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## The Effect of Work Motivation and Organizational Commitment on Job Satisfaction at the Population and Civil Registration Office of Barito Kuala Regency

Wulan Wurnongo<sup>1\*</sup>, Ahmad Alim Bachri<sup>1</sup>

<sup>1</sup>Master of Management, Faculty of Economics and Business, Universitas Lambung Mangkurat, Banjarmasin, Indonesia

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#### \*Corresponding author:

Wulan Wurnongo

#### E-mail address:

[wulanwurnongo01@gmail.com](mailto:wulanwurnongo01@gmail.com)

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### ABSTRACT

An organization needs to increase its attention to the quality of its employees, both in terms of the quality of knowledge and skills, career, and level of welfare, so as to improve employee performance to achieve organizational goals. This study aims to determine the effect of work motivation and organizational commitment on job satisfaction for employees of the population and the civil registration office of Barito Kuala Regency. This research is an explanatory causality study with a quantitative approach. The research location is the Department of Population and Civil Registration, Barito Kuala Regency, South Kalimantan, Indonesia. The subjects of this study were all staff who worked at the Department of Population and Civil Registration of Barito Kuala Regency, totaling 70 people. Measurement of variables using a Likert scale technique with a weight scale from 1 to 5. To determine the effect of the variables studied, multiple linear regression analysis was used. The results of the analysis show that work motivation has a negative and significant effect on job satisfaction. The higher the work motivation of an employee, the lower the level of job satisfaction, and organizational commitment has a positive and significant effect on job satisfaction. In conclusion, the higher the organizational commitment that exists in an employee, the higher the level of job satisfaction of employees at the Department of Population and Civil Registration of Barito Kuala Regency.

### 1. Introduction

The role of human resources becomes increasingly important when associated with global developments filled with competitive competition among organizations. One of the ways that organizations do in facing competition is by empowering and exploring all the potential of their human resources to the fullest. In line with this, an organization needs to increase its attention to the quality of its employees, both in terms of the quality of knowledge and skills,

career, and level of welfare, so as to improve employee performance to give all of their abilities in achieving organizational goals, and many companies do not realize the importance of these human resources (Iswanda et al., 2017). Bureaucratic reform in the public sector today leads to changes in patterns and styles in the administration of all affairs in the government sector to become better, more flexible, open, accountable, democratic, and efficient. The



concept of government organizations in managing their affairs so that they can serve citizens well is good governance which is manifested in efforts to improve and perfect the process of governance. (Titisari, 2014).

In Indonesia, the COVID-19 pandemic has had an impact on various fields, including government services. In dealing with the COVID-19 problem, the government must still be required to carry out its main tasks and functions. Therefore, a strategic policy is needed to adjust to the new normal life. The government has implemented policies regarding social distancing, physical distancing, work from home (WFH), and large-scale social restrictions (PSBB) to prevent transmission and stop the spread of the COVID-19 virus. Many of the new policies made are difficult to implement by the community, especially for public service providers. The enforcement of regulations regarding social distancing, physical distancing, work from home (WFH), and large-scale social restrictions (PSBB) that require all people to stay at home is one of the challenges for public services. One of them is the Department of Population and Civil Registration of Barito Kuala Regency, which previously always carried out public services with face-to-face/offline methods.

During the pandemic, the Population and Civil Registration Office of Barito Kuala Regency experienced an increase in the demand for public services. This is thought to have occurred because of the ease with which the public could manage population documents. Residents do not have to come to the Office of Population and Civil Registration of Barito Kuala Regency if they want to process population data. People can get services even if they are at home.

Several obstacles were faced by the staff of the Population and Civil Registration Office of Barito Kuala Regency in providing online services. The high interest of the public in managing files online has overwhelmed the officers. In addition to difficulties in online services, employees also find it difficult when work

from home (WFH). When working at home, employees often feel unfocused due to the many distractions at work, for example, unstable internet networks and household chores. This study aims to determine the effect of work motivation and organizational commitment on job satisfaction for employees of the population and the civil registration office of Barito Kuala regency.

