



# The effect of perceptions of job characteristics on the components of the organizational commitment of civil servants in the Serdang district government is different

Elsa Firstiani

Faculty of Psychology, University of North Sumatra Even

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## ABSTRACT

This study aims to see the effect of perceptions of job characteristics on the three components of organizational commitment in the civil servants of the Serdang Bedagai Regency Government. This district is one of the new districts in Indonesia and was the best new district in 2008. However, the performance of civil servants in this district is still not good. The results of data analysis using linear regression analysis technique show that the linear equation for the perception variable regarding job characteristics and affective commitment is  $Y = 12.221 + 0.109X$ , and the coefficient of determination is 0.118. This shows that perceptions of job characteristics contribute effectively to 11.8% of employees' affective commitment. For the variable perception of job characteristics and commitment to continuity, the resulting line equation is  $Y = 13,197 + 0.078X$ , and the coefficient of determination is 0.038. This shows that the perception of the characteristics of the job provides an effective contribution of 3.8% to employee continuance commitment. For the perception variable regarding job characteristics and normative commitment, the resulting line equation is  $Y = 14,639 + 0.067X$ , and the coefficient of determination is 0.37. This shows that the perception of the characteristics of the job provides an effective contribution of 3.7% to employee continuance commitment.

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Corresponding Author:

Elsa Firstiani,

Department of Psychology,

University of North Sumatra,

Dr. Street. T. Mansur No.9, Padang Bulan, Kec. Medan Baru, Medan City, North Sumatra 20222.

Email: [elsaputri@gmail.com](mailto:elsaputri@gmail.com)

## Introduction

Civil Servants (PNS) are one of the important organs for the sustainability of a country because of their function as servants of the state and society (MP, 2020). The position and role of civil servants in every country is important and decisive because they are the implementing apparatus and government administrators and have the function of maintaining smooth development in order to achieve national goals and ideals, namely a prosperous, just and prosperous society. (Turmudi, 2021)

But in reality, the performance of Civil Servants, especially Indonesia, is not in line with what is expected. Data from the Office of the State Ministry for State Apparatus Empowerment in 2007, the number of Civil Servants in Indonesia has reached approximately 3.7 million people. Of this number, as stated by the State Minister for State Apparatus Empowerment (Meneg PAN) Taufik Efendi, approximately 55% have poor performance. (Ichsan et al., 2020). The State Minister of PAN acknowledged that currently, there are still many shortcomings in the performance of civil servants.

Some of them, low employee discipline, lack of motivation, low culture and work ethic, poor service quality, high corruption rate, and low productivity. (Saputra & Mulia, 2021). This is also supported by a study by the Ministry of PAN and the University of Indonesia some time ago, which stated that the productivity of civil servants in Indonesia is low and can be said to be poor. (Meidyanti et al., 2020).

The low performance of civil servants in this country can be seen from the various problems that do not escape the spotlight of the existing mass media. For example, there are civil servants who come home before working hours end, use working hours to carry out entertainment activities, such as playing computer games, shopping at malls, and so on. (Setyastutik, 2018). Indications of the weakening performance of civil servants can also be seen from the level of absenteeism of civil servants. The government has even been reported several times to conduct unannounced inspections (sidak) to government offices to raid civil servants who are not present, either at the morning assembly or on the first day of work after a holiday, to be subsequently given a warning letter. (Purnasari, 2021). There are even a number of civil servants who enter the office just to fulfill the main attendance list, namely: morning apples. After that they are busy to avoid the work given by their boss for various reasons (PRINCESS OCTAFYANI GINOVA, 2018).

Low commitment will tend to increase absenteeism, turnover, and various negative behaviors and attitudes of individuals towards their organization (counterproductive behavior) such as: being late for work, not doing their work, carrying out negative policies, lying, stealing, and others. (Zufriah, 2019). Meanwhile, a high commitment will have a positive impact, including: increasing work performance, work motivation, tenure, work productivity, and employees being more diligent in coming to work so as to reduce absenteeism and turnover. (Khomaedy et al., 2019). Commitment is a psychological state that characterizes the relationship between employees and the organization, and has implications for the decision to continue or terminate membership in the organization (Frimayasa & Lawu, 2020). (Massora, 2020) argues that organizational commitment is a condition where employees are very interested in the goals, values, and goals of the organization.

