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## **Empirical factors that affect job satisfaction of the employees at the Department of Education in Indonesia**

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### **Abstract**

This study aims to obtain information regarding the possibility that employee commitment is influenced by training and work ability, reinforced by job satisfaction. Using a causal study through a survey of Lebak District Education Office employees, Banten, Indonesia, with a population of 358 Lebak District Education Office employees using a sampling technique using a purposive sample, so that the sample becomes 63. Data for each variable is collected separately by the respondents who fill out the questionnaire. The method used in this study is a quantitative survey method, while the analysis technique used is regression using path analysis.

The results prove that there is a direct effect of training on job satisfaction. This shows that increased training will affect job satisfaction. There is a direct effect of work ability on job satisfaction. This shows that increasing work ability will affect job satisfaction. There is a direct effect of training on employee commitment through job satisfaction. This shows that an increase in training will affect employee commitment reinforced by job satisfaction. There is a direct effect of work ability on employee commitment through job satisfaction. This shows that an increase in work ability will affect employee commitment reinforced by job satisfaction. There is a direct effect of job satisfaction on employee commitment. This shows that an increase in job satisfaction will affect employee commitment.

These findings indicate that organizations need to consider the variables Training, Work Ability, Job Satisfaction in planning and developing human resources at the Lebak District Education Office. For this reason, the program needs concrete efforts to improve employee training, employee work abilities so that employee job satisfaction increases so as to make employees highly committed to the organization.

**Keywords:** Training, Work Ability, Job Satisfaction, Employee Commitment, The Department Of Education In Indonesia

### **Introduction**

Service education Regency Lebak is Organization Regional Apparatus (OPD) which has Duty tree formulate, organize, foster, and evaluate preparation and implementation Regional policies in the field Education affairs (Regulations Regent Lebak Number 103 of 2020). For operate Duty the need backed by commitment work strong officer in the service education.

Commitment work according to Hadian Nasab & Afshar (2019) is as characteristic strength, relatively from individual in identify involvement himself into the something part. On service education corresponding with observation and observation as well as questionnaire early spread, it turns out found problem in between is there is about 34% employees still not yet capable do Duty with well, 15% employees state Bimtek for employee not optimal, 13% of employees believes a number of results training not yet understood with well, 15% employees want move official work (mutase), others, 12% employees stated pressure work and load work relatively tall compared with service others, 30% employees state level competition for occupy position structural echelon III enough tall and very thick shades the politics.

Several studies have found that there is many influencing factors, commitment work as in the study of Paksoy et al., (2017) with research title *the impact of managerial communication skills on the levels of job satisfaction and job commitment*. Article: job or satisfaction; job commitments; communications; communication skills; with research results stated that commitment work influenced by satisfaction work. Study Pettijohn et al., (2002) state that training influence commitment work through satisfaction work.

while Yulianto's research (2018) state that ability influence commitment through satisfaction work . Based on explanation the got explained that influencing variables \_ commitment work is training , skills work and even satisfaction work , and in several studies found that second variable that influential to commitment work through satisfaction work .

Training according to ( Dessler, 2017), is the process of teaching employee new or existing \_ now , skills their basis \_ need for operate profession them . Training is one \_ effort in increase quality source power man in the world of work . Employee or employees , both new \_ or already \_ work need follow training because exists demands work that can changed consequence change environment work , strategy , and so forth .

Training is aspect very urgent done by a organization because influence factors as power competitive organization , management knowledge , income and performance (Mathis & Jackson, 2010) . According to research by Pettijohn et al., (2002) with research title *The Influence of Salesperson Skill, Motivation, and Training on the Practice of Customer-Oriented Selling* find that training influential to commitment work . Variable next influence \_ commitment work is ability work . Ability work according \_ Pak et al., (2019) is ability , ability , strength We attempted with self alone . Whereas according to Ghosh et al., (2020) ability is whole existing potential \_ in self a employee through existing knowledge , skills and experience \_ \_ \_ lived it for make it easy employee in undergo-existing job . \_ According to research Yulianto (2018) ability work influential to commitment organization . Whereas other variables \_ as the variable used variable amplifier is satisfaction work . Satisfaction work is shape nice feeling \_ as need base from result of the perceptual process worker or employee , related capable complete task and fulfill need it works , for get values urgent for himself (Bandura & Lyons, 2014) . According to research from Adisaksana, (2019) , said that satisfaction work influential to commitment organization .

