025).

Manullang in Busro (2018, p. 332) emphasizes that employees who enjoy their work will strive to meet organizational expectations, whereas high absenteeism rates indicate low work spirit. This is consistent with Wibowo (2016, p. 435), who states that employees with a strong organizational commitment tend to have good attendance records and remain loyal to institutional policies. Supporting this, Suhardi (2022) found that job satisfaction negatively affects absenteeism, meaning that higher satisfaction levels contribute to reduced employee absenteeism.

Data on employee discipline from 2022 to 2024 revealed a fluctuating pattern. In 2023, disciplinary violations increased by 37.5% compared to the previous year, but decreased by 18.18% in 2024. All recorded violations were classified as minor, including verbal reprimands, written warnings, and written statements of dissatisfaction. The findings of Abdullah et al. (2018) indicate that work spirit has a positive and significant effect on employee discipline, while Lahay et al. (2025) found that organizational commitment positively affects discipline. Likewise, Muhammad et al. (2022) confirmed that job satisfaction significantly influences employee discipline.

Employee performance at DINSOSP3AKB also showed a notable improvement. Based on performance appraisal data from 2022–2024, the proportion of employees rated as “good” increased from 88.89% in 2022 to 100% in 2024. This achievement is linked to the implementation of Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation (Permenpan-RB) No. 6 of 2022 concerning ASN Performance Management (Permenpan RB, 2022). According to an interview with the Head of General and Personnel Subdivision, improvements in attendance and punctuality were among the key factors contributing to higher employee performance.

Furthermore, the study by Syihab et al. (2020) demonstrated that work spirit significantly influences employee performance at the Department of Public Works and Spatial Planning in Barru Regency. Edison et al. (2022, p. 221) describe organizational commitment as a positive emotional drive that motivates employees to pursue excellence and achievement. Similarly, the research of Suwardi and Utomo (2013) found that job satisfaction positively affects employee performance at the Regional Secretariat of Pati Regency.

Based on the above phenomena and previous studies, it can be concluded that work spirit, organizational commitment, and job satisfaction are closely related and play an essential role in shaping employee performance. Therefore, the researcher is interested in conducting a study entitled “The Influence of Work Spirit and Organizational Commitment on Job Satisfaction of Civil Servants at the Department of Social Affairs, Women Empowerment, Child Protection, and Family Planning of Sanggau Regency.”

## 2. RESEARCH METHOD

### Type of Research

This study employed an associative research method. According to Siregar (2019, p. 15), associative or relational research aims to determine the relationship between two or more variables. Through this method, theories can be developed that serve to explain, predict, and control phenomena under investigation. The purpose of this research is to examine the relationship between Work Spirit and Organizational Commitment on Job Satisfaction among Civil Servants at the Department of Social Affairs, Women Empowerment, Child Protection, and Family Planning (DINSOSP3AKB) of Sanggau Regency.

### Data Collection Technique

This research utilized two types of data: primary data and secondary data. Primary data were collected directly from respondents through interviews and questionnaires. The interview was conducted with Mrs. Martha Mona, S.IP, Head of the General and Personnel Subdivision at DINSOSP3AKB Sanggau Regency. As stated by Sugiyono (2022, p. 137), interviews are used to gain an in-depth understanding of research problems, particularly when the number of respondents is relatively small. Questionnaires were distributed to all Civil Servants (PNS) at DINSOSP3AKB. According to Sugiyono (2022, p. 142), a questionnaire is a data collection technique by providing a set of written questions or statements to be answered by respondents independently.

Secondary data were obtained from the institution’s internal documents, including data on the number of employees by division, attendance records, instances of tardiness or early departure, types of sanctions, and average employee performance appraisal scores (Siregar, 2019, p. 37).

### Population and Sample

The population in this study comprised all Civil Servants (PNS) at DINSOSP3AKB Sanggau Regency, totaling 44 individuals, excluding the Head of Department. According to Siregar (2019, p. 56), a population represents the entire set of objects under study, which can include people, phenomena, or events. Given the relatively small population size, the study employed a census (saturated sampling) technique, in which all members of the population were used as samples. Sugiyono (2022, p. 85) explains that saturated sampling is applied when every population member is included in the sample.

