

Job Satisfaction as a Mediator in Role Emotional Stability on Personnel Performance of the Psychology Department of the West Java Regional Police Human Resources Bureau

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Abstract. *This study aims to analyze the effect of emotional stability on personnel performance, with job satisfaction as a mediating variable, in the Psychology Section of the Human Resources Bureau of the West Java Regional Police. The background of this study is the importance of the role of human resources who are emotionally stable and satisfied with their work in improving organizational performance, especially in the context of a police institution that has high task pressure. This study uses a quantitative approach with an explanatory research type. The study population includes all active personnel in the Psychology Section of the Human Resources Bureau of the West Java Regional Police, totaling 201 people, who are also the research sample by census. Data collection was carried out through a questionnaire with a Likert scale, and analyzed using the Partial Least Square (PLS) method to test the relationship between variables. The results of the study indicate that emotional stability has a positive and significant effect on personnel job satisfaction. Furthermore, job satisfaction is proven to have a positive and significant effect on personnel performance. In addition, emotional stability also has a positive and significant direct effect on performance, as well as an indirect effect through job satisfaction as a mediating variable. The R-square value shows that the model used has strong predictive power on performance variables. These findings underline the importance of building a work environment that supports emotional stability and job satisfaction in order to improve overall personnel performance. This study provides practical implications for human resource management in the police environment, especially in developing internal policies that focus on psychological aspects and personnel welfare.*

Keywords: *Emotional Stability; Job Satisfaction; Personnel Performance; PLS; West Java Regional Police.*

1. Introduction

The success of an organization, including government agencies such as the Indonesian National Police (Polri), is highly dependent on the strategic role of human resources (HR). HR is not only an object to achieve organizational goals but also the main actor in realizing them. As the most important factor in an organization, HR has a major influence on the efficiency and effectiveness of activity implementation. This is relevant for the Polri, which has a strategic task in creating security, justice, and public welfare, as regulated in Law Number 2 of 2002. The duties of the Polri include maintaining public security and order (Kamtibmas), enforcing the law, and providing protection, patronage, and services to the community. To achieve its vision and mission, the Polri must be in line with the dynamics of change in the reform era. The organizational culture of the Polri is directed to be closer to the community through harmonious collaboration and cooperation among members, both at the horizontal and vertical levels. This approach supports the achievement of the Polri's strategic goals in providing the best service to the nation, society, and state. Thus, the development of superior, adaptive, and collaborative HR is a top priority in ensuring the sustainability and effectiveness of the Polri's duties and functions.

An organization in carrying out activities to achieve its goals has several factors that are interrelated and influential. One of these factors that is very important for moving other factors is human resources.(Hidayani, 2016; Sedarmayanti, 2017). Therefore, organizations are required to manage and optimize human resources. Human resources are an important factor in an organization because humans are the ones who are able to move all components in the organization.(Mathis & John H. Jackson, 2012). An organization without humans will not function because humans are resources that have thoughts and feelings that differentiate them from other production factors.(Sakban et al., 2019). Because of the differences in character and its very important role, the organization must always manage the production factors it has effectively and efficiently in order to be able to create excellence through human resources themselves in creating goods or services.

Human resource management determines the success of an organization, so management is required to be able to coordinate all components of human resources.(Ardian, 2020). If an organization's career management can work well, then the performance given by employees will also have good results.(Utamy et al., 2020). Employees in an organization must work effectively, efficiently, and productively in order to obtain satisfactory quality and quantity.(Sandi et al., 2019).

One of the crucial elements that influences performance is emotional stability.(Budiyono et al., 2022). Emotional Stability, or emotional stability, plays an important role in improving the

performance of human resources (HR) in the work environment. Individuals with good emotional stability tend to be able to manage stress, face challenges, and stay focused on completing assigned tasks. They are more resilient in facing difficult situations, so they can maintain productivity and work quality consistently. In addition, emotional stability also helps create harmonious working relationships, because emotionally stable individuals are better able to control negative reactions, communicate effectively, and build solid teamwork. In the long run, the ability to manage emotions not only contributes to the achievement of organizational goals but also creates a positive and conducive work environment for the development of HR as a whole.

In addition to Emotional Stability, commitment involves employee dedication and loyalty to the job and organization. (Bell & Sheridan, 2020). Professional commitment includes determination and dedication to provide quality, safe and ethical services to the community.(Daniel T Holt et al., 2009). Professionally committed individuals operate with high integrity and adhere to the ethical standards of their profession.(Nugrahaningsih, 2021). They make decisions based on ethical principles and avoid conflicts of interest.

