

Research Article

The Influence of Job Involvement and Organizational Commitment on Job Satisfaction of Civil Servants at the UPTD Public Health Center of Sungai Ambawang

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ABSTRACT

This study aims to analyze the influence of Job Involvement and Organizational Commitment on Job Satisfaction of Civil Servants at the UPTD Public Health Center of Sungai Ambawang. The method used is an associative approach with primary data collected through interviews and questionnaires distributed to 49 civil servants at the UPTD Public Health Center of Sungai Ambawang. Secondary data was used to support the analysis. The results of the study indicate that Job Involvement and Organizational Commitment have a positive and significant effect on Job Satisfaction. Based on the multiple linear regression results, it was found that Job Involvement ($b_1 = 0.360$) and Organizational Commitment ($b_2 = 0.262$) positively affect Job Satisfaction, with a coefficient of determination (R^2) of 0.596, which indicates that 59.6% of the variation in Job Satisfaction can be explained by the two independent variables. The simultaneous test (F-test) shows that both variables significantly influence Job Satisfaction. In addition, the partial test (t-test) shows that both variables individually have a significant effect on Job Satisfaction. This study suggests that the leadership at the UPTD Public Health Center of Sungai Ambawang should strengthen organizational commitment and job involvement to improve job satisfaction and the quality of services provided to the community. For future research, it is recommended to consider additional variables, such as work-life balance or organizational culture, and explore longitudinal studies to better understand the long-term impact of Job Involvement and Organizational Commitment on Job Satisfaction and employee retention.

Keywords: Job Involvement; Organizational Commitment; Job Satisfaction; Civil Servants; Public Health Center

1. INTRODUCTION

Human resources are one of the most important elements and the most valuable asset for organizations, whether private or government institutions. According to Hasibuan (2017), human resource management is the science and art of managing the relationships and roles of the workforce to effectively and efficiently help achieve the goals of the company and society. Government institutions must have qualified and reliable human resources to achieve the established objectives. The UPTD Puskesmas Sungai Ambawang was established before the expansion of the Pontianak Regency in 2007 and was further strengthened by the Decree of the Regent of Kubu Raya No. 64 of 2011 regarding the Amendment to the Decree of the Regent of Kubu Raya No. 44 of 2010 concerning the List of Numbering and Status of Treatment and Non-Treatment Puskesmas in Kubu Raya Regency. Administratively, this Puskesmas is under the Kubu Raya Regency Government, and technically it is a Puskesmas under the Kubu Raya Regency Health Office. UPTD Puskesmas Sungai Ambawang provides dental care, laboratory testing, child care, community health counseling, and treatment for pregnant women and childbirth.

UPTD Puskesmas Sungai Ambawang serves both inpatient and outpatient services. The number of services at UPTD Puskesmas Sungai Ambawang from 2020 to 2023 is shown in [Table 1](#).

Table 1. Inpatient and Outpatient Services for 2022-2024

Year	Inpatient	Outpatient
2022	207	16.543
2023	280	13.337
2024	278	13.238

Source: UPTD Puskesmas Sungai Ambawang, 2025

Based on [Table 1](#). shows the number of inpatient services at the Sungai Ambawang Community Health Center in 2022, which was 207 patients, increased to 280 patients in 2023, and decreased to 278 patients in 2024. The number of outpatient

services in 2022 was 16,543 patients, decreasing to 13,337 patients in 2023, and further decreasing to 13,238 patients in 2024. Public complaints about the services provided by the UPTD Puskesmas Sungai Ambawang include unresponsive and slow service, difficulty in obtaining referral letters, and delays in the process of requesting medical certificates.