## Research Variables & Measurement Scale

According to Sugiyono (2022, p. 38), a research variable is anything determined by the researcher to be studied in order to obtain information and draw conclusions. In this study, independent and dependent variables were used. The independent variables in this study are Work Spirit ( $X_1$ ) and Organizational Commitment ( $X_2$ ), while the dependent variable is Job Satisfaction ( $Y$ ). A Likert scale was used to measure respondents' attitudes, opinions, and perceptions of the research variables. As noted by Siregar (2019, p. 50), the Likert scale consists of five response levels ranging from Strongly Disagree (1) to Strongly Agree (5).

## Data Analysis Technique

Data were analyzed using a quantitative approach with the assistance of IBM SPSS software. The analytical process consisted of three main stages: instrument testing, classical assumption testing, and multiple linear regression analysis. Instrument testing included validity and reliability assessments. The validity test was conducted using the Product Moment correlation technique, where an instrument is considered valid if the correlation coefficient exceeds 0.3 or if  $r\text{-count} > r\text{-table}$  (Siregar, 2019, p. 77). Reliability was measured using the Cronbach's Alpha method, and an instrument is deemed reliable if the reliability coefficient ( $r_{11}$ )  $> 0.6$  (Siregar, 2019, p. 90). The classical assumption tests consisted of normality, linearity, and multicollinearity tests. The Kolmogorov–Smirnov method was applied to test data normality, with data considered normally distributed when the significance value is greater than 0.05 (Basuki & Prawoto, 2017, p. 60). The Test for Linearity was employed to assess the linear relationship between variables, where a relationship is considered linear if the significance value (Deviation from Linearity)  $> 0.05$  (Siregar, 2019, p. 178). Multicollinearity was examined using Tolerance and Variance Inflation Factor (VIF) values; a model is deemed free from multicollinearity if Tolerance  $> 0.1$  and VIF  $< 10$  (Ghozali, 2016, pp. 103–104). The main analysis used multiple linear regression to determine the influence of Work Spirit ( $X_1$ ) and Organizational Commitment ( $X_2$ ) on Job Satisfaction ( $Y$ ) (Siregar, 2019, p. 405). The relationship strength was measured using the correlation coefficient ( $R$ ), while the coefficient of determination ( $R^2$ ) was used to determine the contribution of independent variables to the dependent variable (Siregar, 2019, p. 338; Sugiyono, 2022, p. 184).

Hypothesis testing was carried out using the F-test to assess simultaneous effects and the t-test to examine partial effects. The model was considered statistically significant if the significance value (Sig.)  $< 0.05$  (Siregar, 2019, p. 408; Ghozali, 2016, p. 97).

## 3. RESULTS AND DISCUSSION

### 3.1 Test Research Instruments

#### 3.1.1 Validity Test

The validity test is conducted to ensure that each item in the instrument is capable of measuring the variables under study. An item is declared valid if the correlation value between the item score and the total score is significant. Based on calculations with  $df = 42$  and significance of 0.05, the table  $r$  value obtained is 0.297. The validity test results for each variable are presented in [Table 1](#).

**Table 1.** Validity Test Results

Variable	Indicator	r value	r table	Description
Work Spirit ( $X_1$ )	X1.1	0,890	0.297	Valid
	X1.2	0,836		
	X1.3	0,841		
	X1.4	0,857		
	X1.5	0,826		
	X1.6	0,814		
	X1.7	0,744		
	X1.8	0,825		
	X1.9	0,758		
Organizational Commitment ( $X_2$ )	X2.1	0,725	0.297	Valid
	X2.2	0,721		
	X2.3	0,501		
	X2.4	0,569		
	X2.5	0,675		
	X2.6	0,739		
	X2.7	0,798		
	X2.8	0,780		
	X2.9	0,687		
	X2.10	0,806		
	X2.11	0,681		

	Y.1	0,705		
	Y.2	0,745		
	Y.3	0,644		
	Y.4	0,428		
	Y.5	0,532		
	Y.6	0,657		
	Y.7	0,324		
Job Satisfaction (Y)	Y.8	0,547	0.297	Valid
	Y.9	0,748		
	Y.10	0,714		
	Y.11	0,760		
	Y.12	0,763		
	Y.13	0,759		

Source: SPSS Output, 2025

Based on the validity test results for each variable shown in **Table 1** above, it can be seen that all statement items have a calculated  $r$  value greater than the table  $r$  of 0.297. Thus, it can be concluded that all statement items listed in each variable are valid and can be used as instruments in this study.