## 2. Literature Review

Job satisfaction refers to the complex attitudes of individuals towards their jobs. This is a pleasant emotional state that originates from an assessment of one's work as an achievement that helps to realize the value of one's work. According to the commonly used notion of satisfaction, satisfaction occurs when a person gets what he needs, wants, expects, and deserves according to his rights. (Thiagararaj et al., 2017; Luz et al., 2018; Sugiarto, 2018)

Motivation can be meaningful as individual energy that can bring up a certain level of persistence or enthusiasm to carry out a certain activity, which comes from within the individual (intrinsic motivation) and from outside the individual (extrinsic motivation). Strong motivation from individuals will determine most of the quality of behavior shown, whether it is in studies, work, or other life. (Titisari, 2014)

Work motivation can be assessed from the level of attachment, obligation, and appreciation of working in the organization. When competitive employees want to complete their work with the highest efficiency, then they use all their abilities to complete the task. Many employees like to build relationships and need to have more contact with their boss. This will make them feel cared for and motivated. The effectiveness of internal and external work motivation forces employees to work, resulting in job satisfaction. Work motivation creates job satisfaction, makes employees more involved in work, and influences work performance. If they are satisfied and motivated, then their performance can achieve business goals, which plays



an important role. (Sohail et al., 2014; Yousef, 2016; Bagis et al., 2021)

Organizational commitment is defined as a strong desire to continue to be a member of a particular organization, the expectation of working in accordance with the wishes of the organization, beliefs, and acceptance of organizational values and goals. Organizational commitment reflects employee attitudes towards organizational loyalty, as well as an ongoing process in which organizational members express concerns about the organization and its continued success and progress (Luthans, 2006).

Job satisfaction is a person's attitude towards work. People who have a positive sense of work also have high job satisfaction. At the same time, people with negative emotions will feel dissatisfied with their existence. People who are satisfied with their work feel that in order to achieve the goals and objectives of the organization, they must be filled with pleasure and prosperity in the organization. Company leaders need to dig up information about employee job satisfaction. This can be taken into consideration when solving internal company problems.

Job satisfaction is a positive emotional state that is the result of evaluating one's work experience (Mathis et al., 2011). Job satisfaction is also an attitude of workers about their work resulting from their perception of their work based on factors contained in the work environment, such as supervisory style, policies and procedures, workgroup affiliation, working conditions, and other benefits for workers (Gibson et al., 2009). Then, Armstrong (2006) suggests that job satisfaction refers to a person's attitudes and feelings towards their work. A positive and conducive attitude towards work indicates job satisfaction.

Every organization wants to achieve its goals and success. To achieve this goal, high-quality human resources are needed. After the work is done correctly, job satisfaction will be generated, which has an impact on organizational commitment. Someone who has high organizational commitment will have an influence on

his motivation to act in order to achieve company goals. Recognition of employees in certain organizations and their goals and desires to retain members in that organization.

### 3. Methods

This research is an explanatory causality study with a quantitative approach. The research location is the Department of Population and Civil Registration, Barito Kuala Regency, South Kalimantan, Indonesia. The subjects of this study were all staff who worked at the Department of Population and Civil Registration of Barito Kuala Regency, totaling 70 people.

Data were collected through observation, questionnaires, and interviews. The variables in this study are work motivation (X1), organizational commitment (X2), and job satisfaction (Y). The variables studied will be measured based on the perceptions of the respondents with a questionnaire that is assessed using a Likert scale with a range of 1-5. The answer choices consisted of strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1).