### Literature Review

Commitment work , Hadian Nasab & Afshari ( 2019) define commitment work as characteristic strength \_ relatively from individual in identify involvement himself into the something part . this \_ could be marked with three thing , namely :

- a. Acceptance of values and goals.
- b. Readiness and willingness to try in earnest.
- c. Desire to maintain membership in the organization (become part of the organization).

According to Brown et al., (2019) defines work commitment employees as a sense of identification (belief in certain values), Brown argues that commitment is a condition where a person is very interested in the goals, values, and goals of something he believes in. Commitment means more than just formal membership. Research from Chairy (2012) states that commitment means strong individual acceptance of company goals and values, where individuals will try and work and have a strong desire to stay in the company. Firuzjaeyan et al., (2015) distinguished organizational commitment on three components, namely: affective, normative and continuance. These three things are more accurately stated as components or dimensions of commitment rather than types of commitment. This is because the individual's relationship with the organization reflects the different degrees of the three dimensions. Third dimensions the are :

1. *Affective commitment* relates to the emotional connection, identification, and involvement of each individual with organizational activities.
2. *Normative commitment* relates to the awareness and obligations of each individual that must be given to something.
3. *Continuance commitment* means a component based on an individual's awareness and perception of the losses he will face if he leaves something.

Besides Firuzjaeyan et al., (2015) there is also an approach taken by Robinson et al., (1991) which is better known as the attitude approach. Meanwhile, according to Notoatmodjo (2016) knowledge is the result of knowing, occurs after people carry out the sensing process of the object being observed. The level of knowledge in the cognitive domain includes; know, understand, application, analysis, synthesis, evaluation. Chan & Drasgow (2001) state that individuals with high *affective commitment* will be more supportive of company policies than those with lower levels of affective commitment. Individuals with high *normative*



*commitment* will remain in the organization because they feel an obligation or duty. [Matin et al., \(2010\)](#) stated that such feelings will motivate individuals to behave well and take appropriate actions for the organization. However, *normative commitment* is expected to have a positive relationship with behavior at work, such as *job performance*, *work attendance*, and *organizational citizenship*. *Normative commitment* will have a strong impact on the work environment. Some research results show a negative relationship between commitment to the organization and the intention to leave the organization and *actual turnover* ([Mohammed & Al-Swidi, 2020](#), [Philipp & Lopez, 2013](#), [Gheitani et al., 2019](#), [Xiu et al., 2019](#), [Ribeiro et al. al., 2021](#)) Although the biggest relationship is in *affective commitment*, there is also a significant relationship between commitment and turnover variables among the three dimensions of commitment ([Guzeller & Celiker, 2020](#)). If the individual persists in the organization, then at a later stage the individual may feel hopeless and frustrated which can lead to poor performance. [Guzeller & Celiker \(2020\)](#) stated that *continuance commitment* is not related or has a negative relationship to the presence of organizational members or indicators of subsequent work results, except in cases where *job retention* clearly affects job results. *Continuance commitment* is not related to the tendency of an organization member to develop a situation that is not successful or accept a situation as it is ([De Clercq et al., 2021](#)). Another interesting thing, the greater a person's *continuance commitment*, the more passive he will be or let things go wrong. From several definition and theory data could synthesized that commitment work is a condition in which a person is very interested in goals, values, and goals organization so ready involve self and loyal to do their best for the benefit of the organization.

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Training is a very important aspect carried out by an organization because it influences factors such as organizational competitiveness, knowledge management, income and performance ([Mathis & Jackson, 2010](#)). Training according to ([Dessler, 2017](#)), is the process of teaching new or existing employees the basic skills they need to carry out their jobs. Training primarily focuses on teaching organizational members how to do their current jobs and helping them acquire the knowledge and skills they need to become effective performers ([Jones & George, 2015](#)). Training in a dynamic environment is important to increase knowledge, skills and give confidence to compete ([Rasheed et al., 2014](#)). Organizations need a *need assessment* before conducting training to determine which employees need training, and what types of skills or knowledge they need to have ([Jones & George, 2015](#)), this is necessary so that the training provided can run effectively and contribute significantly to increasing competence. employee.