### 3.1.2 Reliability Test

The reliability test aims to assess the consistency of statements in the questionnaire as a measuring tool. This study uses the Cronbach's Alpha method, where the instrument is declared reliable if it has an alpha value  $\geq 0.60$ . The results of the reliability test for each variable are presented in **Table 2**.

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha	Description
Work Spirit (X1)	0.939	
Organizational Commitment (X2)	0.896	Reliable
Job Satisfaction (Y)	0.883	

Source: SPSS Output, 2025

Based on the reliability test results for each variable shown in **Table 2** above, Cronbach's value is  $> 0.60$ . Thus, all statement items in each variable are considered reliable and can be used as instruments in this study.

## 3.2 Classic Assumption Test

### 3.2.1 Normality Test

The normality test is conducted to determine whether the research data is normally distributed. The analysis is performed using the Kolmogorov-Smirnov test through the SPSS, and the results are presented in **Table 3**.

**Table 3.** Normality Test Results

Test	Value
N (Sample)	44
Test Statistic	.112
Asymp.Sig.(2-tailed)	.199 <sup>e</sup>

Source: SPSS Output, 2025

Based on the normality test results shown in **Table 3** above, an Asymp. Sig. (2-tailed) value of 0.199 is obtained. Because this value is greater than the normality significance level of 0.05, it can be concluded that the data in this study is normally distributed.

### 3.2.2 Linearity Test

The linearity test aims to determine whether there is a linear relationship between the independent and dependent variables. The analysis uses the Test for Linearity through SPSS, with the results are presented in **Table 4**.

**Table 4.** Results of Linearity

Variable	Deviation from Linearity	Description
Job Satisfaction * Work Spirit	0.392	Linear
Job Satisfaction * Organizational Commitment	0.365	

Source: SPSS Output, 2025

Based on the results of the linearity test on the dependent and independent variables shown in **Table 4** above, a significance value of Deviation from Linearity > 0.05 is obtained. Thus, it can be concluded that there is a linear relationship between the dependent and independent variables.

### 3.2.3 Multicollinearity Test

The multicollinearity test aims to assess whether there is a high correlation between independent variables in the regression model. The analysis is to be conducted using SPSS, and the test results are presented in **Table 5**.

**Table 5.** Results of Multicollinearity Test

Variable	Tolerance	VIF
Work Spirit	.659	1.517
Organizational Commitment	.659	1.517

Dependent Variable: Job Satisfaction

Source: SPSS Output, 2025

Based on the results of the multicollinearity test shown in **Table 5** above, the results can be explained as follows:

1. The Work Spirit variable (X1) has a Tolerance value of 0.659, which is greater than 0.10. It also has a VIF value of 1.517, which is less than 10.00.
2. The Organizational Commitment variable (X2) has a Tolerance value of 0.659, which is greater than 0.10. It also has a VIF value of 1.517, which is less than 10.00.

Based on the explanation above and referring to the decision-making criteria stating that the Tolerance value must be above 0.10 and the VIF below 10.00, it can be concluded that there is no multicollinearity between the two independent variables in this study.

### 3.3 Multiple Linear Regression Analysis

Multiple regression analysis is used to determine the extent to which independent variables simultaneously and partially influence dependent variables and form a predictive model of the relationship between variables. The regression coefficient results based on SPSS analysis are presented in **Table 6**.

**Table 6.** Results of Multiple Linear Regression Analysis

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.025	2.547	.015
Work Spirit	.345	3.374	.002
Organizational Commitment	.317	2.046	.047

Dependent Variable: Job Satisfaction

Source: SPSS Output, 2025

Based on the results of the multiple linear regression analysis in **Table 6** above and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 1.025 + 0.345X_1 + 0.317X_2$$

- a. The constant value of 1.025 indicates that the baseline level of Job Satisfaction (Y) is 1.025 when Work Spirit (X<sub>1</sub>) and Organizational Commitment (X<sub>2</sub>) are zero (0) or held constant.
- b. The regression coefficient (b<sub>1</sub>) for the Work Spirit (X<sub>1</sub>) variable is 0.345 with a positive direction, indicating that every one-unit increase in Work Spirit will cause a 0.345 increase in Job Satisfaction.
- c. The regression coefficient (b<sub>2</sub>) for the Organizational Commitment (X<sub>2</sub>) variable is 0.317 with a positive direction, indicating that every one-unit increase in Organizational Commitment will cause an increase of 0.317 in Job Satisfaction.