The normality test aims to test whether, in the regression model, the confounding or residual variables have a normal distribution, as it is known that the t and F tests assume that the residual value follows a normal distribution. In this study, the normality test was performed using graphical analysis (histogram curves and pp plot graphs). The multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent). A good regression model should not have a correlation between the independent variables. If the independent variables are correlated with each other, then these variables are not orthogonal, which means that the independent variable whose correlation value between independent variables is equal to zero. Multicorrelation can be seen from the value of VIF (variance inflation factor), whose value must be  $< 10$ ,



and the value of Tolerance Value must be  $> 0.1$ . The heteroscedasticity test aims to test whether there is an inequality of variance in the regression model from the residuals of one observation to another. If the residual variance from one observation to another observation remains, it is called Homoscedasticity, and if it is different, it is called heteroscedasticity. A good regression model is Homoscedasticity, and Heteroscedasticity does not occur. To see the presence or absence of heteroscedasticity, by looking at the scatterplot diagram, the points must be spread out. The data analysis method used in this study is multiple linear regression analysis, which is a statistical method used to determine the effect between two variables, namely the independent variable (Work Motivation and Organizational Commitment) and the dependent variable (Job Satisfaction). The t-statistic test basically shows how far the influence of one independent variable individually (partial) is in explaining the variation of the dependent variable. The independent variable is said to have an effect on the dependent variable partially if the significance value is  $< 0.05$  and the t-count value is  $>$  the t-table value. The F statistic test shows how far the influence of all the independent variables together (simultaneously) is in explaining the variation of the dependent variable. The independent variable is said to have an effect on the dependent variable simultaneously if the significance value is  $< 0.05$  and the calculated F value is  $>$  the F table value. The coefficient of determination ( $R^2$ ) essentially measures how far the model's ability to explain variations in the dependent variable is. The value of

the coefficient of determination is between zero and one. The value of  $R^2$  means that the ability of the independent variables to explain the variation of the dependent variable is very limited.

#### 4. Results and Discussion

Table 1 shows a list of questions used to explore the variables of work motivation, organizational commitment, and job satisfaction of each respondent. The average respondent's response to the Work Motivation variable (X1) total score is 4.743, and overall the average respondent's response to the Work Motivation variable (X1) is 3.99, which is included in the Agree category. Namely, work motivation is influenced by Biological Needs, Security Needs, Love Needs, Appreciation Needs, and Self-Actualization Needs. The average respondent's response to the Organizational Commitment variable (X2) total score is 2,349, and overall, the average respondent's response to the Organizational Commitment variable (X2) is 3.73, which is included in the Agree category, where Organizational Commitment is influenced by Affective Commitment, Continuity Commitment, and Normative Commitment. The average respondent's response to the Job Satisfaction variable (Y1) total score is 4.335, and overall the average respondent's response to the Job Satisfaction variable (Y1) is 3.64, which is included in the Agree category, where Job Satisfaction is influenced by Satisfaction with Work, Satisfaction with Rewards, Satisfaction with Supervision, Satisfaction with Co-workers, and Satisfaction with Promotions.



