



THE INFLUENCE OF SELF-ESTEEM, INNOVATIVE WORK BEHAVIOR, AND LOCUS OF CONTROL ON EMPLOYEE SATISFACTION OF THE YOGYAKARTA TRANSPORTATION DEPARTMENT

Titis Audina^{1,*}, Ignatius Soni Kurniawan², Jeanette G. Dials³

^{1,2}Management Department, Faculty of Economics, Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia.

³College of Teacher Education, Mariano Marcos State University, Ilocos Norte, Philippines

*Corresponding author: Email: titisaudina20@gmail.com

ABSTRACT

The purpose of this research is to investigate the impact of locus of control, creative work behavior, and self-esteem on job satisfaction among employees at the Yogyakarta Special Region Transportation Service. Certain individuals possess a high level of confidence and personality, demonstrating inventive work behavior and self-assurance in their skills. Some workers, meanwhile, continue to hold certain opinions and think of themselves as less valuable, less approachable, and more isolated from other workers. a state that an individual experiences as a result of their locus of control, creative work habits, and sense of self-worth. Based on census data, 48 respondents made up this research sample. A questionnaire was utilized as the method of data collection in this study. The data was then processed through a data quality test involving the standard assumption tests for heteroscedasticity, multicollinearity, and normalcy. The t and customized r-square tests are part of the multiple linear regression test, on the other hand. The study's findings indicated that creative work practices and self-worth had no discernible effects on job satisfaction. Employers should be aware of employee locus of control as a predictor of job satisfaction. More precisely and legitimately can be concluded from this study about the impact of locus of control, creative work practices, and self-worth on job satisfaction.

Keywords: *employee job satisfaction, innovative work behavior, locus of control, self-esteem.*

1. INTRODUCTION

Every company needs quality human resources to achieve its goals. To achieve company goals, the leader or manager will assign tasks to each employee according to their respective functions and positions within the company. The tasks assigned by the leader or manager to employees are a responsibility that must be carried out sincerely and earnestly to achieve the company's predetermined goals. Self-esteem, innovative work behavior, locus of control, neuroticism, and self-efficacy significantly predict job satisfaction and employee performance. However, much remains to be known about the precise nature of these traits (whether or not they are indicators of a broader core self-evaluation construct) and the processes that influence outcomes in improving employee job satisfaction.

Every company needs quality human resources to achieve its goals. To achieve company goals, the leader or manager will assign tasks to each employee according to their respective functions and positions within the company. The tasks the leader or manager assigns employees must be carried out sincerely and earnestly to achieve the company's goals. Self-esteem, innovative work behavior, locus of control, neuroticism, and self-efficacy significantly predict job satisfaction and employee performance. However, much remains to be known about the precise nature of these traits (whether or not they are indicators of a broader core self-evaluation construct) and the processes that influence outcomes in improving employee job satisfaction [1]. Likewise, the Yogyakarta Special Region Transportation Agency, a government company engaged in transportation, has issues related to employee job satisfaction at work, which is

essential. Employees who have job dissatisfaction will affect their work activities in a company. Companies must continue to improve employee performance if they want the company and individual employees to grow.

Based on initial interviews conducted at the Yogyakarta Special Region Transportation Agency, some employees have high trust and personality, such as self-confidence, confidence in their abilities, and innovative work behavior. However, some employees still need to gain trust and view themselves as less valuable, less open, and more closed than others. A condition within the individual due to the influence of self-esteem, innovative work behavior, and locus of control in employees.

