

Does Individual Performance Mediate the Effect of Organizational Commitment on Job Satisfaction of Village Government Apparatus?

Irfandi Buamonabot¹, Muhammad Asril Arilaha², Suratno Amiro³

Universitas Khairun, Ternate, Indonesia

Author Email: irfandi@unkhair.ac.id¹,
asril.arilaha@unkhair.ac.id², suratnoamiro@unkhair.ac.id³

Abstract. The purpose of this study was to examine the role of individual performance in mediating the relationship between organizational commitment and job satisfaction among village government employees in West Halmahera Regency, North Maluku Province. Using a hierarchical regression methodological approach, the prerequisites for direct effects between organizational commitment, individual performance, and job satisfaction were simultaneously tested. The sample in this study consisted of 133 respondents consisting of village heads, village secretaries, and heads of divisions (finance, general affairs, and planning) selected using a questionnaire survey method. Data were analyzed using validity and reliability tests, as well as simple linear and hierarchical regression. The results showed that all tests of direct relationships as prerequisites for mediation were successfully empirically supported. Furthermore, the main contribution of this study is proving that individual performance significantly acts as a mediating variable in the relationship between organizational commitment and employee job satisfaction. This finding emphasizes the importance of managing village apparatus performance in order to translate organizational commitment into optimal job satisfaction.

Keywords: Organizational Commitment, Job Satisfaction, Individual Performance, Village Government

1 Introduction

An increasingly competitive business environment requires subordinates to increase their performance [1]. Employee performance can be determined through the productivity of a job and competence possessed at work [2]. These two things can improve the company's image [3]. In addition, companies need subordinates with high commitment who positively impact the company [4]. Commitment is shown through behavior that contributes to the company [5]. Commitment is considered an essential

aspect because it has a direct relationship with employees and organizational performance [6]. Subordinates who have superior commitment and performance have a better level of satisfaction, so to achieve the goals set, the company must be able to maintain employee commitment, performance, and satisfaction [7]. Job satisfaction is an attitude shown by a person covering cognitive, affective, and behavioral aspects both in work and non-work life [8].

The statement above is not in line and inversely proportional to the research results that link organizational commitment, performance, and job satisfaction. Maryani et al. [7] revealed that commitment significantly positively affects job satisfaction. Furthermore, Randall [9], Wright & Bonett [10], and Wright & Bonett [11] stated that the relationship between commitment and performance is also significantly positive and negative. The direction of this relationship depends heavily on the type of commitment (what underlies the employee's commitment) as well as the specific conditions or context in the workplace. But Haerofiatna et al. [12] failed to confirm the relationship between commitment to job satisfaction and performance. Furthermore, the research results of Maryani et al. [7] explained that the performance relationship had a positive and significant effect on job satisfaction. Furthermore, Imam et al. [13] also stated in their literature review that there is no relationship between these two variables, but the results of their research actually stated a positive relationship.

Based on the inconsistent research results above, this study aims to test the consistency of the three variables above. In addition, there is a research gap that will be tested in this study as a performance variable as a mediator in the relationship between commitment and job satisfaction, especially in the context of village government which is still very limited. This is certainly a novelty proposed in this study.

2 Literature Review and Hypothesis Development

2.1 Expectancy Theory

The Performance-Satisfaction Model views job satisfaction as not the cause of high performance. Instead, successful performance results in rewards, and the perception of fairness in these rewards ultimately leads to job satisfaction [14]. Organizational commitment encompasses a strong belief in the organization's goals and a desire to remain a member of it [15]. In the context of village government, high levels of commitment among village officials encourage them to exert extra effort, even outside of formal working hours, to serve the community. This commitment serves as an antecedent that fuels strong motivation.