According to [Cobbalah & van der Walt \(2017\)](#) the effectiveness of training refers to the benefits received by the organization and the trainees. [Jones & George, \(2015, p. 402\)](#) states that there are two types of training, namely (1) *classroom instruction*, which is training carried out through classroom instruction, employees gain knowledge and skills in a classroom atmosphere. This instruction can take place within the organization or outside of it, such as through courses at colleges and universities. (2) *On the job training*, is on-the-job training where learning occurs in the work environment when employees perform their job duties. On-the-job training can be provided by co-workers, superiors or just happen when workers gain experience and knowledge from the work they do.

According to [Dessler, \(2017, p. 261\)](#) leaders can measure four basic categories of outcomes or effects of training. (1) Reaction, evaluating the reaction of the trainees to the program. Do they like the program or do they find it valuable. (2) Study. Test participants to determine if they are learning the principles, skills, and facts they should be learning. (3) Behavior. Ask if the trainee's workplace behavior has changed because of the training program. (4) Results. Most importantly, ask, What results were achieved, in terms of pre-defined training objectives. Reaction, learning, and behavior are important. But if a training program is not producing measurable performance-related results, then it may not have achieved its goals.

According to [Aziz, \(2015, p. 48\)](#) there are at least three measures in effective training, namely *learning performance evaluation* is an increase or change in declarative knowledge, procedural knowledge, and meta-cognition. Declarative knowledge includes knowledge of theories, facts, and methods for using training results.

From several definition and theory on got synthesized that training is an effort to improve the competence of employees carried out by the organization in order to complete a job effectively.

According to Pak et al., (2019) ability is the ability, skill, strength we try with ourselves. Whereas Ghosh et al., (2020) ability is the entire potential that exists within an employee through the knowledge he has, skills and experience that he has experienced to make it easier for employees to carry out existing jobs. Meanwhile, ability (ability) is the power to carry out an action, where capabilities include employee knowledge and mastery of the technical implementation of the assigned tasks (Airila et al., 2014). An ability that is possessed by a person and is innate from birth or is the result of training or practice (Ogbeibu et al., 2020). Cox (2017) explains that ability is defined as a broad characteristic and stable characteristic of responsibility at a maximum level of achievement in contrast to mental and physical work abilities. Employees who have adequate capabilities will be able to complete their work properly according to the time or targets set in the work program. This happens because employees can devote all their abilities in carrying out the tasks for which they are responsible.

Work ability can affect employee performance (Kundu & Gahlawat, 2018). The work ability of each employee is influenced by physical fitness, mental health of the individual concerned, educational background and accumulation of training and work experience. SP Robbins & Judge (2017) explains that ability is the capacity of an individual to perform various tasks in a job. This understanding is reinforced by Dessler (2017) stating that education and training, initiatives, and work experience reflect employee work skills. This statement is proven by research by Mardiana Yusuf (2018) which states that work ability is synonymous with work skills (*skills*) that are formed from education and training, initiative and work experience.

According to Ghosh et al., (2020), ability (ability, skill, dexterity, talent, ability) is energy (strength) to perform an action. Ability can be an innate ability from birth, or is the result of training or practice by SP Robbins & Judge (2017).

According to Keith Davis in (Koesmono, 2007), psychologically, ability (*ability*) consists of potential ability (IQ) and *reality ability* (knowledge + skill), meaning that employees who have an IQ above the average with adequate education for their position and skilled in doing daily work, it will be easier to achieve maximum performance.

From several definition and theory on got synthesized that Ability is the entire potential that exists within an employee through the knowledge he has, skills and experience that he has had to make it easier for employees to carry out the work at hand.