Organizational commitment implies something more than passive loyalty to the organization. Commitment implies an active relationship between employees and the company (organization) because commitment contains beliefs, a binder that will generate energy to do the best for the organization (higher levels of attention and persistence in carrying out tasks). (Marimin & Santoso, 2020). In real terms, commitment has an impact on the performance and productivity of human resources and in the end also greatly contributes to the overall performance and effectiveness of an organization (company). (Nilalowati et al., 2021).

Organizational commitment consists of three components, namely affective commitment, continuance commitment, and normative commitment. Furthermore, they state that affective commitment is a form of emotional attachment between employees and the organization where they work, while continuance commitment is an employee's consideration of losses if leaving the organization, then normative commitment is the feeling of an employee that he has an obligation to continue to be a member of the organization (Adhan et al., 2020). The relationship between employees or members of the organization with the organization where they work reflects the different degrees of these three components of organizational commitment.

Job characteristics are certain characteristics that are generally owned by every job. These characteristics include: task identity, skill variety, task meaning, autonomy, and feedback (Setiono, 2018). This is related to the individual's perception (judgment). The individual's assessment of his work is a description of his subjective nature of the objective form of the nature of the work itself. In other words, the assessment is the result of the individual's perception of the characteristics contained in his work (Sustainable, 2021).

Serdang Bedagai Regency as one of the new regencies in Indonesia, is the best expansion district in Indonesia and also the best district in North Sumatra. This district is inseparable from the phenomenon of the low performance and productivity of its civil servants. In one of his speeches, the Regent of

Serdang Bedagai, HT Erry Nuradi, stated that the discipline of civil servants in the ranks of the Serdang Bedagai Regency Government is still relatively low. In the district's official website, the Bupati stated that after ten years of reform, civil servants had not yet fully demonstrated optimal performance. Therefore, the government is still trying to improve the capacity and quality of the state apparatus in order to create civil servants who are professional, productive, transparent, free of KKN (corruption, collusion, and nepotism) and neutral.

## Research Methods

### 1. Variable Identification

Dependent variable: affective commitment, continuance commitment, normative commitment

Independent variable: Perception of Job Characteristics

### 2. Operational definition

Organizational commitment is a form of relationship between the employee (employee) and the organization (company) where he works, which is indicated by a strong desire to maintain membership in the organization, accept the values and goals of the organization, and be willing to try hard or do his job well for the sake of achievement of organizational goals and sustainability. Perception of job characteristics is an employee's assessment of the presence or absence of 5 (five) core characteristics of the work he or she does in the organization where he works, proposed by Hackman & Oldham (1975).

### 3. Research subject

The population is a collection or the whole research subject. Population is a number of residents or individuals who at least have the same characteristics. The population in this study is Civil Servants (PNS) who work in the Government of Serdang Bedagai Regency, with a total of 38 (thirty eight) work units consisting of 857 employees (other than sub-district, kelurahan, and teachers).

For research that will use statistical data analysis, the smallest sample size is 30, although he also admits that many other researchers consider that a sample of 100 is the minimum number. Traditional statistics assume that the number of samples of more than 60 people is quite a lot. However, the power of statistical tests will increase as the number of samples increases. The sampling technique used in this study is Incidental Sampling, namely: the selection of individuals as samples because the individual is coincidentally found (Hadi, 2000). This technique is a form of non-random sampling, so that each member of the population does not have the same opportunity to be a sample in the study.

### 4. Data Processing Stage

After the scale was collected, the research data from the organizational commitment component scale score and the perception scale regarding job characteristics were then processed and analyzed with the help of the SPSS version 15.0 computer program for windows.

## Results and Discussion

### 1. Research result

#### a. Hypothesis Test Results

Analysis of the data in this study uses a regression analysis method which will explain the effect of perceptions of job characteristics on each commitment component, namely: affective commitment, continuance commitment, and normative commitment, with the help of SPSS version 15.0 for Windows. The method used is the enter method by entering the perception variable regarding the characteristics of the job and no variables are excluded.

#### 1. Effect of Perception on job characteristics on affective commitment

The results of the regression analysis between the perception variables regarding job characteristics and affective commitment can be seen in the following table:

Table 1.