According to the Porter-Lawler model, the amount of effort does not always directly correlate with the final result. Effort must be supported by abilities and clear role perceptions [16]. In village government, a proper understanding of the role of the village officials regarding their primary duties and functions (e.g., public service, village fund management) will ensure that the efforts of village officials are accurately translated into optimal individual performance. High individual performance will result in two types of rewards: intrinsic (a sense of pride and accomplishment) and extrinsic (praise, incentives, or promotions). If village officials perceive these rewards

as equitable and fair (equity theory), job satisfaction will be created. This satisfaction serves as positive feedback that renews motivation for the next work cycle [17].

Overall, this logical flow suggests that strong commitment will enable village officials to achieve high performance. Furthermore, these performance achievements will be evaluated and rewarded (such as incentives or recognition), and this fair assessment of performance and reward will lead to job satisfaction.

2.2 Organizational Commitment

According to Luthans et al. [18], organizational commitment is a strong desire to become a member of a group and a high willingness to work for the organization. Organizational commitment is also considered a certain belief and acceptance of organizational values and goals [19]. In line with Luthans et al. and Saini, Lee & Kim [20] also suggested that organizational commitment is a form of an employee's willingness to side with a particular organization and its goals and intention to maintain membership in that organization. Furthermore, Michael [21] argued that commitment is an individual condition in which individuals become bound by their actions. This action will generate beliefs that support the activity and involvement.

2.3 Job Satisfaction

Job satisfaction has been defined in several ways [22]. Job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's job or work experience [23]. Meanwhile, according to Judge et al. [24], job satisfaction is a person's feelings of pleasure resulting from this pleasure, fostering positive feelings obtained from work or experience. The same statement was also put forward by Winton [25], who defined job satisfaction as an affective or emotional response to one's work. Jabid et al. [26] explained that job satisfaction is a person's reaction to work or organization.

2.4 Managerial Performance

Nurain et al. [27] argued that performance is a person's success in carrying out a task. Fitriyani et al. [28] explained that performance is the result of work that a person or group can achieve in an organization, according to their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and following morals as well as ethics. For this reason, organizations must have responsible human resources, good morals, and reliable laws, so the organization will certainly perform well [29].

2.5 Organizational Commitment and Job Satisfaction

Gumasing & Ilo [30] considered job satisfaction as the result of employee experience for the organization about what is desired and expected from his work. In their re-

search results Cayupe et al. [31] showed that organizational commitment is the antecedent of job satisfaction. The results of that study are also in line with Maryani et al. [7] that organizational commitment has a positive and significant influence on job satisfaction. For that, the hypothesis proposed is.

H1. Organizational commitment affects job satisfaction

2.6 Organizational Commitment and Performance

Maydiantoro et al. [32] stated that organizational commitment is generally defined as an employee's interest in a relationship with an organization. This commitment can be demonstrated by providing the best performance as a form of positive contribution to the organization. This is also supported by Nabhan & Munajat [33] that superior commitment can be demonstrated by good performance for the organization.

H2. Individual performance is positively influenced by organizational commitment

2.7 Performance and Job Satisfaction

According to Swedana [34] performance is how a person is expected to function and behave following the tasks assigned. Excellent performance gives individual satisfaction. Job satisfaction is the level of pleasure a person feels for his role or works in an organization [35]. This means that according to the research results of Maryani et al. [7] and Imam et al. [13] that the relationship between the two variables is significantly positive. Then the hypothesis proposed is as follows.

H3. Job satisfaction is influenced by the performance

2.8 The Mediating Role of Individual Performance on the Relationship between Organizational Commitment and Job Satisfaction

The explanation in hypotheses 1, 2, and 3 shows that performance can influence and is influenced by organizational commitment and job satisfaction so that the performance variable can mediate the relationship between the two variables [36]. For that, the hypothesis proposed is as follows

H4. Performance mediates the relationship between organizational commitment and job satisfaction

3 Research Methodology

3.1 Research Approach and Data Collection Technique

This research was conducted in West Halmahera Regency. Data collection was carried out in December-February 2023. This research uses a quantitative approach, namely a survey with a questionnaire. The population in this study is all village governments in West Halmahera Regency, totaling 845 village apparatus with details of 1 village consisting of 5 village officials, then adding up the total number of villages of

169 Villages in West Halmahera Regency [37]. The purposive sampling method was used to determine the sample. The conditions used were that the sample involved in this study was the one who best understood related to commitment, job satisfaction, and performance of village government officials. Roscoe et al. [38] explained that in social science research, the number of appropriate samples ranged from 30-500 respondents, so as many as 133 village heads were involved in this survey.