The absenteeism rate of Civil Servants at UPTD Puskesmas Sungai Ambawang in 2021 increased by 5.05%, and in 2022 it increased by another 1.20%. However, in 2023 it decreased by 2.14%, and in 2024 it decreased by 3.09%, although the absenteeism rate remains relatively high. According to Wegge et al. (2007), job involvement affects employee absenteeism. Job involvement will have a stronger effect on absenteeism when employee job satisfaction is low. According to Priansa (2017), low employee commitment can result in turnover, high absenteeism, increased work delays, and a lack of intention to remain as an employee in the organization. It also leads to low work quality and reduced loyalty to the organization. According to Suhardi (2022), there is a direct influence of job satisfaction on absenteeism. Increasing job satisfaction can reduce absenteeism. Priansa (2017) states that absenteeism is a phenomenon that reduces the effectiveness and efficiency of organizations by increasing employee costs. In many jobs, a replacement is needed whenever an employee is absent, which results in additional costs for the replacement employee. The permanent employee still receives pay, leading to an increase in costs for the replacement staff.

An interview with Mr. Okta Sucianto, SKM, Head of Administrative Affairs at UPTD Puskesmas Sungai Ambawang, revealed that the lack of workforce at UPTD Puskesmas Sungai Ambawang causes uneven work distribution in patient handling, leading some employees to feel that the work is not fairly distributed among them. One factor that influences the smooth operation of an organization is job satisfaction (Febriyan & Kusumayadi, 2023). Job satisfaction affects not only individual performance but also overall productivity and efficiency within the organization. According to Robbins (1996) in Tsauri (2013), job satisfaction is an individual's attitude toward their job. An employee with high job satisfaction will have a positive attitude toward their work. On the other hand, an employee dissatisfied with their work will have negative feelings about it. Another definition states that job satisfaction is an employee's attitude toward their work, which relates to work situations, cooperation among employees, compensation received, and physical and psychological factors (Sutrisno, 2020). Job satisfaction must be considered in organizational activities because it indirectly affects the outcomes of processes within the organization (Faa'id et al., 2023).

Job involvement is an internal factor that needs to be enhanced for organizational advancement to achieve optimal performance. Job involvement in employees can be used to identify the tasks being performed and encourage employees to actively engage in their work (Fuadi & Hidayah, 2024). According to Robbins et al. (2016), job involvement refers to the extent to which an employee identifies with their job, actively participates in it, and considers their performance as important in their self-esteem. On the other hand, organizational commitment plays a significant role in influencing job satisfaction. Commitment within the company is crucial in fostering communication between employees and their supervisors, as well as in maintaining responsibility toward the company's goals for further development (Nurhayati, 2024). According to Suparyadi (2015), commitment is the state in which an individual supports the organization and its goals and desires to maintain their membership in the organization. Without strong commitment from employees, an organization will struggle to achieve its long-term goals (Damayanti & Dermawan, 2025). Based on the above background, the author intends to conduct research entitled The Influence of Job Involvement and Organizational Commitment on Job Satisfaction at UPTD Puskesmas Sungai Ambawang.

2. RESEARCH METHOD

This study uses an associative approach that aims to identify and measure the influence of these variables and construct a theory that can explain, predict, and control the phenomenon in the context of the study (Siregar, 2017). This study examines the influence of the relationship between two independent variables, namely Job Involvement (X1) and Organizational Commitment (X2), on the dependent variable, namely Job Satisfaction (Y). Data collection in this study involved two types of data, namely primary data and secondary data. Primary data was obtained through direct interviews with the Head of Administration of the Sungai Ambawang Community Health Center, Mr. Okta Sucianto, SKM, and through questionnaires distributed to civil servants (PNS) at the Sungai Ambawang Community Health Center. Secondary data used includes the number of employees, employee absenteeism, and inpatient and outpatient service data at the Sungai Ambawang UPTD Puskesmas. The population in this study was all civil servants working at the Sungai Ambawang UPTD Puskesmas in 2025, totaling 49 people, excluding the Head of the Puskesmas. The sampling technique used was saturated sampling, which is a technique in which all members of the population are used as research samples. Thus, the sample size in this study was 49 civil servants (Sugiyono, 2017). The variables used in this study consist of two independent variables, namely Job Involvement (X1) and Organizational Commitment (X2), and one dependent variable, namely Job Satisfaction (Y). To measure respondents' perceptions of these variables, a Likert scale was used, which has five alternative answers, ranging from strongly disagree to strongly agree, with scores given from 1 to 5 (Sugiyono, 2017).