2. Research Methods

The type of research that used This research is an associative type of explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This research aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence police professional commitment, emotional stability, job satisfaction and HR performance.

3. Results and Discussion

3.1. Human Resources Performance

HR performance according to experts is HR performance is the result of quality and quantity work achieved by a Human Resource in carrying out their duties, namely in accordance with the responsibilities that have been given to employees (Sedarmayanti, 2017). Meanwhile, according to (Sakban et al., 2019) performance is a condition related to the success of an organization in carrying out its mission and has which can be measured from the level of productivity, quality of responsiveness service, responsibility and accountability.

In general, performance can be interpreted as the entire work process of an individual whose results can be used as a basis for determining whether the individual's work is good or otherwise. So that the understanding of HR performance can be concluded as the results of

work in terms of quality and quantity achieved by Human Resources which can be measured from the level of productivity, quality of responsiveness service, responsibility and accountability which can be used as a basis for determining whether the individual's work is good or otherwise.

According to Robbins & Judge (2013), performance indicators are:

1. Quality

Quality of work is how well Human Resources do what they are supposed to do.

2. Quantity

The quantity of work is how long an employee works in one day. This quantity of work can be seen from the working speed of each Human Resource.

3. Execution of tasks

Task execution is how far Human Resources are able to carry out work accurately or without errors.

4. Responsibility

Responsibility for work is the employee's awareness of their obligation to carry out the work assigned by the company.

Table 3.1 Respondents' Responses to HR Performance

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Ksdm 1	Quality of Work	9	12	23	76	81	4.035	Tall
Ksdm 2	Quantity	11	9	26	62	93	4,080	Tall
Ksdm 3	Punctuality	11	11	25	67	87	4.035	Tall
Ksdm 4	Effectiveness	8	12	22	56	103	4.164	Tall
Ksdm 5	Independence	10	10	25	54	102	4.135	Tall
Average							4,090	Tall

Source: Processed primary data, 2025

Based on Table 3.1, the results of responses from 201 respondents shown in Table 4.2, it is known that in general the assessment of HR Performance in the Psychology Division of the West Java Regional Police HR Bureau is in the high category with an average mean of 4,090. This shows that most respondents gave a positive assessment of the HR performance indicators presented in the questionnaire. In more detail, the Work Quality indicator obtained a mean value of 4,035, which is included in the high category. This reflects that respondents assessed that HR in the environment was able to complete tasks with good quality standards.

Furthermore, the Quantity indicator obtained the second highest mean, which was 4,080, which was also in the high category. This shows that the volume of work that can be completed by HR is considered adequate by the respondents. The Punctuality indicator obtained a mean of 4,035, equivalent to the quality of work, which means that punctuality in completing tasks is still considered good. The Effectiveness indicator obtained a mean of 4,164, becoming the highest value among all indicators, indicating that respondents highly appreciate HR's ability to use resources optimally to achieve the expected work results. Meanwhile, the Independence indicator obtained a mean of 4,135, also indicating a high assessment of HR's ability to work independently without relying too much on superiors' directions.

Overall, the high category of respondents' responses to the five indicators provides an illustration that the performance of HR in the Psychology Division of the West Java Regional Police HR Bureau has been running very well. This assessment is also a reflection that the work system, individual quality, and HR management patterns are in accordance with the expectations of most respondents. Even so, continuous evaluation and development are still needed so that this good performance can continue to be improved and maintained in the long term.

3.2. Emotional Stability

Emotional intelligence has been recognized as the most important conceptualization that is progressively recognized in social psychology (Mayer et al., 2004). Goleman's approach (Goleman, 1990) is recognized as a blended model of emotional intelligence, which describes a set of skills and competencies consisting of five key areas: self-awareness, self-regulation, social skills, motivation, and empathy.

Emotional stability refers to a person's ability to maintain a stable and balanced emotional state (Johnson et al., 2017). Emotional stability is a fundamental personality trait, in contrast to neuroticism, and is associated with the ability to remain calm, especially in the face of challenges and threats (Wihler et al., 2017). Emotional stability involves the ability to remain

calm, collected, and productive amidst adversity while being able to tolerate discomfort (Bajaj et al., 2018). Within the framework of the “Big Five” personality model, which encompasses five fundamental dimensions of personality (extroversion, openness, agreeableness, conscientiousness, and emotional stability), the aspect of emotional stability plays a central role (Caprara et al., 2013).