Job satisfaction is a form of pleasant feeling as a basic need from the results of the perception process of workers or employees, in relation to being able to complete tasks and fulfill their work needs, to get important values for themselves (Bandura & Lyons, 2014). In line with the explanation of Yang & Hwang, (2014) job satisfaction is the result of perceptions that are born from individual emotions of a positive and happy type for the results of hard work achieved from carrying out tasks, as an interesting and pleasant experience for him. Then Griffith, (2004) states that job satisfaction is a state of the individual psychological level as a whole which is characterized by integral satisfaction with his work achievements. Then Chen & Silverthorne, (2008) stated that job satisfaction is a pleasant emotional attitude characterized by a love for the work being carried out. And Zhang et al., (2016) job satisfaction is a form of satisfaction that is expressed in the form of attitudes and behavior showing satisfaction with the results of the work carried out, and getting feedback from this behavior from processes that support it such as: achievement of work goals, division of tasks, ways of the leader treats himself, and the working conditions are pleasant, so that employees can find job satisfaction and have a positive perception that results in the priority of working seriously and sustainably.

Basically, job satisfaction is an individual relationship, each individual certainly has a different level of satisfaction, as explained by Sholikhah et al., (2019) that the level of individual satisfaction is based on employee demographic factors, including: age, ethnicity, race, gender, level of self - esteem and *skills*. Meanwhile, Wahyono et al., (2020) measure job satisfaction with different dimensions or

According to Hayati & Caniogo, (2012) there are four indicators of job satisfaction, which can be measured as a whole, including a) Financial Satisfaction , b) Physical Satisfaction,, c) Social Satisfaction,, d) Psychological Satisfaction ,

Job satisfaction has been associated with intrinsic motivation and performance, as expressed by Hayati & Caniogo, (2012) that the type of work that is fun is in accordance with the values of personality, competence, abilities, economic aspects, technical aspects, compensation, and the treatment of the leadership as well as a comfortable work environment. In line with the opinion of Huang & Van De Vliert, (2003) that employees will find job satisfaction if only their leaders can overcome the level of work stress

In addition, job satisfaction can also be increased through spiritual leadership and employee intrinsic motivation, as explained by Gheitani et al., (2019) . Bandura & Lyons, (2014) have linked job satisfaction with performance, where their findings reveal that organizational performance has a direct and significant effect on employee job satisfaction, Sholikhah et al., (2019) in their research found a positive and significant relationship between spiritual leadership on employee job satisfaction through stronger organizational performance,

Huang & Van De Vliert, (2003) found a positive and significant effect of intrinsic motivation on job satisfaction. The findings show that the more employees are motivated to work as a result of the behavior of leaders who set good examples at work, the more satisfied they are in doing the job .

From several definition and theory on could synthesized that Job satisfaction is a state of individual psychological level as a whole to do with able to complete tasks and meet work requirements .

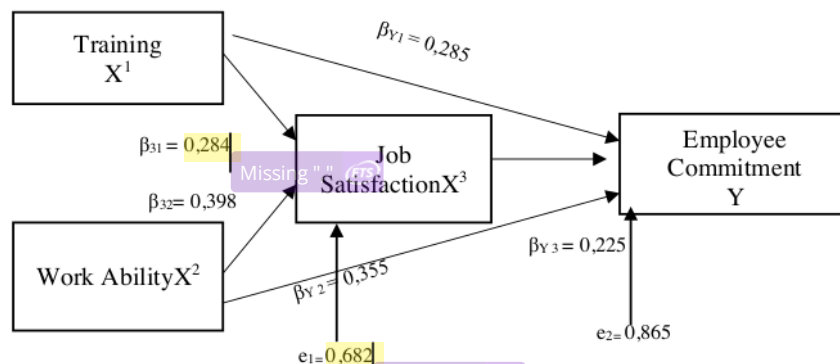
**Methodology**

causal quantitative research method by using techniques regression analysis . Population amount taken 3 58 employees . Whereas s sample use technique purposive sampling ie sampling using criteria particular , with conditions to be sample are : 1). That employee already work eight year ., 2) Ever assigned a minimum of three position . 3) Have subordinate to at least 5 staff. 4) Ever own assessment more from enough . From 3 58 employees District Education Office Lebak that fills conditions the amount 63 employee . The data collection technique used in this study is a questionnaire or questionnaire. Questionnaires or questionnaires are data collection techniques by providing or distributing a list of questions to respondents in the hope of responding to the list of questions.