Self-importance, self-love or pride in oneself, and self-completeness are other terms for self-esteem. However, self-esteem is not the same as confidence or self-efficacy, which includes opinions about one's traits and potential for success [2]. People who intentionally introduce new concepts, workflows, tools, and procedures that are beneficial in the workplace are exhibiting innovative work behavior. New ideas are required in modern work to bring about major changes in a company or organization, such as by implementing new work tools, streamlining work processes, developing new routines, and fostering greater internal and external cooperation. A company or organization needs innovation to respond to dynamic environmental changes, challenge them, survive, and be competitive [3]. To improve job satisfaction, leaders must provide space for innovative work behavior, including opportunities to innovate for staff, find new methods, techniques, and instruments at work, provide opportunities for staff to create new ideas, and introduce systematic, innovative ideas [4]. Every person has opinions and views about everything that influences them. The locus of control refers to this idea. Workers who have a sense of control over their work will be happier in their roles. Out of all the aspects of job satisfaction, internality is most closely linked to communication [5]. For employees with a locus of control, asking for and providing information is a way to organize their work and get answers to questions about their jobs. Locus of control correlates with feeling better about their work, including less stress, less stress-related illness, less worry about the future, more freedom at work, and a secure future [6]. Job satisfaction is an important variable contributing to the job itself. Meanwhile, job satisfaction is influenced by personal characteristics. Personal characteristics include self-esteem, innovative work behavior, and locus of control, which are factors from within the individual [7].

Previous research has been conducted on the effect of self-esteem, innovative work behavior, and locus of control on employee job satisfaction. Previous research found that self-esteem positively and significantly affects employee job satisfaction [2]. The self-esteem variable hurts job satisfaction, and it can be concluded that the self-esteem factor embedded in each individual is low, which results in poor job satisfaction [9]. There is a significant influence between innovative work behavior and job satisfaction [4]. Innovative work behavior does not significantly affect job performance through job satisfaction [10]. A positive and significant influence exists between locus of control and employee job satisfaction both partially and simultaneously [11]. Locus of control has no significant effect on job satisfaction [12].

Based on the results of previous research, there are inconsistencies in the results regarding the influence of self-esteem, innovative work behavior, and locus of control on employee job satisfaction, which opens up opportunities for retesting in different research settings, namely at the DIY Transportation Agency as the object of research because the DIY Transportation Agency has never conducted research related to the influence of self-esteem, innovative work behavior, and locus of control on employee job satisfaction. Companies are expected to consider the implications of this study's results when making decisions to increase employee satisfaction. This research is also expected to be literature material for further research.

2. HYPOTHESIS DEVELOPMENT

High self-esteem has a positive impact on job satisfaction. High self-esteem tends to increase employees' confidence, motivation, and optimism, which can affect their perception of job satisfaction. Employees with high levels of self-esteem tend to have a strong sense of self-worth, believe in their abilities, and feel more satisfied with their jobs because they feel capable of achieving goals and valued for their contributions. Self-esteem refers to the value an employee feels and experiences about himself due to his participation in a company. It reflects whether the person feels valued and recognized as competent and influential in that context [13]. Employees who have a high sense of self-worth are valued for their abilities, significance, competence, and irreplaceability within the company. Numerous factors, such as an individual's perception of their value, their experiences within the organization, and the values and structure of the organization, all have an impact on self-esteem. At work, one's sense of self-worth is shaped by social interactions, social learning opportunities, and the social messages that one absorbs from those in one's immediate social circle. Job satisfaction among employees is positively correlated with self-esteem [14], [15], [16] and [8].

H1: Self-esteem has a significant positive effect on job satisfaction.

Individual factors such as competence, self-efficacy, motivation, and commitment are predictor models of innovative work behavior [3]. Innovative work behavior is different from creativity at work [17]. Innovative work behavior is a multifaceted collection of behaviors focused on coming up with, advancing, and implementing novel ideas. To be more precise, the process of coming up with new ideas involves considering problems in the workplace and coming up with novel approaches and solutions; the process of promoting new ideas involves approaching relevant people for sponsorship; and the process of realizing new ideas involves putting them into action. In general, innovative work behavior entails considering issues with current work procedures, unfulfilled human needs, or signs that trends may be shifting and new concepts are needed to keep up with advancements [18]. Innovative work behavior has a significant effect on employee job satisfaction [19], [4], [20], dan [21].