The data analysis techniques used in this study include several steps. First, instrument testing was conducted to measure the validity and reliability of the questionnaire. Validity testing was performed using the Product Moment correlation technique, while reliability testing used the Cronbach's Alpha method (Siregar, 2017). Second, classical

assumption tests were conducted to test data normality using the Kolmogorov-Smirnov test, linearity tests to ensure that the relationship between variables is linear, and multicollinearity tests to check whether there is correlation between independent variables (Ghozali, 2018; Purnomo, 2016). Furthermore, to measure the influence between the variables studied, multiple linear regression analysis was used. This technique allows researchers to determine the influence of independent variables on dependent variables and predict the relationship between variables based on existing data (Siregar, 2017). Additionally, Pearson's correlation coefficient was used to measure the strength of the relationship between the variables in this study (Siregar, 2017). The coefficient of determination (R^2) was used to determine the contribution of the independent variables to the dependent variable (Siregar, 2017). Finally, to test the simultaneous influence between independent and dependent variables, an F-test was conducted to determine whether the independent variables collectively influence the dependent variable (Siregar, 2017). Additionally, a t-test was used to measure the partial influence of each independent variable on the dependent variable by calculating the t-value and comparing it with the t-table value using SPSS software (Siregar, 2017).

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

Validity testing was conducted by calculating the correlation between each question (item) and the total score. The results of the validity testing of all questions in this study can be seen in **Table 2** as follows:

Table 2. Validity Test Results

Variable	Indicators	r value	r table	Description
Job Involvement (X1)	X1.1	0,717	0,281	Valid
	X1.2	0,567		
	X1.3	0,629		
	X1.4	0,770		
	X1.5	0,480		
	X1.6	0,539		
	X1.7	0,580		
	X1.8	0,707		
	X1.9	0,674		
	X1.10	0,448		
Organizational Commitment (X2)	X2.1	0,717	0,281	Valid
	X2.2	0,749		
	X2.3	0,781		
	X2.4	0,750		
	X2.5	0,434		
	X2.6	0,669		
	X2.7	0,790		
	X2.8	0,785		
	X2.9	0,793		
	Y.1	0,582		
Job Satisfaction (Y)	Y.2	0,769	0,281	Valid
	Y.3	0,842		
	Y.4	0,806		
	Y.5	0,793		
	Y.6	0,550		
	Y.7	0,397		
	Y.8	0,557		
	Y.9	0,753		
	Y.10	0,443		
	Y.11	0,622		
	Y.12	0,747		
	Y.13	0,746		

Source: Processed Data, 2025.

Based on the validity test results for all variables in Table 1 above, it is known that all statement items have a calculated r value $> r$ table. Thus, all statement items of all variables in this study can be declared valid and suitable for use in research.

3.1.2 Reliability Test

The reliability test of the variables of job involvement (X1), organizational commitment (X2), and job satisfaction (Y) can be seen in **Table 3**.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Description
Job Involvement (X1)	0,813	
Organizational Commitment (X2)	0,885	Reliable
Job Satisfaction (Y)	0,896	

Source: Processed Data, 2025.

The Cronbach's alpha values for all variables are greater than 0.6, so it can be concluded that all items measuring the variables of Job Involvement (X1), Organizational Commitment (X2), and Job Satisfaction (Y) in the questionnaire are reliable.

3.2 Classic Assumption Test

3.2.1 Normality Test

The normality test conducted in this study aims to analyze whether the data in the study is normally distributed or not. The method used in the normality test in this study is the Kolmogorov-Smirnov method. The results of the normality test can be seen in **Table 4**.

Table 4. Normality Test Results

Test	Value
N (Sample)	49
Test Statistic	.067
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2025.

The normality test results in **Table 4**, shown a significance value of $0.200 > 0.05$, so it can be concluded that the data is normally distributed.

