



The Effect of Discipline, Work Environment and OCB on Job Satisfaction of KUA Employees in Banyuwangi Regency

M. Fauzan Anshori^{1*}, Suwignyo Widagdo², Diana Dwi Astuti³

¹⁻³ Jurusan Magister Manajemen, Institut Teknologi dan Sains Mandala, Jember, Indonesia,
mfauzananshori@gmail.com

Abstract. Human Resource Management (HRM) is a strategic approach to managing the workforce within an organization, aiming to enhance both individual effectiveness and overall organizational performance. Job satisfaction plays a crucial role as a supplement for employees to maintain and carry out their jobs. When employees feel valued and heard, they tend to have higher intrinsic motivation, leading to improved performance. This research employs a quantitative approach with data collection techniques using questionnaires. The data analysis technique utilized is multiple regression analysis. The results of the study reveal that: Testing results indicate that discipline significantly affects the job satisfaction of employees at the Religious Affairs Office (KUA) in Banyuwangi Regency; Testing results indicate that the work environment significantly affects the job satisfaction of employees at the Religious Affairs Office (KUA) in Banyuwangi Regency; Testing results indicate that Organizational Citizenship Behavior (OCB) significantly affects the job satisfaction of employees at the Religious Affairs Office (KUA) in Banyuwangi Regency; Testing results indicate that discipline, work environment, and OCB collectively affect the job satisfaction of employees at the Religious Affairs Office (KUA) in Banyuwangi Regency. High discipline, supported by clear rules, can improve the job satisfaction of KUA employees in Banyuwangi Regency. Employees who feel comfortable in their workplace contribute to higher job satisfaction. Employees exhibiting strong OCB are more likely to experience greater job satisfaction. The synergy of high discipline, a conducive work environment, and strong OCB can significantly enhance the job satisfaction of KUA employees in Banyuwangi Regency.

Keywords: discipline, work environment, OCB, job satisfaction.

1. INTRODUCTION

Public organizations are institutions that operate under the management of the government or state agencies. The main purpose of these organizations is to provide services to the wider community with a focus on the public interest, not seeking financial gain. Public organizations have an important role in supporting the welfare of society and ensuring the fulfillment of public needs through various programs and services.

One form of public organization is the Kantor Urusan Agama (KUA), which is responsible for providing administrative services in the religious field, such as marriage registration and guidance related to religious matters. As a unit under government control, the KUA is required to meet predetermined service standards in order to maintain the quality of public services in accordance with the needs of the local community.

In supporting the successful operation of public organizations, the role of Human Resource Management (HRM) is very important. HRM is a strategic approach to managing the workforce within an organization, with the aim of improving both individual effectiveness and overall organizational performance. This process involves various activities, such as recruitment, selection, training, skills development, and employee performance evaluation. The

ultimate goal is to ensure that the organization has employees who are competent, motivated, and able to work in accordance with the target objectives that have been set.

Job satisfaction is an important element that serves as a supplement for employees in maintaining and performing their jobs. When employees feel valued and heard, they tend to have higher internal drive and can produce better performance. Thus, good HR management not only focuses on productivity, but also on the well-being and development of people in the organization.

Job satisfaction is closely related to how individuals feel about various aspects of the workplace. Kreitner and Kinicki (2001: 271) define job satisfaction as “an emotional or effectiveness response to various elements of work”. Meanwhile, Wijono (2010: 121) defines job satisfaction as the level of positive emotions felt by individuals, which can provide a pleasant experience. Job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply in each individual. The more aspects of the job that match the individual's wishes, the higher the level of satisfaction felt. As in value theory, it states that job satisfaction arises when the results received by individuals match their expectations; the more the results received match expectations, the higher the satisfaction felt.

The phenomenon that becomes a problem in the KUA of Banyuwangi Regency is related to employees who lack discipline, an uncomfortable work environment, and low Organizational Citizenship Behavior (OCB). During initial interviews, qualitative data was found on employees, namely there are still employees who come late both in the office and in the community. In addition, the work environment can also affect job satisfaction. A non-optimal work environment will provide time losses. Regarding the work environment, sometimes it is also not conducive. This can certainly hinder work and can distort the effectiveness of time in serving the public. Another problem with OCB is that there is a lack of attention from coworkers and/or superiors. This factor can affect job satisfaction. Some aspects that can create job satisfaction are discipline, work environment, and OCB. Disciplined employees can provide job effectiveness.