H2: Innovative Work Behavior has a significant positive effect on job satisfaction.

A high internal locus of control can positively impact job satisfaction. Individuals with an internal locus of control tend to believe they have control and influence over the events in their lives, including their work. They tend to feel responsible for their success or failure and strive to take initiative in achieving their work goals. Employees with high levels of internal locus of control tend to be highly motivated to take proactive steps and overcome obstacles that arise in the workplace. They also tend to have a more positive attitude towards their work and feel satisfied with their ability to influence their desired outcomes. When employees can control themselves, meaning if they increase their locus of control, their performance will also increase. Employees who have high motivation will devote their abilities to improving their performance [22]. Locus of control has a significant effect on employee job satisfaction [11], [23] dan [24].

H3: Locus of control has a significant positive effect on job satisfaction.

3. RESEARCH METHODS

This study uses quantitative data types involving three independent variables: self-esteem, innovative work behavior, locus of control, and one dependent variable, employee job satisfaction. The sample used was 48 employees who worked at the DIY transportation department. This study uses primary data sources obtained directly from respondents by filling out a questionnaire with a Likert scale measurement scale (1–5). The data analysis technique used is multiple linear regression analysis—variable measurements using the indicators presented in Table 1.

Table 1. Operational definitions and indicators of research variables

NO	Variable	Definition	Indicator
1.	Self-Esteem	Self-esteem It is an assessment of one's condition, appreciating one's strengths and potential, and accepting one's weaknesses [25].	a. Sense of belonging b. Competitor's feelings c. Feeling of worth [25].
2.	innovative work behavior	Innovative work behavior is individual behavior that is directed at initiating all kinds of support for its development and improving job characteristics [18].	a. Exploration of ideas b. Idea generation c. Idea generation d. Implementation of the idea [3]
3.	Locus of control	Locus of control which is a person's belief about testing and analyzing and where events are perceived as pleasant or unpleasant, becomes the basis for action [7].	a. Thinking process b. Problem-solving ability c. Memory ability d. Attention [26]
4.	Job Satisfaction	Job satisfaction is a positive attitude of employees towards various situations at work. [27].	a. Compensation b. Working conditions c. Administration system d. Company policy e. Opportunities for growth [27].

4. RESEARCH RESULTS

4.1. Respondent Characteristics

The characteristics of respondents (Table 2) show that most of them are male, with a total of 25 people (52.1%). There were 25 respondents (52.1%) with permanent employment status. Respondents with married marital status dominated with 24 people (50.0%). The respondents' age is dominated by 15 people (31.3%) aged 31-39 years. The last education of respondents is dominated by respondents with the last education S-1, namely 28 people (58.3%). During the working period, there were 21 respondents (43.8%) with a working period of 2-5 years.

Table 2. Respondent Characteristics

Category	Description	Total	%
Gender	Male	25	52.1 %
	Female	23	47.9 %
Employment Status	Fixed	25	52.1 %
	Not Fixed	23	47.9 %
Marital Status	Unmarried	11	22.9 %
	Married	24	50.0 %
	Widow/Widower	13	27.1 %
Age	30 years/less	13	27.1 %
	40-49 years	12	25.0 %
	31-39 years	15	31.3 %
	50 years	8	16.7 %
Last Education	Elementary School	2	4.2 %
	Junior High School	4	8.3 %
	Senior High School	3	6.3 %
	Diploma	4	8.3 %
	S1	28	58.3 %
	S2	7	14.6 %
Period of Employment	< 2 Years	4	8.3 %
	2-5 Years	21	43.8 %
	6-10 Years	17	35.4 %
	>15 Years	6	12.5 %

Source: Primary data processed, 2023.

4.2. Classical Assumptions

The classical assumption test consists of multicollinearity, heteroscedasticity, and normality tests. The results of the classical assumption test (Table 3) show that there is no heteroscedasticity (Glejser Test, $p > 0.05$), and normality is also met (Kolmogrov-Sminorv Test, Asymp. Sig. > 0.05). Multicolonierity does not occur in the regression model with tolerance > 0.10 and VIF < 10 .