Emotional stability is an ongoing process in which a person strives to achieve a healthy and balanced emotional state in mind and body (Cohrdes & Mauz, 2020). Another view describes emotional stability as a condition characterized by resilience, non-disruption, maintained balance, and the ability to face various situations with steady emotions (Bajaj et al., 2018). In short, emotional stability reflects a state of emotional maturity in an individual, which shows resilience to emotional disturbances triggered by external stimuli.

Emotional stability is concluded as a set of characteristics that contribute to a person's ability to cope with life's challenges with resilience, objectivity, and a positive mindset. According to (Mayer et al., 2004) some characteristics or indicators of emotional stability include:

- 1) Confidence in One's Abilities. A positive attitude where individuals truly understand and believe in their abilities.
- 2) Optimism. A positive outlook in which individuals consistently see themselves, their hopes, and their abilities in a favorable light.
- 3) Objectivity. An approach in which an individual assesses a problem or situation based on objective truth rather than personal bias or subjective interpretation.
- 4) Responsibility. Willingness to accept the consequences of their actions and commitments.
- 5) Rational and Realistic Thinking. The ability to analyze problems or events using logical thinking and practical thinking according to reality.

Table 3.1 Respondents' Responses Emotional Stability

code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Se 1	Confidence in one's own abilities.	12	8	36	75	70	3,910	Tall
Se 2	Optimism.	10	10	24	89	68	3,970	Tall
Se 3	Objectivity.	12	8	35	87	59	3,861	Tall
Se 4	Responsibility.	10	10	27	89	65	3,940	Tall

Se 5	Rational and realistic thinking.	10	11	32	99	49	3.826	Tall
Average							3.901	Tall

Source: Processed primary data, 2025

Based on Table 3.2, the results of responses from 201 respondents obtained at the Psychology Division of the West Java Regional Police Human Resources Bureau, it can be seen that in general the assessment of Emotional Stability is in the High category, with an average mean score of 3,901. This shows that most respondents gave positive responses to the indicators that measure emotional stability in the work environment.

If viewed in more detail, the indicator "Confidence in self-ability" (Se 1) obtained a mean score of 3,910, which is included in the High category, with the distribution of answers dominated by the options "Agree" (75 respondents) and "Strongly Agree" (70 respondents). The indicator "Optimism" (Se 2) obtained the highest mean score of 3,970, which also shows that the majority of respondents feel optimistic in carrying out their duties and responsibilities. This is reinforced by the large number of respondents who answered "Agree" (89 respondents) and "Strongly Agree" (68 respondents).

Furthermore, the "Objectivity" indicator (Se 3) obtained a mean score of 3,861, still in the High category, with a fairly even distribution of answers but still showing dominance in positive responses. The "Responsibility" indicator (Se 4) also recorded a mean score of 3,940, indicating that respondents have a high sense of responsibility in dealing with pressure or emotional situations. Finally, the "Rational and realistic thinking" indicator (Se 5) obtained a mean score of 3,826, with the dominance of "Agree" answers as many as 99 respondents, showing that respondents tend to be able to think logically in any condition.

Thus, all indicators in the Emotional Stability variable are in the High category. This shows that members in the Psychology Department of the West Java Regional Police Human Resources Bureau have a good level of emotional control, are able to face work pressure with an optimistic, objective, responsible attitude, and think rationally. This finding is important for the organization because high emotional stability greatly contributes to improved performance, correct decision making, and harmonious working relationships. However, efforts to maintain and improve emotional stability still need to be carried out continuously, through training, psychological coaching, and supportive managerial approaches.

3.2.1. The Influence of Emotional Stability on Job Satisfaction of Personnel in the Psychology Department of the West Java Regional Police Human Resources Bureau

The results of the analysis using the Partial Least Square (PLS) method show that Emotional Stability has a positive and significant influence on Job Satisfaction of personnel in the Psychology Division of the West Java Regional Police Human Resources Bureau. This is evidenced by the original sample value of 0.910, the T-statistic value of 48.028, and the p-value of 0.000. Because the p-value is smaller than 0.05, it can be concluded that the hypothesis is accepted, namely Emotional Stability has a positive and significant influence on Job Satisfaction. In other words, the higher the level of emotional stability possessed by personnel, the higher the level of job satisfaction they feel.

Conceptually, emotional stability includes the ability to control emotions, think rationally when facing pressure, and demonstrate an optimistic and responsible attitude in carrying out tasks. In the context of an organization such as the police which has high work dynamics and high emotional demands, emotional stability is an important factor in creating work comfort, self-confidence, and healthy interpersonal relationships in the work environment. This is in accordance with the indicators used in this study, such as self-confidence, optimism, objectivity, responsibility, and rational and realistic thinking, all of which show outer loading above 0.80 and high t-statistic values, indicating the validity of the indicators in measuring the construct of emotional stability.