Table 1. Questions for each research variable

No	Question Items for Work Motivation Variables		Respondent's Answer Score					Score Total	Mean
			5	4	3	2	1		
1	The salary obtained as an employee in this company is in accordance with the work done	F	16	39	13	2	0	275	3.93
		%	22,86%	55,71%	18,57%	2,86%	0,00%		
2	The break time set by the office is sufficient	F	24	46	0	0	0	300	4.29
		%	34,29%	65,71%	0,00%	0,00%	0,00%		
3	The benefits obtained from working in this office are already satisfactory	F	23	28	15	4	0	300	4,29
		%	32,86%	40,00%	21,43%	5,71%	0,00%		
4	The equipment of working in this office is quite adequate for use	F	26	33	4	4	3	281	4.01
		%	37,14%	47,14%	5,71%	5,71%	4,29%		
5	Security in population and the civil registration office of Barito Kuala regency has been well managed	F	28	28	12	2	0	289	4.13
		%	40,00%	40,00%	17,14%	2,86%	0,00%		
6	Medical equipment has been provided by the office for employees who need it	F	33	35	2	0	0	307	4.39
		%	47,14%	50,00%	2,86%	0,00%	0,00%		
7	I can socialize well with my co-workers in the population and the civil registration office of Barito Kuala regency	F	22	46	2	0	0	296	4.23
		%	31,43%	65,71%	2,86%	0,00%	0,00%		
8	I get recognition and appreciation from my co-workers when I do a good job	F	24	33	13	0	0	288	4.11
		%	34,29%	47,14%	18,57%	0,00%	0,00%		
9	I am often involved in joint activities held outside the office	F	31	35	4	0	0	303	4,33
		%	44,29%	50,00%	5,71%	0,00%	0,00%		
10	The working relationship among co-workers in this office is quite good	F	31	35	4	0	0	302	4,31
		%	44,29%	50,00%	5,71%	0,00%	0,00%		
11	Superiors give praise if there are subordinates who are able to carry out their job duties well	F	14	44	12	0	0	278	3.97
		%	20,00%	62,86%	17,14%	0,00%	0,00%		
12	I feel appreciated for the positive things I do in the work environment	F	6	43	16	5	0	256	3.66
		%	8,57%	61,43%	22,86%	7,14%	0,00%		
13	So far, the office appreciates my work	F	2	30	14	22	2	214	3.06
		%	2,86%	42,86%	20,00%	31,43%	2,86%		
14	My current job is in line with the skills and educational background I have	F	6	53	11	0	0	271	3.87
		%	8,57%	75,71%	15,71%	0,00%	0,00%		
15	The office provides opportunities for employees to get a higher career path	F	4	47	16	3	0	258	3.69
		%	5,71%	67,14%	22,86%	4,29%	0,00%		
16	Supervisor provides training to employees to improve work skills	F	17	42	11	0	0	281	4.01
		%	24,29%	60,00%	15,71%	0,00%	0,00%		
17	I always have the opportunity to participate in determining the goals to be achieved by my superiors.	F	12	38	20	0	0	269	3,84
		%	17,14%	54,29%	28,57%	0,00%	0,00%		
<b>Total Score and Average</b>							4.743	3.99	
No	Question Items Variable Organizational Commitment		Respondent's Answer Score					Score Total	Mean
			5	4	3	2	1		
1	I really feel as if organizational problems are my own problems	F	11	35	24	0	0	262	3.74
		%	15,71%	50,00%	34,29%	0,00%	0,00%		
2	I think I will not easily become attached to other organizations like I am attached to this organization.	F	8	38	24	0	0	260	3,71
		%	11,43%	54,29%	34,29%	0,00%	0,00%		
3	I feel emotionally attached to this organization	F	6	36	19	7	2	245	3.50
		%	8,57%	51,43%	27,14%	10,00%	2,86%		
4	I am worried about what might happen if I quit my job without having another similar job	F	5	20	30	12	3	221	3.16
		%	7,14%	28,57%	42,86%	17,14%	4,29%		
5	It would be very hard for me to leave this organization now, even if I want it	F	8	24	35	3	0	244	3.49
		%	11,43%	34,29%	50,00%	4,29%	0,00%		