In addition, the results of previous relevant research reveal that the findings are inconsistent, causing research gap problems. Some discipline, work environment and OCB have no effect and some have an effect on job satisfaction. Syamsuri & Siregar (2018) concluded that discipline affects job satisfaction. Meanwhile, F. I. Putri & Kustini (2021); Adipura & Puspitasari (2022) discipline has no effect on job satisfaction. Apart from discipline, the environment also does. Sitinjak (2018); Ishar et al. (2024) concluded that the work

environment affects job satisfaction. Different Gustami et al. (2024) who concluded that the work environment does not affect job satisfaction. Likewise, Fadillah et al. (2024) concluded that OCB has an influence on job satisfaction. Meanwhile, J. A. Putri & Fariana (2024) OCB has no effect on job satisfaction.

Based on the phenomenon of the problem and the results of the previous research gap described above, this study aims to analyze the effect of discipline, work environment and OCB on job satisfaction of KUA employees of Banyuwangi Regency.

2. LITERATURE REVIEW

Work Discipline

Discipline is one of the main functions in human resource management. High discipline in employees contributes directly to improving work performance. Without good discipline, the company will have difficulty achieving optimal performance. Work discipline is a form of awareness and willingness of employees to respect, obey, and obey applicable regulations, whether written or not and are willing to accept sanctions for actions taken to reinforce organizational or institutional guidelines. Discipline is an absolute requirement for each of us who will build a new habit (Widagdo et al., 2020).

Farida and Hartono (2016: 41) “good discipline reflects a person's sense of responsibility for the tasks assigned to him”. Afandi (2016: 1) argues that work discipline is an order or regulation made by the management of an organization, ratified by the board of commissioners or owners of capital, agreed upon by the trade union and known by the Manpower Office so that people who are members of the organization are subject to the existing rules with pleasure, so that it is created and formed through a process of a series of behaviors that show the values of obedience, compliance, order, and order.

Work Environment

The work environment is a condition that exists around the workplace both from physical and non-physical factors that can affect employees in carrying out the tasks assigned to them. The better the work environment in the company, it can increase employee job satisfaction. Conversely, if the work environment in the company is not good, it can reduce employee job satisfaction. According to (Narpati et al., 2021) The work environment is an employee who is entitled to a comfortable workplace. Meanwhile, according to (Rony & Christina Siboro, 2023) Work Environment is everything that is around employees when doing work, both in physical and non-physical forms that can affect him and employee work activities during work.

A good work environment will provide comfort for employees. Conversely, if the environment is not conducive, it can hinder and disrupt employees in doing work. The work environment can be maintained and created by employees in the organization.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is one of the important concepts in human resource management. OCB refers to individual behaviors that go beyond the formal responsibilities listed in the job description. This behavior can improve the overall effectiveness and efficiency of the organization. Although not explicitly expected by the formal reward system, employees who apply OCB make a significant positive contribution to the organization.

According to Aprianti (2019), OCB is voluntary individual behavior, in which employees on their own initiative behave beyond the duties and responsibilities required by the organization. This behavior, which includes helping attitudes, compliance with rules, and sportsmanship and positivity, is not directly recognized or rewarded by the company's formal reward system. However, these behaviors play an important role in promoting effective organizational functioning.

Overall, OCB reflects employees' personal initiative and commitment to the organization demonstrated through actions that go beyond formal responsibilities, and create a more effective and productive work environment.

Job Satisfaction

Kreitner and Kinicki (2001:271) define job satisfaction as “an emotional or effectiveness response to various elements of the job.” This definition shows that job satisfaction is closely related to how individuals feel about various aspects of the workplace. On the other hand, Davis and Newstrom (1985:105) explain that “job satisfaction is a collection of feelings that employees have about whether their jobs are enjoyable or not.” This explanation highlights that job satisfaction is influenced by the emotional experience that employees have in going through their tasks.

According to Robbins (2003:78), job satisfaction can be defined as “the general attitude that a person has towards work, which reflects the difference between the rewards received by workers and the rewards they think they should receive.” This definition emphasizes that the perception of the rewards and rewards received is an important factor in determining the level of job satisfaction.