3.2.2 Linearity Test

Linearity testing in this study was conducted to see whether there was a linear relationship between the independent and dependent variables. To test this, the Test for Linearity method was used as an analytical tool. The results of the linearity test can be seen in **Table 5**.

Table 5. Result of Linearity

Variable	Deviation from Linearity	Description
Job Satisfaction * Job Involvement	0,118	Linear
Job Satisfaction * Organizational Commitment	0,163	

Source: Processed Data, 2025.

Based on **Table 5**, it can be concluded that the significance value of Deviation from Linearity is > 0.05 , so it can be concluded that there is a linear relationship between the independent and dependent variables in this study.

3.2.3 Multicollinearity Test

The multicollinearity test conducted in this study aims to analyze whether there is a very strong relationship between independent variables in the regression model. If the independent variables are highly correlated, this can cause the coefficient estimation results to be inaccurate and reduce the overall reliability of the regression model. Based on the multicollinearity test, the results can be seen in **Table 6**.

Table 6. Multicollinearity Test Results

Variable	Tolerance	VIF
Job Involvement	.512	1,952
Organizational Commitment	.512	1,952

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025.

Based on **Table 6** shown that the tolerance value of the Job Involvement (X1) and Organizational Commitment (X2) variables is 0.512, greater than 0.10, and the VIF value of the Job Involvement (X1) and Organizational Commitment (X2) variables is 1.952, less than 10, so it can be concluded that there are no symptoms of multicollinearity.

3.3 Multiple Linear Regression Analysis

The results of the multiple linear regression calculations can be seen in **Table 7** below:

Table 7. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.134	4.632	.000
Job involvement	.360	3.819	.000
Organizational Commitment	.262	2.556	.014
Dependent Variable: Job Satisfaction			

Source: Processed Data, 2025.

Based on the **Table 7**, it can be seen that the value of $a = 1.134$, while the value of $b1 = 0.360$ and the value of $b2 = 0.262$, so that the regression equation is as follows:

$$Y = 1.134 + 0.360X_1 + 0.262X_2$$

- The constant (a) is 1.134, which means that if the variables Job Involvement (X1) and Organizational Commitment (X2) are zero, then Job Satisfaction (Y) will be 1.134 units.
- The regression coefficient value of the Job Involvement variable (b1) is 0.360 and is positive, meaning that if Job Involvement by 1 (one) unit, then Job Satisfaction will increase by 0.360 units.
- The regression coefficient value of the Organizational Commitment variable (b2) is 0.262 and is positive, meaning that if Organizational Commitment increases by 1 (one) unit, then Job Satisfaction will increase by 0.262 units.

3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the degree of correlation between two or more variables. The method used in this analysis is the Product Moment correlation. The results of the multiple correlation coefficients can be seen in **Table 8**.

Table 8. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.772 ^a	.596	.578	.47107
Predictors: (Constant), Organizational Commitment, Job Involvement				
Dependent Variable: Job Satisfaction				

Source: Processed Data, 2025.

Based on the **Table 8**, the correlation coefficient (R) value obtained is 0.772, indicating that Job Involvement and Organizational Commitment have a strong relationship on the Job Satisfaction of Civil Servants at the UPTD Puskesmas Sungai Ambawang.

3.5 Analysis of the Coefficient of Determination R^2

Based on the coefficient of determination (R^2) value shown in Table 7 above, the *R-Square* value is 0.596. This means that the variables of Job Involvement and Organizational Commitment are able to explain 59.6% of the influence on Job Satisfaction, while the remaining 40.4% is influenced by other variables not discussed in this study.

3.6 Simultaneous Test (F Test)

Simultaneous testing (F-test) in a study aims to analyze whether all independent variables together have a significant effect on the dependent variable. The results of the simultaneous effect test (F-test) from this study can be seen in **Table 9** below:

Table 9. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	15.053	7.527	33.918	.000 ^b
Residual	10.208	.222		

Dependent Variable: Job Satisfaction

Predictors: (Constant), Organizational Commitment, Job Involvement

Source: Processed Data, 2025.