Results of Perception Regression Analysis Regarding Job Characteristics with Affective Commitment

R	R Square	F	Sig.
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0.343	0.118	14,443	0.000
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The R value in Table 14 shows the magnitude of the relationship between the perception variable regarding job characteristics and affective commitment, which is 0.343, with a correlation coefficient significance level of 0.000 ( $p = 0.000$ ). If the  $p$  value  $< 0.05$ , the relationship between variables is significant (Santoso, 2007). From the results of data analysis, it can be seen that the relationship between perceptions of job characteristics and affective commitment is very significant. From the results of the Pearson correlation, it is known that the direction of the relationship is positive, which means that if the perception of job characteristics is positive, the affective commitment will be higher, and vice versa.

The value of R Square (coefficient of determination) is used to explain how much variation in affective commitment is caused by perceptions of job characteristics. From the results of data analysis obtained R Square value of 0.118, this indicates that the influence of perceptions of job characteristics on affective commitment is 11.8%. That is, the perception of job characteristics provides an effective contribution of 11.8%, while the remaining 88.2% is influenced by other factors not examined in this study.

The F test was conducted to see whether the regression model was appropriate to predict the effect of the independent variable on the dependent variable (Pratisto, 2009). From the results of data analysis obtained F value of 14,443 with a significance level of 0.000. This probability value states that the obtained regression model can be used to predict affective commitment ( $p < 0.05$ ). The resulting line equation is: Affective Commitment = 12.221 + 0.109\*perception of job characteristics. The parameters in the formed regression line equation can be seen in the following table.

Table 2.  
Parameters of Regression Line Equation

Model	B	t	Sig.
(constant)	12,221	4092	0.000
pmkp	0.109	3,800	0.000

The regression line equation states that each additional 1 unit of perception regarding job characteristics will increase affective commitment by 0.109 units. The regression equation above is tested for validity to predict the dependent variable using the t test. The t test was used to test the significance of the constants and dependent variables. The regression coefficient can be declared significant if the  $p$  value  $< 0.05$  (Pratisto, 2009). So it can be stated that the regression coefficient is very significant.

## 2. The Influence of Perceptions of Job Characteristics on Continuance Commitment

The results of the regression analysis between perception variables regarding job characteristics and continuance commitment can be seen in the following table:

Table 3.  
Results of Perception Regression Analysis Regarding Job Characteristics with Affective Commitment

R	R Square	F	Sig.
0.195	0.038	4.271	0.041

The R value in Table 15 shows the magnitude of the relationship between the perception variable regarding job characteristics and continuance commitment, which is 0.195, with a correlation coefficient significance level of 0.041 ( $p = 0.041$ ). From the results of data analysis, it can be seen that the relationship between perceptions of job characteristics and continuance commitment is significant. From the results of the Pearson correlation, it is known that the direction of the relationship is positive, which means that if the perception of job characteristics is positive, the continuance commitment will be higher, and vice versa.

From the results of data analysis obtained R Square value of 0.038, this indicates that the influence of perceptions of work characteristics on continuance commitment is 3.8%. That is, perceptions of job

characteristics provide an effective contribution of 3.8%, and most of them, 96.2%, are influenced by other factors not examined in this study.

The results of data analysis showed the F value of 4.271 with a significance level of 0.041. This probability value states that the obtained regression model can be used to predict continuance commitment ( $p < 0.05$ ). The resulting line equation is: Continuity Commitment = 13,197 + 0.078\*perception of job characteristics. The parameters in the formed regression line equation can be seen in Table 17 below:

Table 4.  
Parameters of Regression Line Equation

Model	B	t	Sig.
(constant)	13,197	3.386	0.001
pmkp	0.078	2,067	0.041

The equation of the regression line states that each additional 1 unit of perception regarding the characteristics of the job will increase the continuance commitment by 0.078 units. With a value of  $p = 0.041$ , the regression coefficient can be said to be significant.

### 3. Influence of Perception of job characteristics on normative commitment

The results of the regression analysis between perception variables regarding job characteristics and normative commitment can be seen in Table 18 below:

Table 5.  
Results of Perception Regression Analysis Regarding Job Characteristics with Normative Commitment

R	R Square	F	Sig.
0.192	0.037	4.113	0.045

The R value in Table 18 shows the magnitude of the relationship between the perception variable regarding job characteristics and normative commitment, which is 0.192, with a correlation coefficient significance level of 0.045 ( $p = 0.045$ ). From the results of data analysis, it can be seen that the relationship between perceptions of job characteristics and normative commitment is significant. From the results of the Pearson correlation, it is known that the direction of the relationship is positive, which means that if the perception of job characteristics is positive, the normative commitment will be higher, and vice versa.