Job satisfaction describes a person's feeling of satisfaction with what is done with a pleasant and unpleasant emotional state, because each person has a different level of

satisfaction according to the value system that applies within him. The more aspects of the job in accordance with the wishes of the individual, the higher the level of satisfaction felt. Conversely, if many aspects of the job are not in accordance with the wishes of the individual, the lower the level of satisfaction felt. According to Isma & Dipomatmodjo (2022) Job satisfaction is the level of job satisfaction that varies depending on the values relevant to it. Meanwhile, according to Rony & Yulisyahyanti (2022) Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected in discipline, work enthusiasm and work performance.

3. METHODS

The research method used is quantitative with a causal method. The unit of analysis in this study was KUA employees of Banyuwangi Regency with a sample size of 113 respondents through simple random sampling. Research data sources include primary and secondary data sources with data collection through observation, literature studies, interviews and cross-sectional questionnaires. The research variables consisted of three independent variables, namely work discipline, work environment, and OCB, and one dependent variable, namely job satisfaction. The analysis technique used multiple linear regression analysis using SPSS.

4. RESULTS

1. Validity Test

Table 1. Comparison of Discipline Variable Validity Test

No. Item	r count	r table	Description
X1.1	0,933	0,4438	Valid
X1.2	0,962	0,4438	Valid
X1.3	0,951	0,4438	Valid
X1.4	0,912	0,4438	Valid

Based on the results of the product moment validity test of the work discipline variable, it is found that all statements get a value of r count greater than r table. It can be interpreted that the work discipline variable has a quality instrument that meets or all statement items are valid.

Table 2. Comparison of the Validity Test of Work Environment Variables

No. Item	r count	r table	Description
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X2.1	0,745	0,4438	Valid
X2.2	0,868	0,4438	Valid
X2.3	0,836	0,4438	Valid

Based on the results of the product moment validity test of the work environment variable, it is found that all statements get a value of r count greater than r table. It can be interpreted that the work environment variable has a quality instrument that meets or all statement items are valid.

Table 3. Comparison of OCB Variable Validity Test

No. Item	r count	r table	Description
X3.1	0,796	0,4438	Valid
X3.2	0,665	0,4438	Valid
X3.3	0,828	0,4438	Valid
X3.4	0,741	0,4438	Valid
X3.5	0,753	0,4438	Valid

Based on the results of the OCB variable product moment validity test, it is found that all statements get an r value greater than r table. It can be interpreted that the OCB variable has a quality instrument that meets or all statement items are valid.

Table 4. Comparison of Job Satisfaction Variable Validity Test

No. Item	r count	r table	Description
Y1	0,587	0,4438	Valid
Y2	0,860	0,4438	Valid
Y3	0,810	0,4438	Valid
Y4	0,929	0,4438	Valid
Y5	0,837	0,4438	Valid

Based on the results of the product moment validity test of the job satisfaction variable, it is found that all statements get an r value greater than r table. It can be interpreted that the job satisfaction variable has a quality instrument that meets or all statement items are valid.

2. Reliability Test

table 5. Comparison of Reliability Test

Variable	Cronbach Alpha	Reliability Limit	Description
X1	0,865	0,6	Reliable
X2	0,745	0,6	Reliable
X3	0,913	0,6	Reliable
Y	0,939	0,6	Reliable

Based on the results of the Cronbach alpha reliability test, it is found that all statements representing the variables get a Cronbach alpha value greater than 0.6. The reliability value on the work discipline variable gets a Cronbach alpha value of 0.865, the work environment variable gets a Cronbach alpha value of 0.745, the OCB variable gets a Cronbach alpha value of 0.913, the job satisfaction variable gets a Cronbach alpha value of 0.939. It can be interpreted that the instrument of each variable has a level of reliability as suggested.

3. Analisis Regresi Linear Berganda

Tabel 6. Hasil Uji Regresi Linier Berganda

Model		Unstandardized Coefficients		Standardized Coefficients	t	t tabel (0,05) df= 133-4-1=128
		B	Std. Error	Beta		
1	(Constant)	2,638	1,215		2,171	1,9786
	Discipline (X1)	0,140	0,060	0,137	2,325	
	Work Environment (X2)	0,948	0,125	0,572	7,566	
	OCB (X3)	0,181	0,066	0,206	2,740	
$R^2 = 0,646$ Adjusted $R^2 = 0,637$ f count = 78,298 f table = 2,44 Significance = 0,000						

Based on the results of multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = 2,638 + 0,140X1 + 0,948X2 + 0,181X3$$

The explanation of the equation is as follows:

- Constant (2,638): If the discipline variable (X1), work environment (X2), and OCB (X3) are zero, then employee job satisfaction (Y) KUA Banyuwangi Regency, namely job satisfaction, remains positive.
- Discipline Coefficient (0.140): Every increase in discipline can increase job satisfaction, assuming other variables remain.
- Work Environment Coefficient (0.948): Every increase in the work environment, it can increase job satisfaction assuming other variables remain.

d) OCB Coefficient (0.181): Every increase in OCB, it will be able to increase job satisfaction with the assumption that other variables remain.