6	Currently working in the organization, this is my need as well as my desire	F	6	21	37	4	2	239	3.41
		%	8.57%	30.00%	52.86%	5.71%	2, 86%		
7	I was taught to believe in the value of staying loyal to one organization	F	14	44	12	0	0	278	3.97
		%	20.00%	62.86%	17.14%	0.00%	0.00%		
8	If I get an offer better job in another organization, I will not feel that the offer is a good reason to leave my organization	F	26	36	8	0	0	294	4.20
		%	37.14%	51.43%	11.43%	0.00%	0.00%		
9	One of the main reasons to continue working for this organization is that I believe loyalty is important, and therefore I feel that staying with the company is a moral obligation	F	30	40	0	0	0	306	4.37
		%	42.86%	57.14%	0.00%	0.00%	0.00%		
<b>Total Score and Average</b>								2349	3.73
No	Question Items Job Satisfaction Variable		Respondent's Answer Score					Score Total	Mean
			5	4	3	2	1		
1	The work I am currently doing is in accordance with my abilities and expertise.	F	12	37	15	6	0	261	3,73
		%	17.14%	52.86%	21.43%	8, 57%	0.00%		
2	I am always given freedom by my boss in doing my job	F	4	39	11	16	0	238	3.40
		%	5.71%	55.71%	15,71%	22.86%	0.00%		
3	The job gives me the opportunity to prepare for my future progress	F	13	48	9	0	0	279	3.99
		%	18.57%	68.57%	12.86%	0.00%	0.00%		
4	I am satisfied with the salary the current principal received	F	4	14	29	21	2	204	2.91
		%	5.71%	20.00%	41.43%	30.00%	2.86%		
5	The salary that I currently receive is satisfactory, according to my workload, what I carry	F	4	8	31	25	2	194	2.77
		%	5.71%	11.43%	44.29%	35.71%	2.86%		
6	I am satisfied with the benefits provided outside of the basic salary I receive	F	4	14	31	19	2	206	2.94
		%	5.71%	20.00%	44.29%	27.14%	2.86%		
7	Superiors have always provided direction to staff in every job	F	6	39	21	4	0	253	3.61
		%	8.57%	55.71%	30.00%	5.71%	0.00%		
8	Communication between superiors and staff is well established in solving work problems	F	22	44	4	0	0	294	4.20
		%	31.43%	62.86%	5.71%	0.00%	0.00%		
9	The superior is always willing to take the time to help if I have difficulty completing work assignments	F	14	40	16	0	0	274	3.91
		%	20.00%	57.14%	22.86%	0.00%	0.00%		
10	Superior always provide opportunities to provide input that may be useful in supporting the achievement of work programs	F	14	50	6	0	0	284	4.06
		%	20,00%	71.43%	8.57%	0.00%	0.00%		
11	My relationship with co-workers is well established	F	31	37	2	0	0	304	4,34
		%	44.29%	52.86%	2.86 %	0.00%	0.00%		
12	Co-workers always provide assistance in completing work so that it is completed on time	F	9	41	18	2	0	262	3.74
		%	12.86%	58.57%	25.71%	2.86%	0.00%		
13	My co-workers always help me when I face difficulties in my work	F	4	36	30	0	0	250	3.57
		%	5.71%	51.43%	42.86%	0.00%	0.00%		
14	I do not find difficulties in working with co-workers	F	4	35	31	0	0	250	3.57
		%	5.71%	50.00%	44.29%	0.00%	0.00%		
15	The office provides the widest opportunity for each employee to be promoted	F	4	32	32	2	0	246	3.51
		%	5.71%	45.71%	45.71%	2.86%	0.00%		
16	The existence of promotions carried out by the office motivates employees to further develop and forward	F	6	46	18	0	0	265	3.79
		%	8.57%	65.71%	25.71%	0.00%	0.00%		
17	Good work performance results in promotions for employees	F	12	40	18	0	0	271	3.87
		%	17.14%	57.14%	25.71%	0.00%	0.00%		
<b>Total Score and Average</b>								4.335	3.64