3.2 Data Analysis Method

This study also used validity and reliability tests with factor loading values ≥ 0.5 and Cronbach alpha $\geq 0,7$ [39]. Related to testing hypotheses 1, 2, and 3, using simple regression with reference to Hair & Sabol [39] and hypothesis 4 using hierarchical regression with reference to Baron & Kenny [36]. Lastly, the organizational commitment variable research questionnaire referred to the Mowday et al. [40] questionnaire with 15 question items, and the individual performance questionnaire was adopted from Abramis [41] with 7 question items. And the job satisfaction questionnaire adopted the questionnaire developed by Brayfield & Rothe [42] with 5 question items. The three variables in this study use a Likert scale of 5 with strongly disagree to strongly agree.

4 Research Results and Discussion

4.1 Questionnaire Distribution and Respondent Profile

Based on the results of distributing the questionnaires, it was shown that of the 845 or 100% of the questionnaires distributed, only 250 or 30.06% of the questionnaires were returned, and 133 or 15.74% of the questionnaires fulfilled the requirements for data processing purposes. The results of distributing this questionnaire also showed that the response rate in this study was 15.74%.

The results of distributing the questionnaires in Table 1 also show that the majority of village administrations in West Halmahera Regency are men (125 respondents or 94.7%) compared to women (7 people or 5.3%). The respondents also have positions that vary both for village heads (32 people or 24.06%), secretaries (38 people or 28.57%), heads of financial affairs (19 people or 14.29%), heads of general affairs (23 people or 17.29%), and head of planning affairs (21 people or 15.79%). Finally, most of the respondents were dominated by high school graduates compared to bachelor.

Table 1. Profile of Respondents

Profile	Description	Frequency	Percentage
Gender	Male	125	94,70%
	Female	7	5,30%
Position	Village Head	32	24,06%

	Secretary	38	28,57%
	Head of Financial Affairs	19	14,29%
	Head of General Affairs	23	17,29%
	Head of Planning Affairs	21	15,79%
Education	High School	97	72,93%
	Bachelor	36	27,07%

Source: Processed data

4.2 Respondents' Perceptions regarding Organizational Commitment, Job Satisfaction, and Individual Performance

The results in Table 2 show that the village government's perception of organizational commitment is neutral (43.61%). This indicates that the knowledge or understanding related to the organization, in this case, the village government, is still in the middle-level category. Even though the level of understanding is in the middle category, job satisfaction is in the high category (49.62%). Just like job satisfaction, the individual performance also shows that respondents' perception of their performance is also in the high category (67.67%).

Table 2. The **village government** Perception on Organizational Commitment, Job Satisfaction, and Individual Performance

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Modus
Organizational Commitment	6,02	36,09	43,61	13,53	0,75	Neutral
Job Satisfaction	-	6,02	9,02	49,62	35,34	Agree
Individual Performance	-	2,26	6,02	67,67	24,06	Agree

Source: Processed data

4.3 Validity and Reliability Test Results

The results of the validity test in Table 3 show that specifically for organizational commitment and individual performance variables, analysis tests were carried out two times because several question items did not meet the loading factor ≥ 0.5 , while for question items representing job satisfaction, only 1-time validity test was carried out and no questions were discarded because they were considered valid. For organizational commitment question items that must be discarded are org.commit1, org.commit5, org.commit8, and org.commit14, while the question items representing individual performance that must be discarded are perform3 and perform7. After these questions, organizational commitment and individual performance are discard-

ed; all question items are considered valid because they fulfill a factor loading ≥ 0.5 . Valid questions are then subjected to reliability testing. The results show that the organizational commitment variable has a Cronbach alpha value of 0.920, job satisfaction 0.851, and individual performance 0.778. So that this value meets the minimum range value for a variable, it can be said to be reliable, namely ≥ 0.7 .