List of statements before being used in research. Testing the instrument includes testing the validity ( validity ) and reliability ( reliability ). And the test results obtained valid instrument items. Instruments that are not valid are discarded or not used in research. The research instrument used is a standard instrument that is compiled based on the conceptual and operational definitions of each research variable.

**Results**

Based on empirical data generated in this study hence the theoretical model to be :



**Figure 1. 1. Empirical Causal Model**



### 1. Training (X1) against Job Satisfaction (X3)

Based on results data analysis, obtained coefficient path ( $p_{X_3X_1}$ ) = 0.284. Price  $t_{count} = 2.371$  while price  $t_{table} (\alpha=0.025.69) = 1.994$ . Fact this disclose that  $t_{count} > t_{table}$ , means  $H_0$  rejected and  $H_1$  accepted. That is, the coefficient track this significant. Findings this could interpreted that training ( $X_1$ ) effect live positive to employee commitment ( $X_3$ ). This means that the opportunity to take part in training and increase the capacity of the main tasks and functions for employees has added value for the better and provides its own satisfaction impact for these employees. Empirical research results find that influential training live positive to job satisfaction, the findings of this study strengthened by Cobblah & van der Walt, (2017) put forward a training program staff contribute to improvement knowledge, skills, abilities and experience staff and because that make it efficient and effective in work.

Based on findings the leader at the Lebak District Education Office must realize importance increase quality training for could increase job satisfaction for its employees. Dari description above, then is known that connection Among related to job satisfaction felt by employees tight with quality the training provided to employee. With thus clear that training have influence live positive with job satisfaction.

### 2. Work Ability (X2) against Job Satisfaction (X3)

Based on results data analysis, obtained coefficient path ( $p_{X_3X_2}$ ) = 0.398. Price  $t_{count} = 3.326$  meanwhile price  $t_{table} (\alpha=0.025.69) = 1.994$ . Fact this disclose that  $t_{count} > t_{table}$ , means  $H_0$  rejected and  $H_1$  accepted. That is, the coefficient track this significant. Findings this could interpreted that work ability ( $X_2$ ) effect live positive to job satisfaction ( $X_3$ ). This means that employees who are competent in their fields will be psychologically fulfilled more in employees, especially employees who are assigned in fields that match the interests and talents of these employees, thus finding job satisfaction that encourages high-performance changes for the organization.

Empirical research results find that work ability influential positive to job satisfaction, findings this supported by the results of previous research, Sholikhah et al., (2019) in his research find influence positive and significant connection Among work ability to satisfaction work, Employees who find job satisfaction at work will be able to survive longer because they have found identity in solving their performance problems. Then Huang & Van De Vliert, (2003) find influence positive and significant work ability to satisfaction work, findings show that the more employee capable for work consequence from behavior giving leader example good in work so the more satisfied they do job, even profession separated as need no as a difficult burden, p this show that the more good quality employee work ability so the more increase quality and satisfaction desired work, because strong or weak motivation employee will determine big or its small contribution performance to organization and quality satisfaction perceived work.

Based on findings this, the leadership at the Lebak District Education Office must realize importance increase quality employee work ability could increase perceived job satisfaction.

From the description above, then is known that connection Among good job satisfaction related tight with quality entrusted work skills employee. With thus clear that have work ability influence live positive with job satisfaction.

### 3. Training (X1) against Employee Commitment (Y)

Based on results data analysis, obtained coefficient path ( $p_{YX_1}$ ) = 0.285. Price  $t_{count} = 2.644$  meanwhile price  $t_{table} (\alpha=0.025.69) = 1.994$ . Fact this disclose that  $t_{count} > t_{table}$ , means  $H_0$  rejected and  $H_1$  accepted. That is, the coefficient track this significant. Findings this could interpreted that training ( $X_1$ ) effect live positive to employee commitment (Y). That is, the training provided to employees provides new knowledge about their role in carrying out work in accordance with applicable regulations, in some organizations, this form of training is considered one of the keys to the success of employees in carrying out their performance properly so that they get recognition and treatment as human capital owned by the organization to be used as an asset, this will increase employee commitment to contribute and become the best employee for the organization.