Table 3. Classical Assumptions

Ind.	Dep.	Collin. Tol.	Stat. VIF	Glej. Sig.	Asy. Sig.
SE		0.360	2.779	0.533	
IWB	KK	0.437	2.286	0.241	0.192
LOC		0.367	2.726	0.533	

Notes: SE= self-esteem; IWB= innovative work behavior; LOC= locus of control; KK= job satisfaction.

Source: Primary data processed, 2023.

4.3. Hypothesis Testing

The results of testing H1 in Table 4 show that the t value (-0.658) of self-esteem has a significance value of $0.514 > 0.05$; this means that H1, which states that self-esteem has a positive and significant effect on job satisfaction, is not supported.

The results of testing H2 show the t value (0.687) of innovative work behavior has a significance value of $0.496 > 0.05$, which means that H2, which states that innovative work behavior has a significant positive effect on job satisfaction, is not supported.

The results of testing H3 show that the locus of control has a t value of (0.6293) with a significance value of $0.000 < 0.05$. The result means that H3, which states locus of control has a significant positive effect on job satisfaction, is supported. The adjusted r square value is 68.7% in the self-esteem variable, innovative work behavior, locus of control on job satisfaction, and the remaining 31.3%, which has not been studied.

Table 4. Result Hypothesis Testing

Ind.	Understand. Coefficients		T	sig	Adj. R ²
	b	Std. error			
SE	-0.052	0.079	-0.658	0.514	
IWB	0.129	0.187	0.687	0.496	0.687
LOC	1.331	0.211	6.293	0.000	

a. Dependent Variable: Kepuasan kerja

Notes: SE= self-esteem; IWB= innovative work behavior; LOC= locus of control; KK= job satisfaction.

Source: Primary data processed, 2023.

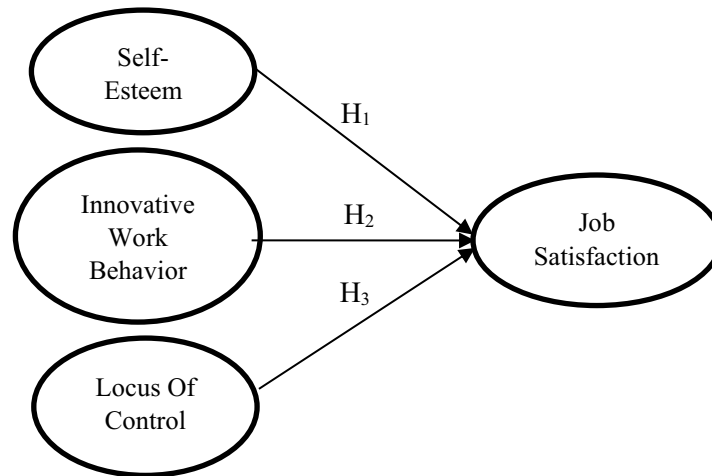


Figure 1. Research Model

4.3.1. The effect of self-esteem on job satisfaction

The results of testing H1 show that self-esteem has no significant effect on job satisfaction. These findings are based on previous research, which states that self-esteem has no positive and insignificant effect on job satisfaction [9]. There is an indicator with the lowest item answer on the self-esteem variable: "I have little control over the things that happen to me" (mean = 0.250). While the indicator that gets the highest score on the self-esteem variable is "Some people are not friendly to me" (mean = 0.741), High self-esteem tends to increase employees' confidence, motivation, and optimism, which in turn can affect their perception of the job satisfaction they get. However, when working for a company, some employees feel less confident and less satisfied with what they do during work, thus causing a lack of satisfaction at work.