Table 3. Validity and Reliability Test Results

Factor and Scale	Factor 1	Factor 2	Factor 3	Cronbach Alpha
Org.Commit2	0,604			0,920
Org.Commit3	0,748			
Org.Commit4	0,761			
Org.Commit6	0,745			
Org.Commit7	0,802			
Org.Commit9	0,775			
Org.Commit10	0,879			
Org.Commit11	0,784			
Org.Commit12	0,742			
Org.Commit13	0,744			
Org.Commit15	0,623			
Job.Satis1		0,763		0,851
Job.Satis2		0,856		
Job.Satis3		0,805		
Job.Satis4		0,809		
Job.Satis5		0,761		
Perform1			0,789	0,778
Perform2			0,720	
Perform4			0,714	
Perform5			0,776	
Perform6			0,575	

Source: Processed Data

4.4 Hypothesis Testing Results

The results of hypothesis testing show that job satisfaction and individual performance are positively and significantly influenced by organizational commitment ($\beta = 0.200$, $t = 2.364$, $P < 0.05$ and $\beta = 0.135$, $t = 2.292$, $P < 0.05$), individual performance influenced by a positive effect on customer perceptions ($\beta = 0.761$, $t = 9.194$, $P < 0.05$). Finally, job satisfaction is also positively and significantly influenced by individual performance ($\beta = 0.331$, $t = 2.707$, $P < 0.05$), so hypotheses 1, 2, and 3 are supported in this study (see table 4).

Table 4. Hypothesis Testing Results

Independen Var- iable	Job Satisfaction			Individual Performance		
	B	T	Sig	β	t	Sig
Organizational Commitment	0,200	2,364	0,020	0,135	2,292	0,024
Individual Perfor- mance	0,331	2,707	0,008	-	-	-

Source: Processed data

Finally, the results of testing hypothesis 4 in Table 5 show that individual performance mediates the full relationship between organizational commitment and job satisfaction. The influence between organizational commitment and individual performance, as well as individual performance and job satisfaction, produces a direct value of 0.045. This value is then added to the value of organizational influence and job satisfaction to 0.245 (total effect) so that hypothesis 4 in this study is supported.

Table 5. Direct, Indirect and Total Effect for Individual Performance as Mediating Variable

Variable	Direct	Indirect	Total Effect
Organizational Commitment-Individual Performance	0,135	0,045	0,245
Individual Performance-Job Satisfaction	0,331	-	-
Organizational Commitment-Job Satisfaction	0,200	-	-

Source: Processed data

The findings of this study provide valuable theoretical contributions by situating organizational behavior within the specific context of village governance in West Halmahera Regency, North Maluku. This region is characterized by rural-coastal geographic challenges and limited infrastructure connectivity, which require village officials to act as independent and responsive public service units without the support of established modern bureaucratic facilities. Furthermore, the strong collective social fabric in West Halmahera creates a unique work environment, where official accountability is not only formal-administrative to the state, but also moral-face-to-face to the local indigenous community. Amid the dual pressures of limited technical capacity and high demands on village budget management, organizational commitment has been shown to act as a crucial psychological anchor. This explains why variations in job satisfaction and perceived performance of village officials in this region are significantly driven by their internal commitment to local service, a dynamic rarely found in public sector bureaucracies in urban areas that tend to be anonymous.

4.5 Organizational Commitment and Job Satisfaction

The results of this study indicate that organizational commitment has a positive influence on job satisfaction. This shows that when there is an increase in one's commitment to the organization, it will be followed by the level of satisfaction felt by that person. These results also provide confirmation that one of the factors that can in-

crease satisfaction is work commitment [31]. The results of this study are also in line with research conducted by Maryani et al. [7] that job satisfaction is largely determined by one's commitment at work.