From the results of data analysis obtained R Square value of 0.037, this indicates that the influence of perceptions of job characteristics on normative commitment is 3.7%. That is, the perception of job characteristics provides an effective contribution of 3.7%, and most of it, 96.3%, is influenced by other factors not examined in this study.

The results of data analysis showed the F value of 4.113 with a significance level of 0.045. This probability value states that the obtained regression model can be used to predict normative commitment ( $p < 0.05$ ). The resulting line equation is: Normative Commitment = 14,639 + 0.067\*perception of job characteristics. The parameters in the formed regression line equation can be seen in the following table:

Table 6.  
Parameters of Regression Line Equation

Model	B	t	Sig.
(constant)	14,639	4.291	0.001
pmkp	0.067	2.028	0.045

The regression line equation states that each additional 1 unit of perception regarding job characteristics will increase normative commitment by 0.067 units. With a value of  $p = 0.045$ , the regression coefficient can be said to be significant.

## 2. Discussion

Based on the results of the regression analysis using the enter method on perception data regarding job characteristics and affective commitment, it was obtained that the value of  $R = 0.343$  ( $p = 0.000$ ) and the direction of the correlation was positive. The value of the coefficient of determination ( $R$  square) obtained for the variable perception of job characteristics and affective commitment is 0.118 or the variable perception of job characteristics contributes effectively to 11.8% in shaping the affective commitment of Civil Servants (PNS). The results of this analysis indicate that there is a very significant relationship ( $p < 0.01$ ) of the perception variable regarding job characteristics on affective commitment. This means that if the employee has a positive perception of the characteristics of his job, then the employee's affective commitment will be high.

Furthermore, the results of this study indicate that the effective contribution of perceptions of job characteristics to affective commitment is 11.8%, while the remaining 88.2% indicate various other factors that can affect a person's affective commitment. These factors include: the availability of support from superiors, (Eby et al., 1999), the existence of justice in the organization (Kacmar et al., 1999), and so on.

The results of the regression analysis using the enter method on perception data regarding job characteristics and continuance commitment obtained a value of  $R = 0.195$  ( $p = 0.041$ ) and the direction of the correlation is positive. The value of the coefficient of determination ( $R$  square) obtained is 0.038 or the perception of job characteristics gives an effective contribution of 3.8% in forming a civil servant continuance commitment. The results of this analysis indicate that there is a significant relationship ( $p < 0.05$ ) of the perception variable regarding job characteristics to continuance commitment. This means that if employees have a positive perception of the characteristics of their work, then the employee's continuance commitment will be higher.

Furthermore, the results of this study indicate that the effective contribution of perceptions of job characteristics to continuance commitment is 3.8%. This shows that consideration of the characteristics of the job does not give a significant contribution in forming continuance commitment. Most of them, namely 96.2%, indicate the existence of other variables that can also affect continuance commitment, such as: investments that have been given by employees, for example: effort & time (Jaros et al., 1993), salaries, incentives, and other facilities obtained and etc.

For civil servants themselves, one of the important factors that can be considered by employees in forming their continuance commitment is the salary and other incentives received, especially pension funds. The existence of a pension fund for retired civil servants is one of the attractive advantages for some people, moreover this fund will be received every month until the retired civil servant dies. In the midst of currently limited employment opportunities, salaries, pension funds, guarantees and other facilities provided to civil servants make this job considered a safe job for some people. In addition, there are weaknesses in the implementation of the reward and punishment system which rarely end in dismissal. can also strengthen employees' desire to maintain their membership as civil servants in the organization where they currently work. Basically, the Government of Indonesia has created a system that regulates the membership of civil servants, both in terms of rewards and sanctions for loyal violations that occur, as well as other matters. But in reality, the implementation of this system is still weak. The weakness of this system can be seen from the lack of strict sanctions for employees who violate the rules. When an employee violates the rules, for example: doing things that are not related to work during working hours, not coming to the office, being late, etc., the sanctions given are only in the form of informal warnings or even no sanctions at all. Circumstances like this can make some employees feel free and not responsible for their work and organization. However, because there are no clear sanctions, employees who commit such violations will still not lose the benefits they get from the organization (eg salaries, incentives, and other facilities). For some employees, this can be a consideration for staying in the organization because they are not required to work hard, but still receive adequate rewards equal to other employees who may work harder or do not commit violations.