4.3.2. The effect of innovative work behavior on job satisfaction

The results of testing H2 show that innovative work behavior has no significant effect on job satisfaction. These findings are based on previous research, which states that innovative work behavior has no significant effect on job satisfaction [10]. On the innovative work behavior variable, "I always make my teammates enthusiastic about my new ideas" (mean = 0.254) is the indicator with the lowest answer. The indicator with the highest score on the innovative work behavior variable is "I always look for new and better methods and ways of working" (mean = 0.784). However,

innovative work behavior is defined as the actions of individuals who intentionally introduce new ideas, work processes, products, and procedures that are advantageous in the workplace. New ideas are required in modern work to bring about major changes in a company or organization, such as by implementing new work tools, streamlining work processes, developing new routines, and fostering greater internal and external cooperation. However, some existing employees need innovative work behavior; when they only stand still and do not provide ideas to the company, it will affect their performance and job satisfaction.

4.3.3. The effect of locus of control on job satisfaction

The results of testing H3 show that locus of control has a significant positive effect on job satisfaction. These findings are based on previous research stating that locus of control is a positive antecedent of job satisfaction [11]. There is an answer indicator that gets the lowest score on locus of control, namely "Other people do not influence to decide about my life" (mean = 0.233). The indicator with the highest score on the locus of the control variable is "Social involvement can help influence social conditions" (mean = 0.745). Every individual has beliefs and perceptions of everything that affects them; this belief is called locus of control. For employees with locus of control, requesting and providing information is a way to organize their activities and identify solutions to work-related problems. Locus of control correlates with feeling better about their work, including less stress, less stress-related illness, less worry about the future, more freedom at work, and a secure future.

5. CONCLUSIONS

This study aims to examine the effect of self-esteem, innovative work behavior, and locus of control on job satisfaction among Yogyakarta Special Region Transportation Office employees. The results stated that locus of control has a significant positive effect on job satisfaction. As an implication, organizations are expected to improve the implementation of locus of control, which is still considered low when making policies to increase job satisfaction. Companies or organizations can provide training and self-development to increase employee self-esteem and create a work environment that supports internal control or a strong locus of control.

The test results state that self-esteem and innovative work behavior do not affect job satisfaction. Future research is expected to examine the reasons for this lack of influence. The coefficient of determination shows that other variables can still affect job satisfaction. Therefore, future research can be conducted on other variables that are not present, such as job stress [28]. Job-related stress can reduce an individual's level of satisfaction with their job.

REFERENCES

- [1] T. A. Judge and J. E. Bono, "Relationship of Core Self-Evaluations Traits - Self-Esteem, Generalized Self-Efficacy, Locus of Control, and Emotional Stability - With Job Satisfaction and Job Performance: A Meta-Analysis," *J. Appl. Psychol.*, vol. 86, no. 1, pp. 80–92, 2001, doi: 10.1037/0021-9010.86.1.80.
- [2] M. Minev, B. Petrova, K. Mineva, M. Petkova, and R. Strebkova, "Self-Esteem in Adolescents," *Trakia J. Sci.*, vol. 16, no. 2, pp. 114–118, 2018, doi: 10.15547/tjs.2018.02.007.
- [3] Z. M. E. Siregar, Suryana, E. Ahman, and S. H. Senen, "Factors Influencing Innovative Work Behavior: An Individual Factors Perspective," *Int. J. Sci. Technol. Res.*, vol. 8, no. 9, pp. 324–327, 2019.
- [4] Nasir, Halimatussakdiah, and I. Suryani, "Psychological Empowerment, Innovative Work Behavior, and Job Satisfaction," *Atl. Press*, vol. 92, pp. 636–643, 2019, doi: 10.2991/icame-18.2019.68.
- [5] H. Yuwono, A. Eliyana, A. D. Buchdadi, T. Sariwulan, and R. J. Handicapilano, "The Effect of Locus of Control on Employees' Job Satisfaction," *Syst. Rev. Pharm.*, vol. 11, no. 8, pp. 43–50, 2020.
- [6] D. B. Tran, "Locus of Control and Job Satisfaction in Australia: The Mediating Role of Job Perception," *J. Behav. Exp. Econ.*, vol. 95, p. 101771, 2021, doi: 10.1016/j.socec.2021.101771.
- [7] Sulastri, Suharto, and I. K. Subagja, "The Influence of Locus of Control and Self-Efficacy on the Performance of Civil Servants Through Job Satisfaction in the Detachment Work Unit of the Navy Staff and Command School Detachment (DENMA SESKOAL)," *Int. J. Sci. Res. Manag.*, vol. 11, no. 09, pp. 5115–5128, 2023, doi: 10.18535/ijstrm/v11i09.em07.
- [8] W. Zulkarnaen, Y. Sofyan, and Ii. D. Fitriani, "Effect of Self Esteem and Self Efficacy on Work Satisfaction