4.6 Organizational Commitment and Performance

This study also provides results that align with the hypothesis that a person's performance can be determined by his commitment to the organization. The results of this study are also in line with the opinion of Maydiantoro et al. [32] that a person's commitment to an organization is shown through his interest in showing positive performance. The results of this study are also the same as previous research that a person's performance can be determined through his understanding of the organization [33].

4.7 Performance and Job Satisfaction

Similar to hypotheses 1 and 2, hypothesis 3 also shows that job satisfaction is highly dependent on the performance achieved. The results of this study are also in line with the opinion expressed by Swedana [34] and [35] that the level of one's pleasure as a result of perceived job satisfaction can occur when the person concerned has achieved the performance targeted to him. The results of this study are also in line with the results of research by Maryani et al. [7] and Imam et al. [13] that one's job satisfaction is determined based on task achievement.

4.8 Mediation of Individual Performance on the Relationship between Organizational Commitment and Job Satisfaction

The results of testing the hypothesis in table 5 show that individual performance variables can be a fully mediating variable, both directly and indirectly, on job satisfaction, especially in the context of village heads, especially the village government of West Halmahera Regency. These results also strengthen the theory of the relationship mechanism described previously, namely by Luthans et al. [18], Judge et al. [24], Nurain et al. [27] and Maryani et al. [7].

5 Conclusion

Based on the results of the conceptual analysis, this study formulates several specific managerial interventions that can be implemented in West Halmahera Regency. First, to increase organizational commitment, the Village Government must align formal work procedures with the collective sociological values of the community through a transparent coordination forum with traditional and community leaders. Second, to boost job satisfaction amidst geographical-connectivity challenges, the Community and Village Empowerment Service (DPMD) needs to facilitate an inter-village partnership assistance program (peer-to-peer mentoring) and prioritize village budgets for fulfilling digital infrastructure at village offices to facilitate the reporting system.

Third, improving the performance of village officials must be supported by a shift from theoretical training models to direct mentoring models (Accountability Clinics) at the sub-district level by the Regional Inspectorate. This proactive intervention is crucial for unraveling technical obstacles in Village Fund management, thereby converting the apparatus' psychological commitment into accountable administrative performance achievements.

Based on the research results previously described, it can be concluded that organizational commitment positively and significantly influences job satisfaction and individual performance. Second, job satisfaction is also positively and significantly influenced by individual performance. Third, individual performance mediates fully and partially on the relationship between organizational commitment and job satisfaction. In addition, this study also has limitations and suggestions for further research, namely this study uses measurements specifically for individual performance variables that are "self-assessment," be it village heads, secretaries, heads of financial affairs, heads of general affairs, and heads of planning affairs so that future research uses a 360-degree assessment so that the performance of each position can be more transparent. Furthermore, the limitation of the low response rate in this study is that in future research, it is recommended that experimental tests be added to address non-response bias by following the recommendations of Armstrong and Overton [43]. In addition, this research has limitations in terms of testing mediation effects, where the analysis of indirect relationships still refers to the classic causal steps procedure from Baron and Kenny (1986). As a methodological improvement, future research is highly recommended to apply more robust modern mediation techniques, such as the bootstrapping method. Finally, this study could examine several other variables to examine the mediation of the relationship between organizational commitment and job satisfaction, such as leadership style and public service motivation, examined in the context of village governance.