4. Coefficient of Determination (R²)

Table 7. Results of the Coefficient of Determination Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,803 ^a	0,646	0,637	1,95198

a. Predictors: (Constant), OCB, Discipline, Work Environment

b. Dependent Variable: Job Satisfaction

The adjusted R² value = 0.637 indicates that 63.7% of the variation in job satisfaction can be explained by the Discipline, Work Environment, and OCB variables. The remaining 36.3% is influenced by other factors not included in this model.

5. Hypothesis Test

Table 8. Results of t test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	2,638	1,215		2,171	0,032
Discipline	0,140	0,060	0,137	2,325	0,022
Work Environment	0,948	0,125	0,572	7,566	0,000
OCB	0,181	0,066	0,206	2,740	0,007

Based on the results obtained, the t value of work discipline (X1) is 3.325 > 1.9786 on job satisfaction (Y). So it can be stated that the H0 hypothesis is rejected and working hypothesis one (H1.1) is accepted. Work discipline partially affects the job satisfaction of KUA employees in Banyuwangi Regency.

Based on the results obtained, the t value of the work environment (X2) is 7.566 > 1.9786 on job satisfaction (Y). So it can be stated that hypothesis H0 is rejected and working hypothesis two (H1.2) is accepted. The work environment partially affects the job satisfaction of KUA employees in Banyuwangi Regency.

Based on the results obtained, the t value of OCB (X3) is 2.740 > 1.9786 on job satisfaction (Y). So it can be stated that the H0 hypothesis is rejected and working hypothesis three (H1.3) is accepted. OCB partially affects the job satisfaction of KUA employees in Banyuwangi Regency.

Table 9. F Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	895,005	3	298,335	78,298	0,000 ^b
	Residual	491,522	129	3,810		
	Total	1386,526	132			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), OCB, Discipline, Work Environment

Based on the results obtained, the calculated F value simultaneously work discipline (X1), work environment (X2), and OCB (X3) is $78.298 > 2.44$ on job satisfaction (Y). So it can be stated that the H0 hypothesis is rejected and working hypothesis four (H1.4) is accepted. Discipline, work environment and OCB simultaneously affect the job satisfaction of KUA employees in Banyuwangi Regency.

5. DISCUSSION

- **Partial Effect of Discipline on Job Satisfaction of KUA Employees of Banyuwangi Regency**

The results of hypothesis testing in this study indicate that work discipline has a significant influence on job satisfaction of KUA employees in Banyuwangi Regency. This finding strengthens the theory which states that the higher the work discipline, the higher the level of employee job satisfaction. Based on the respondents' dominant "Agree" answers to the statements measuring work discipline, we can see that employees at the KUA of Banyuwangi Regency generally show a consistent attitude in maintaining discipline.

The results of hypothesis testing show that work discipline has a significant influence on job satisfaction of KUA employees in Banyuwangi Regency. Indicators with item statements employees always come on time according to the specified working hours which shows employees are satisfied. The statement of the H0 hypothesis is rejected and working hypothesis one (H1.1) is accepted which states, work discipline partially affects the job satisfaction of KUA employees of Banyuwangi Regency. This means that higher work discipline can increase job satisfaction. The results of this study are in line with the results of research by Widagdo et al. (2020); Ishar et al. (2024) that work discipline can partially affect job satisfaction.

- **The Effect of Work Environment Partially on Job Satisfaction of KUA Employees of Banyuwangi Regency**

The results of hypothesis testing show that the work environment has a significant influence on the job satisfaction of KUA employees in Banyuwangi Regency. Indicators with employee item statements have a good relationship with their coworkers. This reflects that employees have a good environment supporting each other in carrying out their duties, so as to create a harmonious environment.