Empirical research results find that influential training positive to employee commitment, findings this strengthened by Na-Nan & Sanamthong (2020) who have give Support for connection positive Among

employee training and commitment . Besides that [Thaief et al., \(2015\)](#) find training have connection positive to effort commitment from employees , the more training that is carried out, the more employee commitment to work .

Based on findings this , the leadership at the Lebak District Education Office must realize importance increase training to generate exists stimulation or excitement work that way positive that can spur spirit for complete task .

From the description above , then is known that connection Among achievement effective employee commitment related tight with trainings. With thus clear that training have influence live positive with employee commitment.

#### 4. Work Ability (X2) against Employee Commitment (Y)

Based on results data analysis , obtained coefficient path ( $p_{YX2}$ ) = 0.355. Price  $t_{count} = 3.179$  meanwhile price  $t_{table} (\alpha=0.025.69) = 1.994$ . Fact this disclose that  $t_{count} > t_{table}$  , means  $H_0$  rejected and  $H_1$  accepted . That is , the coefficient track this significant . Findings this could interpreted that work ability (X<sub>2</sub>) effect live positive to employee commitment (Y). That is , work ability is the initial capital as an innate ability before employees are given a burden that must be developed at work (basic abilities), the organization as a manager must optimize all work abilities possessed by employees to contribute to completing their work, this further directs employees to empowerment at work , so that they get recognition that will increase their commitment to the organization.

Empirical research results find that influential work ability positive to employee commitment , findings this strengthened by [Pak et al., \(2019\)](#) who have give Support for connection positive Among work ability and employee commitment . Besides that [Jani et al., \(2016\)](#) find work ability have connection positive to effort commitment from employees , the higher a person 's work ability , the better they carry out their performance tasks and the more committed employees are to work .

Based on findings this , the leadership at the Lebak District Education Office must realize importance increase the ability of employees to produce quality performance results to build work commitment from employees.

From the description above , then is known that connection Among achievement effective employee commitment related tight with work ability . With thus clear that have work ability influence live positive with employee commitment.

#### 5. Job Satisfaction (X3) to Employee Commitment (Y)

Based on results data analysis , obtained coefficient path ( $p_{YX3}$ ) = 0.225. Price  $t_{count} = 2.162$  meanwhile price  $t_{table} (\alpha=0.025.69) = 1.994$ . Fact this disclose that  $t_{count} > t_{table}$  , means  $H_0$  rejected and  $H_1$  accepted . That is , the coefficient track this significant . Findings this could interpreted that job satisfaction (X<sub>3</sub>) effect live positive to employee commitment (Y). That is , job satisfaction found by employees in the organizational environment will increase employee commitment to continue to improve their best performance for the organization, if leaders in the organization give recognition rights for the hard work done by these employees, through empowerment, increasing competence, training at work, and binding solidarity to build an effective work team .

Empirical research results find that influential job satisfaction positive to employee commitment , findings this strengthened by [Saban et al., \(2020\)](#) who have give Support for connection positive Among job satisfaction and employee commitment . Besides that [Nasra & Heilbrunn, \(2014\)](#) find job satisfaction have connection positive to commitment employees , the more employees find satisfaction in the workplace , the higher the quality of work output produced .

Based on findings this , the leadership at the Lebak District Education Office must realize importance increase employee job satisfaction in order to produce quality performance achievements to build work commitment from employees . Dari description above , then \_ is known that connection Among achievement effective employee commitment related tight with job satisfaction . With thus clear that have job satisfaction influence live positive with employee commitment.



## Discussion

These findings indicate that organizations need to consider the variables Training, Work Ability, Job Satisfaction in planning and developing human resources at the Lebak District Education Office. For this reason, the program needs concrete efforts to improve employee training, employee work abilities so that employee job satisfaction increases so as to make employees highly committed to the organization.