References

1. M. A. Alnagbi, H. Aldabbas, L. Gernal, A. M. Elamin, and A. Z. E. Ahmed, "Work engagement and individual work performance in the UAE: the mediating role of work-life balance," *Front. Sociol.*, vol. 10, p. 1567207, 2025, doi: 10.3389/fsoc.2025.1567207.
2. G. Vijh, R. Sharma, and S. Agrawal, "Effect of competency on employee performance and the mediating role of commitment: An empirical investigation in the IT Industry," *J. Inf. Optim. Sci.*, vol. 43, no. 7, pp. 1573–1587, Oct. 2022, doi: 10.1080/02522667.2022.2128518.
3. A. Sarwar and L. Muhammad, "Impact of organizational mistreatment on employee performance in the hotel industry," *Int. J. Contemp. Hosp. Manag.*, vol. 33, no. 2, pp. 513–533, 2021, doi: 10.1108/IJCHM-01-2020-0051.
4. B. Alzadjali and S. Z. Ahmad, "The impacts of a high commitment work system on well-being: the mediating role of organization support and employee work-life balance," *Ind. Commer. Train.*, vol. 56, no. 1, pp. 53–77, Feb. 2024, doi: 10.1108/ICT-11-2022-0084.
5. S. Sharma, G. Prakash, A. Kumar, E. K. Mussada, J. Antony, and S. Luthra, "Analysing the relationship of adaption of green culture, innovation, green performance for achieving

- sustainability: Mediating role of employee commitment,” *J. Clean. Prod.*, vol. 303, p. 127039, Jun. 2021, doi: 10.1016/J.JCLEPRO.2021.127039.
6. M. I. Abdullah, D. Huang, M. Sarfraz, L. Ivascu, and A. Riaz, “Effects of internal service quality on nurses’ job satisfaction, commitment and performance: Mediating role of employee well-being,” *Nurs. Open*, vol. 8, no. 2, pp. 607–619, 2021, doi: 10.1002/nop2.665.
7. M. Maryani, N. Nurhadi, and M. A. B. Adnan, “Implementation of Job Commitment and Job Motivation toward Optimization of Job Satisfaction through Employee Performance,” *J. Apl. Manaj.*, vol. 20, no. 2, pp. 254–262, 2022, doi: 10.21776/ub.jam.2022.020.02.04.
8. A. W. Jabid, R. Syahdan, J. Fahri, and I. Buamonabot, “The Role of Receiving Technology on Employee Performance: Job Satisfaction as Mediation,” *J. Indones. Econ. Bus.*, vol. 38, no. 3, pp. 229–253, 2023, doi: 10.22146/jieb.v38i3.5361.
9. D. M. Randall, “Commitment and the organization: The organization man revisited,” *Acad. Manag. Rev.*, vol. 12, no. 3, pp. 460–471, 1987, doi: 10.5465/amr.1987.4306561.
10. T. A. Wright and D. G. Bonett, “The contribution of burnout to work performance,” *J. Organ. Behav. Int. J. Ind. Occup. Organ. Psychol. Behav.*, vol. 18, no. 5, pp. 491–499, 1997, doi: 10.1002/(SICI)1099-1379(199709)18:5%3C491::AID-JOB804%3E3.0.CO;2-I.
11. T. A. Wright and D. G. Bonett, “The moderating effects of employee tenure on the relation between organizational commitment and job performance: a meta-analysis,” *J. Appl. Psychol.*, vol. 87, no. 6, pp. 1183–1190, 2002, doi: 10.1037/0021-9010.87.6.1183.
12. Haerofiatna *et al.*, “The Effect of Organizational Commitment and Work Environment on Job Satisfaction and Teachers Performance,” *Turkish J. Comput. Math. Educ.*, vol. 12, no. 7, pp. 109–117, 2021, doi: 10.17762/turcomat.v12i7.2550.
13. M. T. Imam, Z. Zulkifli, and I. Buamonabot, “Organizational Culture and Job Satisfaction: Performance as a Mediation Variable,” *Society*, vol. 10, no. 2, pp. 695–705, 2022, doi: 10.33019/society.v10i2.439.
14. L. W. Porter and E. E. Lawler, *What job attitudes tell about motivation*. Harvard Business Review Reprint Service Boston, MA, 1968.
15. K. Mueller, T. Straatmann, and M. Schefer, “Organizational Commitment,” in *Encyclopedia of Quality of Life and Well-Being Research*, F. Maggino, Ed., Cham: Springer International Publishing, 2023, pp. 4871–4881. doi: 10.1007/978-3-031-17299-1_2030.
16. V. Vroom, L. Porter, and E. Lawler, “Expectancy theories,” in *Organizational behavior 1*, Routledge, 2015, pp. 94–113. doi: 10.4324/9781315702018-9.
17. S. Menon and V. Bhagat, “The role of motivation theories in powering intrinsic motivation through extrinsic motivators to induce a creative and innovative workforce,” *Res. J. Pharm. Technol.*, vol. 16, no. 6, pp. 3054–3064, 2023, doi: 10.52711/0974-360X.2023.00503.
18. F. Luthans, B. C. Luthans, and K. W. Luthans, “Organizational Behavior: An Evidence-Based Approach,” Dec. 28, 2020, *Emerald Publishing Limited*. doi: 10.1108/978-1-64802-127-5.
19. S. Saini, “Employee engagement and organizational commitment: a bibliometric review,” *Int. J. Product. Perform. Manag.*, vol. 74, no. 7, pp. 2314–2336, Jan. 2025, doi: 10.1108/IJPPM-05-2024-0345.
20. M. Lee and B. Kim, “Effect of Employee Experience on Organizational Commitment: Case of South Korea,” *Behav. Sci. (Basel, Switzerland)*, vol. 13, no. 7, pp. 1–22, Jun. 2023, doi: 10.3390/bs13070521.
21. J. Michael, *The philosophy and psychology of commitment*. Taylor & Francis, 2022. doi: 10.4324/9781315111308.