Most respondents responded “Strongly Agree” on several items related to the work environment, especially on the statement “I have a good relationship with my coworkers.” This shows that employees at the KUA have a good relationship with their coworkers. This shows that employees at the KUA of Banyuwangi Regency have good social relationships with their colleagues, which supports the creation of a mutually supportive work atmosphere. This phenomenon reinforces the statement that a good work environment, especially in the aspect of relationships between employees, greatly contributes to job satisfaction.

The statement of the H0 hypothesis is rejected and working hypothesis two (H1.2) is accepted which states, the work environment partially affects the job satisfaction of KUA employees in Banyuwangi Regency. This means that a comfortable work environment can increase job satisfaction. The results of this study indicate that a comfortable work environment, both in terms of social relations between employees, adequate facilities, and minimal stress, has a significant influence on employee job satisfaction at the KUA of Banyuwangi Regency. The results of this study are in line with Khairani et al. (2024) that the work environment is able to influence employee job satisfaction.

- **Partial Effect of OCB on Job Satisfaction of KUA Employees in Banyuwangi Regency**

Most respondents gave an “Agree” response to the various items related to OCB, especially to the statement “I maintain good manners when interacting with coworkers.” Most respondents showed a higher level of satisfaction with this statement, which reflects that they have demonstrated OCB in the form of courtesy in the workplace. This phenomenon can be interpreted that employees at KUA Banyuwangi Regency support each other and maintain good relationships among each other, creating a more positive environment, which in turn increases their job satisfaction.

The statement of the H0 hypothesis is rejected and working hypothesis three (H1.3) is accepted which states, OCB partially affects the job satisfaction of KUA Banyuwangi Regency employees. The results of this study indicate that OCB plays a significant role in increasing employee job satisfaction at the KUA of Banyuwangi Regency. Employees who show OCB

behaviors, such as maintaining good manners, helping colleagues, carrying out tasks carefully, and following policy developments, will create a more harmonious and productive work environment. The results of this study are in line with Fadillah et al. (2024), OCB has an influence on job satisfaction.

- **Simultaneous Effect of Discipline, Work Environment and OCB on Job Satisfaction of KUA Employees in Banyuwangi Regency**

Discipline, work environment, and OCB are interrelated factors and have a cumulative impact on job satisfaction. These three factors create synergy in creating a positive and supportive work environment. The statement of the H0 hypothesis is rejected and working hypothesis four (H1.4) is accepted which states, discipline, work environment and OCB affect job satisfaction of KUA employees in Banyuwangi Regency. This means that the existence of discipline, high work environment and OCB can simultaneously increase satisfaction.

The three factors of discipline, work environment, and OCB support each other and create a productive and positive environment. Discipline in carrying out tasks and regulations, a supportive work environment, and positive OCB behavior can create a conducive, harmonious, and efficient work atmosphere. Employees who work in such an environment tend to feel more valued and motivated, which in turn increases job satisfaction.

The results of this study are in line with the results of Ishar et al. (2024); Khairani et al. (2024); Fadillah et al. (2024), namely discipline, work environment and OCB affect job satisfaction. Adanya disiplin yang tinggi, lingkungan kerja yang nyaman dan mendukung, serta perilaku OCB yang baik, pegawai cenderung merasakan kepuasan kerja yang lebih tinggi. With high discipline, a comfortable and supportive work environment, and good OCB behavior, employees tend to feel higher job satisfaction.

6. CONCLUSION

Based on the results and discussion related to the influence of discipline, environment, and OCB on job satisfaction of KUA employees of Banyuwangi Regency, it can be concluded as follows:

1. The test results prove that discipline is proven to have an effect on job satisfaction of KUA employees of Banyuwangi Regency. high work discipline, through clear rules can increase job satisfaction of KUA employees of Banyuwangi Regency.

2. The test results prove that the work environment is proven to affect the job satisfaction of KUA employees of Banyuwangi Regency. Employees who are comfortable in their offices can provide job satisfaction for KUA employees of Banyuwangi Regency.
3. The test results prove that OCB affects the job satisfaction of KUA employees in Banyuwangi Regency. Employees who have high OCB, can provide more job satisfaction for KUA employees of Banyuwangi Regency.
4. The test results prove that discipline, work environment and OCB affect the job satisfaction of KUA employees of Banyuwangi Regency. High discipline, good work environment, and high OCB can increase job satisfaction of KUA Banyuwangi Regency employees. This synergy can provide satisfaction for KUA employees of Banyuwangi Regency.

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