## Conclusion and limitations

Based on results research calculations obtained there is a direct effect of training on job satisfaction. This shows that increased training will affect job satisfaction. There is a direct effect of work ability on job satisfaction. This shows that increasing work ability will affect job satisfaction. There is a direct effect of training on employee commitment. This shows that increased training will affect employee commitment. There is a direct effect of work ability on employee commitment. This shows that increasing work ability will affect employee commitment. There is a direct effect of job satisfaction on employee commitment. This shows that an increase in job satisfaction will affect employee commitment. This research is limited to researching only about this study is limited to the variables of training, work ability, job satisfaction and interest in work. This research was conducted at the Lebak Education Office. This is done so that the research is more directed, focused and does not deviate from the research objectives. The problems studied in this study are: 1). Training on job satisfaction. 2). Work ability on job satisfaction. 3). Training on employee commitment. 4). Ability to work towards employee commitment. 5). Job satisfaction on employee commitment.

## Future Research and Implications

Refers to the issues latest related commitment employee, then there is many later variable \_ can conducted for studied, for example variable, style leadership, leadership, communication, ethics are possible could influence commitment working.

Implications of this research are 1). Research this showing training influential to satisfaction work. The implication is if training improved, then will resulted enhancement satisfaction work. Effort enhancement training could conducted with method repair Theory training, time training, resource persons training and training facilities. 2). This research showing that ability work influential to satisfaction work. The implication is if ability work improved, then will resulted enhancement satisfaction work. Effort enhancement ability work could conducted with method increase capacity and competence employee, assign employee for appropriate task \_ field work, move employees on appropriate jobs, and perform comparative study. 3). Research this showing that training influential to commitment employee. The implication is if training upgraded, so will resulted enhancement commitment employee. Effort enhancement training could conducted with method repair Theory training, time training, resource persons training and facilities training. 4). Research this showing that ability work influential to commitment employee. The implication is if ability work repaired so will resulted enhancement commitment employee. Effort enhancement ability work with method increase capacity and competence employee, assign employee for appropriate task \_ field work, move employees on appropriate jobs, and perform comparative study. 5). Research this showing that satisfaction work influential to commitment employee. The implication is if satisfaction work repaired, then will resulted enhancement commitment employee. Effort enhancement satisfaction work with method employee improved capacity and competence through training, staff given appreciation on achievement work and employees given same opportunity \_ in opportunities and gains rights employee.

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-  **Missing ", "** You may need to place a comma after this word.
-  **P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.
-  **P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.
-  **Article Error** You may need to use an article before this word.
-  **Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.
-  **Article Error** You may need to use an article before this word.
-  **Article Error** You may need to remove this article.
-  **Garbled** Grammatical or spelling errors make the meaning of this sentence unclear. Proofread the sentence to correct the mistakes.
-  **Article Error** You may need to remove this article.
-  **Article Error** You may need to use an article before this word.
-  **Article Error** You may need to use an article before this word. Consider using the article **a**.
-  **Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.
-  **Possessive** You may need to use an apostrophe to show possession.
-  **Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.
-  **Article Error** You may need to remove this article.
-  **Sentence Cap.** Remember to capitalize the first word of each sentence.



**S/V** This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.



**Article Error** You may need to use an article before this word.



**Missing ", "** You may need to place a comma after this word.



**Article Error** You may need to use an article before this word.



**Verb** This verb may be incorrect. Proofread the sentence to make sure you have used the correct form of the verb.



**Missing ", "** You may need to place a comma after this word.



**Confused** You have used **a** in this sentence. You may need to use **an** instead.



**Article Error** You may need to use an article before this word.



**Prep.** You may be using the wrong preposition.



**Pronoun** This pronoun may be incorrect.



**Pronoun** This pronoun may be incorrect.



**Confused** You have used **a** in this sentence. You may need to use **an** instead.



**Article Error** You may need to use an article before this word. Consider using the article **a**.



**Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.



**Article Error** You may need to use an article before this word.



**Article Error** You may need to use an article before this word.









**Article Error** You may need to use an article before this word.















**Article Error** You may need to use an article before this word.



-  **Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.
-  **Article Error** You may need to remove this article.
-  **Wrong Article** You may have used the wrong article or pronoun. Proofread the sentence to make sure that the article or pronoun agrees with the word it describes.
-  **Article Error** You may need to remove this article.
-  **Article Error** You may need to remove this article.
-  **Word Error** Did you type "**the**" instead of "**they**," or have you left out a word?