- and Its Implication on Teacher Performance (Study at SDN 1 Legokpego, Desa Drawati, Kecamatan Paseh, Bandung District),” *Atl. Press*, vol. 535, pp. 85–89, 2021, doi: 10.2991/assehr.k.210304.019.
- [9] A. Prasetyono, D. Indriasih, and A. Hanfan, “Pengaruh Self Esteem Dan Self Efficacy Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Pada PT. Bank Syariah Indonesia Tbk Di Kota Tegal),” *J. Inf. Syst. Bus. Manag.*, vol. 1, no. 1, pp. 1–13, 2023.
- [10] P. K. A. C. Radians Fury Widyantari, “Peran Perilaku Inovatif Dalam Membentuk Kinerja Pegawai Dengan Aspek Lingkungan Kerja Dan Kepuasan Kerjapada Dinas Pertanian Kabupaten Ngawi,” *J. Bisnis Dan Manaj.*, vol. 8, no. 2, pp. 29–36, 2021, [Online]. Available: <http://e-journal.stie-aub.ac.id>
- [11] A. A. A. Abdulsalam, “Effect Of Locus Of Control And Organizational Culture Employee Satisfaction Lg Electronic Indonesia,” *IOSR J. Bus. Manag. II*, vol. 17, no. 12, pp. 2319–7668, 2015, doi: 10.9790/487X-171223439.
- [12] Mulyadi, Syahrizal, and D. Patricia, “Effect of Locus of Control, and Self-Efficacy on Organizational Citizenship Behavior with Job Satisfaction as Intervening Variables in Padang Panjang City Government,” in *Atlantis Press*, 2019, pp. 901–909. doi: 10.2991/piceeba2-18.2019.81.
- [13] F. Gómez-Jorge and E. Díaz-Garrido, “The Relation between Self-Esteem and Productivity : An Analysis in Higher Education Institutions,” *Front. Psychol.*, vol. 13, pp. 1–11, 2023, doi: 10.3389/fpsyg.2022.1112437.
- [14] M. Ahmed, “The Role of Self-esteem and Optimism in Job Satisfaction among Teachers of Private Universities in Bangladesh,” *Asian Bus. Rev.*, vol. 1, no. 1, pp. 114–120, 2015, doi: 10.18034/abr.v1i2.322.
- [15] M. F. Fadilah, E. Siswanto, E. Nora, L. Juariyah, and Syihabudhin, “The Effect of Self Efficacy and Self-esteem Towards the PT Garuda Food Indonesia Employee ’s Job Satisfaction,” *First Int. Res. Conf. Econ. Bus.*, vol. 3, no. 3, pp. 79–90, 2018, doi: 10.18502/kss.v3i3.1875.
- [16] N. N. Maulidiyah, “The Influence of Self Esteem and Job Stress on Employees Performance by Job Satisfaction as An Intervening Variable in PT Binor Karya Mandiri Paiton Probolinggo,” *J. Manag. Info*, vol. 6, no. 1, pp. 13–16, 2019, doi: 10.31580/jmi.v6i1.490.
- [17] H. P. Madrid, M. G. Patterson, K. S. Birdi, P. I. Leiva, and E. E. Kausel, “Predicting Marital Happiness and Stability from Newlywed Interactions Published by : National Council on Family Relations Predicting Marital Happiness and Stability from Newlywed Interactions,” *J. Organ. Behav.*, vol. 35, pp. 234–256, 2014, doi: 10.1002/job.1867.