22. E. Fernández-Macias and R. M. de Bustillo Llorente, "Job Satisfaction," in *Encyclopedia of Quality of Life and Well-Being Research*, F. Maggino, Ed., Cham: Springer International Publishing, 2023, pp. 3731–3734. doi: 10.1007/978-3-031-17299-1_1568.
23. C. E. Williams *et al.*, "The role of discrete emotions in job satisfaction: A meta-analysis," *J. Organ. Behav.*, vol. 45, no. 1, pp. 97–116, Jan. 2024, doi: <https://doi.org/10.1002/job.2747>.
24. T. A. Judge, R. Klinger, and M. Li, "Promote Job Satisfaction Through Mental Challenge," in *Principles of Organizational Behavior*, 2023, pp. 161–178. doi: <https://doi.org/10.1002/9781394320769.ch8>.
25. B. G. Winton, "Disaggregating emotional intelligence: building job satisfaction through emotional abilities," *Int. J. Organ. Anal.*, vol. 31, no. 3, pp. 569–586, Aug. 2021, doi: 10.1108/IJOA-03-2021-2669.
26. A. W. Jabid, I. Buamonabot, J. Fahri, and M. A. Arilaha, "Organizational Politics and Job Satisfaction: Mediation and Moderation of Political Skills," *Binus Bus. Rev.*, vol. 12, no. 1, pp. 1–9, 2021, doi: 10.21512/bbr.v12i1.6226.
27. A. Nurain, H. Chaniago, and Y. Efawati, "Digital Behavior and Impact on Employee Performance : Evidence from Indonesia," *J. Technol. Manag. Innov.*, vol. 19, no. 3, pp. 15–27, 2024, doi: 10.4067/S0718-27242024000300015.
28. A. Fitriyani, M. Maelani, Z. Roes, and D. Haryadi, "Training effectiveness, work motivation on employee performance," *Int. J. Appl. Financ. Bus. Stud.*, vol. 11, no. 4, pp. 732–739, 2024, doi: 10.35335/ijafibs.v11i4.213.
29. Y. Rivaldo and S. D. Nabella, "Employee performance: Education, training, experience and work discipline," *Calitatea*, vol. 24, no. 193, pp. 182–188, 2023, doi: 10.47750/QAS/24.193.20.
30. M. J. J. Gumasing and C. K. K. Ilo, "The Impact of Job Satisfaction on Creating a Sustainable Workplace: An Empirical Analysis of Organizational Commitment and Lifestyle Behavior," 2023. doi: 10.3390/su151310283.
31. J. C. Cayupe *et al.*, "Self-efficacy, organizational commitment, workload as predictors of life satisfaction in elementary school teachers: the mediating role of job satisfaction," *Front. Psychol.*, vol. 14, p. 1066321, 2023, doi: 10.3389/fpsyg.2023.1066321.
32. A. Maydiantoro, R. Tusianah, U. C. A. S. Isnainy, T. A. R. P. Kesuma, M. A. Zainaro, and Y. Nuralisa, "A Literature Review of the Three Elements of Organizational Commitment: The Meaning of the Contribution Score Average," *WSEAS Trans. Bus. Econ.*, vol. 18, pp. 679–689, 2021, doi: 10.37394/23207.2021.18.67.
33. F. Nabhan and M. Munajat, "The role of work engagement and organizational commitment in improving job performance," *Cogent Bus. Manag.*, vol. 10, no. 2, p. 2235819, Dec. 2023, doi: 10.1080/23311975.2023.2235819.
34. I. N. Swedana, "The Role of Workload and Work Motivation in Influencing Performance through Job Satisfaction," *J. Manaj.*, vol. 27, no. 2, pp. 401–427, Jun. 2023, doi: 10.24912/jm.v27i2.1309.
35. E. E. García-Salirrosas, R. F. Rondon-Eusebio, L. A. Geraldo-Campos, and Á. Acevedo-Duque, "Job Satisfaction in Remote Work: The Role of Positive Spillover from Work to Family and Work–Life Balance," 2023. doi: 10.3390/bs13110916.
36. R. M. Baron and D. A. Kenny, "The Moderator-Mediator Variable Distinction in Social Psychological Research. Conceptual, Strategic, and Statistical Considerations," *J. Pers. Soc. Psychol.*, vol. 51, no. 6, pp. 1173–1182, 1986, doi: 10.1037/0022-3514.51.6.1173.
37. BPS, "Halmahera Barat Regency in Figures 2021," BPS-Statistics of Halmahera Barat Regency. [Online]. Available:

- <https://halbarkab.bps.go.id/publication/2021/02/26/fb3a9c23a2a2e937c4dfdb18/kabupaten-halmahera-barat-dalam-angka-2021.html>
38. A. M. Roscoe, D. Lang, and J. N. Sheth, "Follow-up Methods, Questionnaire Length, and Market Differences in Mail Surveys: In this experimental test, a telephone reminder produced the best response rate and questionnaire length had no effect on rate of return.," *J. Mark.*, vol. 39, no. 2, pp. 20–27, 1975, doi: 10.1177/002224297503900205.
 39. J. Hair and M. A. Sabol, "Overview of Multivariate Data Analysis," in *International Encyclopedia of Statistical Science*, M. Lovric, Ed., Berlin, Heidelberg: Springer Berlin Heidelberg, 2025, pp. 1853–1856. doi: 10.1007/978-3-662-69359-9_20.
 40. R. T. Mowday, R. M. Steers, and L. W. Porter, "The measurement of organizational commitment," *J. Vocat. Behav.*, vol. 14, no. 2, pp. 224–247, 1979, doi: [https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1).
 41. David J. Abramis, "Relationship of Job Stressors to Job Performance: Linear or an Inverted-U?," *Psychol. Rep.*, vol. 75, no. 1, pp. 547–558, 1994, doi: <https://doi.org/10.2466/pr0.1994.75.1.547>.
 42. A. H. Brayfield and H. F. Rothe, "An index of job satisfaction," *J. Appl. Psychol.*, vol. 35, no. 5, pp. 307–311, Oct. 1951, doi: 10.1037/h0055617.
 43. J. S. Armstrong and T. S. Overton, "Estimating nonresponse bias in mail surveys," *J. Mark. Res.*, vol. 14, no. 3, pp. 396–402, 1977, doi: 10.1177/002224377701400320.