### 3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength and direction of the relationship between two or more variables. This analysis uses the Product Moment technique, with the results are presented in **Table 7**.

**Table 7.** Results of Correlation Coefficient Test (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683 <sup>a</sup>	.466	.441	.56160

Predictors: (Constant), Organizational Commitment, Work Spirit

Dependent Variable: Job Satisfaction

Source: SPSS Output, 2025

Based on the correlation coefficient test results shown in **Table 7** above, a correlation coefficient (R) value of 0.683 is obtained. This means that the relationship between Work Spirit and Organizational Commitment to Job Satisfaction is categorized as strong, as the value is in the range of 0.60-0.799.

### 3.5 Analysis of the Coefficient of Determination $R^2$

The  $R^2$  value of 0.466 indicates that 46.6% of the variation in Job Satisfaction is explained by Work Spirit and Organizational Commitment, while the remaining 53.4% is influenced by other factors not examined in this study.

### 3.6 Simultaneous Test (F Test)

The simultaneous test (F test) is used to assess the combined influence of all independent variables on the dependent variable. The results of the analysis using SPSS are presented in **Table 8**.

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

Model	Sum of Squares	Mean Square	F	Significance
Regression	11.310	5.655	17.931	.000 <sup>b</sup>
Residual	12.931	.315		

Dependent Variable: Job Satisfaction

Predictors: (Constant), Organizational Commitment, Work Spirit

Source: SPSS Output, 2025

Based on the results of the simultaneous test (F test) in **Table 8**, the F-test result shows  $F(2, 41) = 17.931$ ,  $p < .001$ , indicating that Work Spirit and Organizational Commitment simultaneously have a significant effect on Job Satisfaction.

### 3.7 Partial Test (t Test)

The partial test (t-test) is used to analyze the influence of each independent variable individually on the dependent variable. The test results using SPSS are presented in **Table 9**.

**Table 9.** Results of Partial Test (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.025	2.547	.015
Work Spirit	.345	3.374	.002
Organizational Commitment	.317	2.046	.047

Dependent Variable: Job Satisfaction

Source: SPSS Output, 2025

Based on partial hypothesis testing (t-test) in **Table 9** above, the calculated t-value will be compared with the t-table value. The t-table value is 1.681. The partial t-test results shown in **Table 9** can be explained as follows:

- The partial t-test results show that the Work Spirit ( $X_1$ ) variable has a t-value of 3.374 with a significance level of  $p = .002 < 0.05$ , indicating a positive and significant effect on Job Satisfaction (Y). This implies that higher work spirit among employees leads to increased job satisfaction.
- Similarly, the Organizational Commitment ( $X_2$ ) variable obtained a t-value of 2.046 with a significance level of  $p = .047 < 0.05$ , meaning that organizational commitment also has a positive and significant effect on job satisfaction. Employees who demonstrate stronger commitment to their organization tend to feel more satisfied with their jobs

## 4. CONCLUSION

Based on the research findings on the influence of work spirit and organizational commitment on job satisfaction among employees of DINSOSP3AKB, Sanggau Regency, it can be concluded that both variables have a positive and significant effect. Employees with a high level of work spirit and strong commitment to the organization tend to experience greater job satisfaction. Among the two variables, work spirit is identified as the most dominant factor in enhancing employee satisfaction. The coefficient of determination ( $R^2$ ) of 46.6% indicates that nearly half of the variation in job satisfaction is explained by work spirit and organizational commitment, while the remaining portion is influenced by other factors such

as leadership style, compensation system, and work environment. This finding suggests that job satisfaction is determined not only by internal factors but also by supportive organizational conditions. Practically, this study provides valuable insights for DINSOSP3AKB Sanggau Regency to strengthen employee work spirit and commitment through motivational development programs, performance-based rewards, and the establishment of a transparent and participatory work culture. Supportive leadership and effective two-way communication should also be emphasized to foster loyalty and maintain job satisfaction among employees. For future research, it is recommended to include additional variables such as work motivation, organizational justice, and work-life balance, and to employ the Structural Equation Modeling (SEM) approach to obtain more comprehensive and in-depth results. Overall, this study confirms that work spirit and organizational commitment are key determinants in creating satisfied, loyal, and high-performing employees within a modern bureaucratic environment.

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