The results of the validity of each question are more than the r table, namely 0.198, which means that each question item is valid. And it really can be used as a measuring tool for Work Motivation and Organizational Commitment to Employee Job Satisfaction at the Population and Civil Registration Office of Barito Kuala Regency. Value *Cronbach's Alpha* is more than 0.7, which means that each respondent's answer has reliability the good one. The variables of Work Motivation (X1) and Organizational Commitment (X2) produce a VIF value that is smaller than 10 (1.628) and a tolerance value greater than 0.1 (0.614), which means that there is no relationship between the variables of Work Motivation and Organizational Commitment. The t-count value on the work motivation variable (X1) is -3.808, where the t-count value  $(-3.808) < t\text{-table} (1.996)$ , meaning that the work motivation variable has a negative and significant effect on job satisfaction for the employees of the Population and Civil Registration Office of Barito Kuala Regency. For the organizational commitment variable (X2), the t-count value on the organizational commitment variable (X2) is 7.997, which is the t-count  $(7.997) > t\text{-table} (1.996)$ , meaning that the organizational commitment variable has a positive and significant effect on job satisfaction for the Population and Population Service employees. Barito Kuala Regency Civil Registry. The calculated F value for the work motivation variable (X1) and organizational commitment (X2) is 33.072, where the calculated F value  $(33.072) > F\text{ Table} (3.132)$ , meaning that the variables of work motivation and organizational commitment simultaneously have an influence on employee job satisfaction in the office. Population and Civil Registration of Barito Kuala Regency. The R-Square value of the Job Satisfaction variable is 0.604, which means that the level of job satisfaction of employees at the Population and Civil Registration Office of Barito Kuala Regency is 0.604 or 60.4% influenced by work motivation and organizational

commitment. And 39.6% were influenced by other variables not used in this study.

The results of this study are in accordance with the phenomena that exist in the Office of Population and Civil Registration of Barito Kuala Regency, where employees in the office, especially temporary employees, even though they do a lot of little work, the salary they get is the same. In addition, they do not get a bonus if what they do is in accordance with what was ordered. Based on data analysis from respondents' answers, it can be seen clearly in the description of Work Motivation in the Population and Civil Registration Office of Barito Kuala Regency. Of the five indicators that affect work motivation, the indicator with the highest mean is the indicator of love needs, which is 4.25. Where the relationship between employees at the Department of Population and Civil Registration of Barito Kuala Regency is very close, both the relationship between superiors and subordinates, as well as the relationship between colleagues. While the lowest mean is found in the indicator of the need for appreciation, which is 3.56. This shows that employees at the Population and Civil Registration Office of Barito Kuala Regency do not feel appreciated when they employees do positive things for the office and rarely get praise from superiors and/or colleagues when the employee successfully completes a job well.

The results of this study are in accordance with the phenomenon that exists in the Office of Population and Civil Registration of Barito Kuala Regency, where employees use personal internet when working from home (WFH). In addition, employees who are responsible for providing online services use personal cellphones, and when cellphones are available, one of the employees was damaged due to too many incoming messages simultaneously. The office did not provide a policy to handle this. And for temporary employees, stay in the office because, during this pandemic, it is very difficult to find work, especially in the Barito Kuala area. And also, people think that working in the



Department of Population and Civil Registration is a matter of pride. Based on data analysis from respondents' answers, it can be seen clearly the description of Organizational Commitment in the Population and Civil Registration Office of Barito Kuala Regency. Of the three indicators of organizational commitment, the indicator with the highest mean is the normative commitment indicator, which is 4.18. This shows that, in practice, committed employees feel that they must be loyal to the office, and the offer to work outside the organization is not their reason to leave the organization. While the lowest mean is found in the sustainable commitment indicator, which is 3.35. This shows that in practice, the organizational commitment to the Population and Civil Registration Office of Barito Kuala Regency employees feel that they are not afraid if in the future they will not be able to get a job like they are currently living are not afraid to leave the organization, and they stay in the organization, not because needs and wants.

## 5. Conclusion

Work motivation has a negative and significant effect on job satisfaction. The results of the analysis show that the higher the work motivation of an employee, the lower the level of job satisfaction of employees at the Department of Population and Civil Registration of Barito Kuala Regency. Organizational commitment has a positive and significant effect on job satisfaction. The results of the analysis show that the higher the organizational commitment that exists in an employee, the higher the level of job satisfaction of employees at the Department of Population and Civil Registration of Barito Kuala Regency.

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