- [18] T. Yidong and L. Xinxin, “How Ethical Leadership Influence Employees’ Innovative Work Behavior: A Perspective of Intrinsic Motivation,” *J. Bus. Ethics*, vol. 116, no. 2, pp. 441–455, 2013, doi: 10.1007/s10551-012-1455-7.
- [19] T. Maryati and N. K. Sanjani, “The Effect of Transformational Leadership Style on Job Satisfaction with Trust-In-Leader as Intervening Variable,” *J. Innov. Bus. Econ.*, vol. 2, no. 02, pp. 130–137, 2018, doi: 10.22219/jibe.v2i02.6580.
- [20] Rosdaniati and Muafi, “The Influence of Workplace Happiness and Innovative Work Behavior on Job Satisfaction Mediated by Work Engagement,” *Int. J. Res. Bus. Soc. Sci.*, vol. 10, no. 7, pp. 186–198, 2021, doi: 10.20525/ijrbs.v10i7.1457.
- [21] Y. Tjoa and M. Arief, “Determinants Of Innovative Work Behavior: The Role Of Job Satisfaction As Mediation And Environmental Dynamism As Moderating Variable,” *IEOM Soc. Int.*, no. 2019, pp. 2263–2275, 2022.
- [22] P. S. Sari and N. L. Krisna, “A Review Literature Employee Performance Mode: Locus of Control, Motivation, Job Satisfaction, and Compensation,” *Dinasti Int. J. Educ. Manag. Soc. Sci.*, vol. 2, no. 5, pp. 872–881, 2021, doi: 10.31933/dijemss.v2i5.943.
- [23] M. W. Sari, U. Putra, E. Pratama, and V. N. Sari, “The Effect of Locus of Control Personality and Total Quality Management on Employee Satisfaction and Performance,” *TEST Eng. Manag.*, vol. 83, pp. 806–820, 2020.
- [24] Z. O. Olonade, K. S. Ajibola, O. Oluwatobi, L. D. Olusesi, and D. E. Bamidele, “Link between Employees ’ Locus of Control, Job Satisfaction, and Job Stress among Teachers : A Survey Analysis in Osun State of Nigeria,” *Quest J. Manag. Soc. Sci.*, vol. 2, no. 1, pp. 21–34, 2020, doi: <https://doi.org/10.3126/qjmss.v2i1.29015>.

- [25] C. L. Nisa and S. Arief, "The Impact of Self-Control, Self-Esteem and Peer Environment on Online Shopping Consumptive Behavior," *J. Adv. Inf. Syst. Technol.*, vol. 1, no. 1, pp. 13–20, 2019.
- [26] M. Rum, "Locus of Control, Innovation, Performance of the Business People in the Small Business and Medium Industries in South Sulawesi," *J. Econ. Business, Account. | Ventur.*, vol. 15, no. 3, pp. 373–388, 2013, doi: 10.14414/jebav.v15i3.108.
- [27] F. J. Nabilah and S. Irbayuni, "Effect of Employee Satisfaction and Employee Discipline on Employee Performance of Pt. Mediatech Centra Filter Surabaya," *Bus. Financ. J.*, vol. 7, no. 1, pp. 35–44, 2022, doi: 10.33086/bfj.v7i1.2709.
- [28] S. Riyadi, "The Influence of Job Satisfaction, Work Environment, Individual Characteristics and Compensation Toward Job Stress and Employee Performance," *Int. Rev. Manag. Mark.*, vol. 9, no. 3, pp. 93–99, 2019, doi: 10.32479/irmm.6920.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