This finding is in line with research conducted by Fauziah, R. & Rahmawati, D. (2022) which shows that emotional stability plays an important role in increasing employee job satisfaction. The study explains that individuals with high emotional stability tend to have good self-control, are not easily stressed, and are able to build harmonious working relationships, thereby increasing satisfaction with the work they do. In addition, Amalia and Nugroho (2021) also found that emotional stability significantly increases employee job satisfaction because emotionally stable individuals are better able to adapt to work pressures and challenging work environment situations.

Thus, the results of this study not only strengthen the theories of work psychology related to the importance of emotional aspects in work, but also provide practical recommendations for HR management in the police environment to pay attention to strengthening the psychological aspects of personnel, including emotional control training, providing psychological support, and improving a healthy work climate as a strategy to increase overall job satisfaction.

3.2.2. The Influence of Emotional Stability on the Performance of Personnel in the Psychology Division of the West Java Regional Police Human Resources Bureau

The results of the analysis using the Partial Least Square (PLS) method show that emotional stability has a significant positive effect on personnel performance in the Psychology Department of the West Java Regional Police Human Resources Bureau. This can be seen from the original sample value which shows a coefficient of 0.755 with a T-statistic of 10.450 and a P-value of 0.000, which is less than 0.05. This shows that emotional stability has a significant and positive effect on personnel performance, which means that the more stable a personnel's emotions are, the better the performance shown.

This finding is consistent with research conducted by Sulisworo (2018) which states that emotional stability plays an important role in improving individual performance in an organization. High emotional stability can make an employee better able to deal with stress, adapt to change, and make more objective and rational decisions. In the context of the Psychology of the West Java Police HR Bureau, this can mean that personnel with good emotional stability will be more effective in carrying out their duties, more responsive to the challenges faced, and more results-oriented.

Emotional stability is closely related to factors such as self-confidence, optimism, and rational thinking found in the tested indicators. For example, self-confidence with an outer loading of 0.850 and a t-statistic of 33.386 makes a major contribution in explaining better performance among personnel. This shows that confident personnel tend to be more competent in carrying out their tasks, because they have a high sense of responsibility and think more rationally and realistically.

This result is also supported by research by Ningsih and Hidayah (2021) which found that individuals with good emotional stability have a greater ability to manage their work efficiently and effectively. They are better able to maintain the quality of their work even when faced with pressure or challenges that come from the work environment.

Overall, emotional stability is a very important factor in supporting the performance of personnel in the Psychology Department of the West Java Regional Police Human Resources Bureau. Therefore, developing emotional stability through training or coaching can be one effective way to improve the quality and productivity of personnel work in this agency. Along with increasing emotional stability, personnel performance will be increasingly optimal and able to provide better results for the organization.

3.3. Job satisfaction

According to Hussain & Mohamed (2011) job satisfaction refers to an effectiveness or emotional response to various aspects of work. Then, Otrębski (2022) describes job satisfaction as a set of employee feelings regarding the pleasure or discomfort of their work. Job satisfaction is also defined as a general attitude toward one's job that reflects the difference between the amount of rewards workers receive and the amount they believe they should receive (Penconek et al., 2021).

In other words, job satisfaction is an affective or emotional response to various aspects of one's job that includes a positive attitude of the workforce towards their job, which arises from the assessment of the work situation. This assessment can be related to one aspect of the job or be considered as a reward in achieving important values in the job. Satisfied employees prefer their work situation than dissatisfied employees (Lambert et al., 2016).

Feelings related to job satisfaction and dissatisfaction tend to reflect workers' assessments of current and past work experiences, not just expectations for the future (Akirmak & Ayla, 2021). Thus, it can be concluded that job satisfaction involves two important elements, namely the assessment of work values and the fulfillment of basic needs. The indicators of job satisfaction used in this study are as follows (Judge et al., 2000):

- 1) The work itself (work it self)
- 2) Relationship with superiors (supervision)
- 3) Workers
- 4) Promotion
- 5) Salary or wages (pay)

Table 3.3 Respondents' ResponsesJob satisfaction

No	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kk 1	The work itself (work it self)	13	8	31	87	62	3,881	Tall
Kk 2	Relationship with superiors (supervision)	11	10	43	73	64	3,841	Tall
Kk 3	Workers	14	7	56	73	51	3,697	Tall

Kk 4	Promotion	12	8	48	77	56	3,781	Tall
Kk 5	Salary or wages (pay)	7	13	39	71	71	3.925	Tall
Average							3.825	Tall

Source: Processed primary data, 2025

Based on Table 3.3, data responses from 201 respondents regarding job satisfaction in the Psychology Division of the West Java Regional Police Human Resources Bureau, it is known that in general respondents gave an assessment in the High category for all indicators measured, with an average mean score of 3,825. This shows that the majority of respondents are satisfied with the aspects of the work they do.