Conditions like this can be a stronger consideration than the consideration of the characteristics of the job itself. Employees who commit such violations will still not lose the benefits they get from the organization (eg salaries, incentives, and other facilities). For some employees, this can be a consideration for staying in the organization because they are not required to work hard, but still receive adequate rewards equal to other employees who may work harder or do not commit violations. Conditions like this can be a stronger consideration than the consideration of the characteristics of the job itself. Employees who commit such violations will still not lose the benefits they get from the organization (eg salaries, incentives, and other facilities). For some employees, this can be a consideration for staying in the organization because they are not required to work hard, but still receive adequate rewards equal to other employees who may work harder or do not commit violations. Conditions like this can be a stronger consideration than the consideration of the characteristics of the job itself. but still receive adequate remuneration equal to other employees who may work harder or do not commit violations. Conditions like this can be a stronger consideration than the consideration of the characteristics of the job itself. but still receive adequate remuneration equal to other employees who may work harder or do not commit violations. Conditions like this can be a stronger consideration than the consideration of the characteristics of the job itself.

Based on the results of the regression analysis using the enter method on perception data regarding job characteristics and normative commitment, the R value = 0.192 ( $p = 0.045$ ) and the direction of the correlation is positive. The value of the coefficient of determination (R square) obtained is 0.037 or the perception variable regarding job characteristics gives an effective contribution of 3.7% in forming normative commitments. The results of this analysis indicate that there is a significant relationship ( $p < 0.05$ ) of the perception variable regarding job characteristics to normative commitment. This means that if employees have a positive perception of the characteristics of their work, the higher the normative commitment of Civil Servants. From the results of the analysis, the hypothesis which states that there is a positive influence on perceptions of job characteristics on normative commitment can be accepted. The results of the study which show a positive influence on perceptions of job characteristics on the components of organizational commitment, namely affective, continuance, and normative components, are in line with theory and research which states that job characteristics are important predictors in shaping organizational commitment.

The results of the hypothetical categorization of research data on perception variables regarding job characteristics showed that as many as 58 subjects (52.7%) had less complex perceptions of their job characteristics and the rest were classified as having positive perceptions and no subject classified as having negative perceptions of their job characteristics. Furthermore, based on the hypothetical categorization, the subject's affective commitment was also classified into the moderate category (51.8%), continuance commitment was classified as moderate (69%), and the subject's normative commitment was also classified as moderate (71.8%).

### Conclusion

Based on the research hypothesis which states that there is a positive influence on perceptions of job characteristics on the affective commitment of Civil Servants, it is accepted. The perception variable regarding the characteristics of the job provides an effective contribution of 11.8% to affective commitment. The resulting line equation is:  $\text{affective commitment} = 12,221 + 0.109 * \text{perception of job characteristics}$ , this regression line equation states that each additional 1 unit of perception on job characteristics will increase affective commitment by 0.109 units. The research hypothesis which states that there is a positive influence on perceptions of job characteristics on the continuance commitment of Civil Servants is accepted. The perception variable regarding the characteristics of the job provides an effective contribution of 3.8% towards continuance commitment. The resulting line equation is:  $\text{continuance commitment} = 13,197 + 0.078 * \text{perception of job characteristics}$ , this regression line equation states that each additional 1 unit of perception regarding job characteristics will increase continuance

commitment by 0.078 units. The research hypothesis which states that there is a positive influence on perceptions of job characteristics on the normative commitment of Civil Servants is accepted. The perception variable regarding the characteristics of the job provides an effective contribution of 3.7% to normative commitment. The resulting line equation is: normative commitment = 14,639 + 0.067\*perception of job characteristics,

As many as 48.2% of the research subjects had a high affective commitment and 51.8% of the research subjects had a moderate affective commitment and no subject had a low affective commitment. As many as 6.4% of the research subjects had low continuance commitment, 69% of the subjects classified as having moderate continuance commitment, and 24.5% classified as having high continuance commitment. A total of 1.8% of research subjects have a strong normative commitment terclassified as low, 71.8% of the subjects classified as having moderate normative commitment, and as many as 26.4% classified as having high normative commitment.

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