PAGE 3

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-  **Missing ","** You may need to place a comma after this word.
-  **Verb** This verb may be incorrect. Proofread the sentence to make sure you have used the correct form of the verb.
-  **Dup.** You have typed two **identical words** in a row. You may need to delete one of them.
-  **Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.
-  **Pronoun** This pronoun may be incorrect.
-  **Article Error** You may need to use an article before this word.
-  **Missing ","** You may need to place a comma after this word.
-  **Confused** You have used **through** in this sentence. You may need to use **though** instead.
-  **Article Error** You may need to remove this article.
-  **Missing ","** You may need to place a comma after this word.
-  **Missing "?"** Remember to use a question mark at the end of a question.
-  **Article Error** You may need to use an article before this word.



**Wrong Article** You may have used the wrong article or pronoun. Proofread the sentence to make sure that the article or pronoun agrees with the word it describes.



**Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.



**Dup.** You have typed two **identical words** in a row. You may need to delete one of them.

PAGE 4

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**Article Error** You may need to remove this article.



**Missing ", "** You may need to place a comma after this word.



**Verb** This verb may be incorrect. Proofread the sentence to make sure you have used the correct form of the verb.



**P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



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**Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.



**Missing ", "** You may need to place a comma after this word.



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**Article Error** You may need to use an article before this word.



**Article Error** You may need to use an article before this word. Consider using the article **the**.



**Missing ", "** You may need to place a comma after this word.



**Article Error** You may need to remove this article.



**P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



**Wrong Article** You may have used the wrong article or pronoun. Proofread the sentence to make sure that the article or pronoun agrees with the word it describes.



**Verb** This verb may be incorrect. Proofread the sentence to make sure you have used the correct form of the verb.



**Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.



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**Wrong Article** You may have used the wrong article or pronoun. Proofread the sentence to make sure that the article or pronoun agrees with the word it describes.



**Frag.** This sentence may be a fragment or may have incorrect punctuation. Proofread the sentence to be sure that it has correct punctuation and that it has an independent clause with a complete subject and predicate.



**Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.



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**Article Error** You may need to use an article before this word.



**Missing ", "** You may need to place a comma after this word.



**Missing ", "** You may need to place a comma after this word.

PAGE 6

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**Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.



**Article Error** You may need to use an article before this word.



**Verb** This verb may be incorrect. Proofread the sentence to make sure you have used the correct form of the verb.



**S/V** This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.



**S/V** This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.



**Run-on** This sentence may be a run-on sentence. Proofread it to see if it contains too many independent clauses or contains independent clauses that have been combined without conjunctions or punctuation. Look at the "Writer's Handbook" for advice about correcting run-on sentences.



**Article Error** You may need to use an article before this word.



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**S/V** This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.



**Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.














**Verb** This verb may be incorrect. Proofread the sentence to make sure you have used the correct form of the verb.







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-  **Prep.** You may be using the wrong preposition.
-  **Missing ","** You may need to place a comma after this word.
-  **Article Error** You may need to use an article before this word.
-  **Missing ","** You may need to place a comma after this word.
-  **Missing ","** You may need to place a comma after this word.
-  **Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.
-  **Verb** This verb may be incorrect. Proofread the sentence to make sure you have used the correct form of the verb.
-  **S/V** This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.
-  **Run-on** This sentence may be a run-on sentence. Proofread it to see if it contains too many independent clauses or contains independent clauses that have been combined without conjunctions or punctuation. Look at the "Writer's Handbook" for advice about correcting run-on sentences.
-  **Sentence Cap.** Remember to capitalize the first word of each sentence.
-  **Verb** This verb may be incorrect. Proofread the sentence to make sure you have used the correct form of the verb.

-  **S/V** This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.
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**Article Error** You may need to use an article before this word.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Article Error** You may need to remove this article.



**Verb** This verb may be incorrect. Proofread the sentence to make sure you have used the correct form of the verb.



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