Based on the simultaneous test results (F test) in **Table 9**, the calculated F value is $33.981 > F$ table 2,01 and the significance value is $0.000 < 0.05$. Thus, it can be concluded that the variables Job Involvement and Organizational Commitment simultaneously have a positive and significant effect on Job Satisfaction.

3.7 Partial Test (t Test)

Partial tests (t-Test) conducted in a study aim to test the effect of each independent variable individually on the dependent variable in a proposed hypothesis. The results of the partial tests (t-Test) can be seen in [Table 10](#) below:

Table 10. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.134	4.632	.000
Job Involvement	.360	3.819	.000
Organizational Commitment	.262	2.556	.014
Dependent Variable: Job Satisfaction			

Source: Processed Data, 2025.

Table 10, it can be explained as follows:

- The calculated t-value for the Job Involvement (X1) variable is $3.819 >$ the table t-value of 1.677 and the significance value is $0.000 < 0.05$, so it can be concluded that H_0 is rejected and H_a is accepted, which means that Job Involvement partially has a significant effect on Job Satisfaction. These results are in line with research conducted by Sumasa et al. (2021), Ibrahim et al. (2021), and Suprianto (2021), which shows that Job Involvement has a significant effect on job satisfaction. High job involvement creates a greater sense of ownership, responsibility, and motivation towards achieving organizational goals, which ultimately increases job satisfaction. These studies provide empirical evidence that job involvement not only contributes to individual performance but also plays a key role in creating a more satisfying work environment.
- The calculated t-value for the Organizational Commitment (X2) variable is $2.556 >$ the table t-value of 1.677, and the significance level is $0.014 < 0.05$. Therefore, it can be concluded that H_0 is rejected and H_a is accepted, meaning that Organizational Commitment partially has a significant influence on Job Satisfaction. The results of this study are in line with the research conducted by Dwiyanti & Bagia (2020), Prasetyo et al. (2020) and which found that organizational commitment has a positive and significant effect on job satisfaction. This shows that the higher the employees' commitment to the organization, the greater their job satisfaction. Strong commitment motivates employees to feel more engaged, responsible, and actively involved in achieving organizational goals, which ultimately enhances their satisfaction. These findings emphasize that developing organizational commitment is a key element in creating a more productive and satisfying work environment for employees.

4. CONCLUSION

Based on the data analysis results, the multiple linear regression analysis produced the equation: $Y = 1.134 - 0.360X_1 + 0.262X_2$. The multiple correlation coefficient of 0.772 indicates a strong relationship Job Involvement (X1) and Organizational Commitment (X2) with Job Satisfaction (Y) among Civil Servants at UPTD Puskesmas Sungai Ambawang. The coefficient of determination (R^2) of 0.596 shows that Job Involvement and Organizational Commitment together explain 59.6% of the variation in job satisfaction, while the remaining 40.4% is influenced by other factors not included in this study. Additionally, the simultaneous effect test (F test) indicates a significant influence of Job Involvement (X1) and Organizational Commitment (X2) on Job Satisfaction (Y). The partial effect test (t test) reveals that both Job Involvement and Organizational Commitment individually have a significant impact on Job Satisfaction among Civil Servants at UPTD Puskesmas Sungai Ambawang. These findings emphasize the importance of enhancing job involvement and organizational commitment as key factors in improving job satisfaction. Therefore, it is recommended that the leadership at UPTD Puskesmas Sungai Ambawang adopt strategies to enhance organizational commitment. One crucial approach is to ensure fairness in task allocation and to strengthen the values upheld within the organization. By strengthening commitment and job involvement, the health center can expect improvements in employee satisfaction and, ultimately, an enhancement in the quality of services provided to the community. For future research, it is recommended to expand the scope by including more diverse organizations and considering additional variables, such as work-life balance or organizational culture, which could further influence job satisfaction. Future studies could also explore longitudinal data to examine how changes in job involvement and organizational commitment over time impact job satisfaction and employee retention.

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