The “Salary or wages (pay)” indicator obtained the highest mean value of 3,925, indicating that the compensation or financial reward provided by the agency was felt to be quite satisfactory by the respondents. Followed by the “Work itself (work it self)” indicator with a mean of 3,881, which illustrates that respondents feel their work is meaningful, challenging, and in line with expectations. Furthermore, the “Relationship with superiors (supervision)” indicator recorded a mean of 3,841, indicating that interpersonal relationships between superiors and subordinates are at a good level and support a conducive work atmosphere.

The “Promotion” indicator also obtained a mean value of 3,781, indicating that the promotion system in place has been considered fairly fair and provides good opportunities for career development. Meanwhile, the “Workers” indicator obtained the lowest mean value of 3,697, although it is still in the high category. This shows that although the relationship between coworkers is good, there is still room to improve teamwork, communication, and solidarity among members.

Overall, these results reflect that the level of employee job satisfaction at the Psychology Department of the West Java Regional Police Human Resources Bureau is in the High category, which means that current working conditions already support employee comfort and work enthusiasm. However, to maintain and improve this level of satisfaction, the organization needs to continue to pay attention to and evaluate the factors assessed, especially those with relatively lower scores such as relationships with coworkers, in order to create a more harmonious and productive work environment.

3.3.1. The Influence of Job Satisfaction on the Performance of Personnel in the Psychology Division of the West Java Regional Police Human Resources Bureau

The results of the Partial Least Square (PLS) analysis show that job satisfaction has an effect on the performance of personnel in the Psychology Division of the West Java Regional Police Human Resources Bureau, as indicated by the original sample value of 0.173 and the p-value of 0.024. Because the p-value is smaller than 0.05, it can be concluded that job satisfaction has a positive and significant effect on personnel performance. This means that the higher the level of job satisfaction felt by personnel, the higher the performance they display in the work environment.

The path coefficient of 0.173 indicates that the influence of job satisfaction on personnel performance is in the category of positive influence, although not too strong, but still statistically significant. This indicates that factors such as the work itself, relationships with superiors, relationships between coworkers, promotion opportunities, and salary or wages, which are indicators of job satisfaction, have a role in encouraging personnel to work better, more productively, and show high commitment to the tasks given.

This finding is in line with research conducted by Sari and Wijayanto (2023) which states that job satisfaction has a significant influence on employee performance in the public service sector, where the more satisfied an employee is with his job and environment, the more likely he is to show optimal work performance. In addition, research by Luthans (2011) also explains that job satisfaction is an important determinant in shaping motivation and performance, especially in organizations that have a bureaucratic structure such as government agencies or the police.

Thus, the results of this study emphasize the importance of maintaining and improving personnel job satisfaction through improvements in the supervision system, communication between colleagues, career development, and fair and transparent compensation policies. These improvement efforts will greatly contribute to more optimal performance in the work environment of the Psychology Department of the West Java Regional Police Human Resources Bureau.

4. Conclusion

Emotional Stability has a positive and significant effect on Job Satisfaction. This shows that the better a person's emotional stability, the higher the level of job satisfaction felt by personnel in the Psychology Division of the West Java Regional Police Human Resources Bureau. Members who have good emotional stability tend to be more optimistic, objective, and rational in facing work challenges, which ultimately increases their satisfaction with their

work. Job Satisfaction has a positive and significant effect on Personnel Performance. These results indicate that high job satisfaction will improve personnel performance. When members are satisfied with their working conditions, relationships with coworkers and superiors, and the salary they receive, they will be more motivated to work more effectively and productively, which will lead to increased performance. Emotional Stability has a positive and significant effect on Personnel Performance. High emotional stability plays an important role in improving personnel performance in the Psychology Division of the West Java Regional Police Human Resources Bureau. Personnel with good emotional stability are able to deal with pressure better, make more rational decisions, and work more effectively. As a result, personnel performance will be more optimal and provide greater contributions to the organization.

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