

JOB SATISFACTION TO ENHANCE A COMMITMENT OF EMPLOYEES' ORGANIZATION AT DREAM TOUR AND TRAVEL COMPANY

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ABSTRACT: *A commitment of employees in an organization plays a very important role to bring the company successful. Therefore, this research aims to analyze a job satisfaction to increase employee's organization commitment at the Dream Tour and Travel Company. Variables are job satisfaction and organization commitment. Data was collected from 70 employees using organization commitment and job satisfaction scale, then analyzed by multiple regression analysis technique. The result of multiple regression analysis shows the value of significance (p-value) was 0,000 at significant level $p < 0,05$ means that job satisfaction can increase organization commitment. The categorization found out that job satisfaction and organization commitment were on medium level. The analysis reveals that job satisfaction can increase commitment organization. This paper may benefit staff of the company by encouraging more their jobs and may help them in their personal growth and development.*

KEYWORDS: Employees, Organization, Company Successful, Commitment, Company, Job Satisfaction, Psychology,

INTRODUCION

The effectivity of the government as organization to help service society depends on the administration system and its form of management (Kaspinor, 2004). There are three main components which keep key roles in implementing the bureaucracy system of the government (the rule such as constitution, law, and ethic), the institutions which have an authority to implement the rule, and bureaucrats such as the employees and the head of the government organization (Kaspinor, 2004). However, even the organization is sophisticated, the role of human resource still keeps a key successful of the organization. Sometimes the organization depends on the individual who manages it that is usually called a manager. Managers typically make decisions using the knowledge they already possess (Locke 2009:xvi). Ideally a manager forms impressions about his employees based on the behaviors. Therefore, a manager should gather information and work with the individual to determine the underlying cause of the poor performance. This strategy may strengthen his management and increase the commitment of the employees. In an organization such as a company, the management strategy usually becomes a key success to achieve the objective of the company or organization. If a manager cannot create a strategy which is not suitable with the condition and character of staff, the objective of the organization will not be achieved. This failure of the management will reduce the commitment of staff to the organization then affect not to achieve the objective, such as in the company, not to get high profit as it is needed.

The low commitment of the organization member will give a negative effect, such as slow working, strike, turnover, high absence, and others. To overcome this problem, the company

should bring the employees and the company into closer relations so that the employees are motivated to work seriously for the company.

There is also an effort to enhance a commitment of the employees is to encourage the management of the company to treat the staff as human beings through human approach which means that the company should not treat the employees as the only production factor but should have an effort to respect each employee as their self esteem, the the employees will have a responsibility, feel comfortable, enjoyable, and safe to do their work properly, then at last staff feel to have job satisfaction. The job satisfaction is a general attitude produced from several specific attitude containing some working factors, adaptation, and social relationship outside work (Anoraga, 2000). Satisfaction is closely related to what the employees' need from the company based on the their needs. This satisfaction is subjective from the individual employees themselves.

Jakarta as a metropolitan city which has various kinds of developing industries arises the influence life style of its society. Jakarta fully accomodates different kinds of activities, such education, trade, tourism, politics, office administration, and diffrent kinds of better transportation. One of the tour and travel companies which is exist in this city is "the Dream Tour and Travel company" which needs an innovative service of its employees within the company involving the skill and creativity of its employees to compete with other tour and travels.

This study intends to analyze a job satisfaction to increase employee's organization commitment at the Dream Tour and Travel company. This company was set up by Halid Umar Bakadam with the help of professional tour and travel team on December 5, 2013. He is a professional businessman whose different experiences in tourism industry, especially the travel for a Muslem people to travel to Saudi Arabia to conduct Haj and Umroh Pilgrim. Besides the pilgrim Haj and Umrah, this company has division of Meetings. Incentives. Conferences, and exhibitions, and Entertainment (MICE). MICE division called which is called 'Dream Convex' has a skill to conduct a national and international meeting, conference, and cultural events. The Dream Tour and Travel company has a formal right to be a promotor in business activities and to conduct entertainments such as concerts and stage. This company is aware that the role of human resource is very important. Therefore, to achieve the objectives the company it needs capable employees whose better competence and skills as well as high commitment to work hard for the company.

Based on the preliminary observation, it seems that there is a lack of commitment of the employees as it is indicated by the level of turn over during 2016, as shown in the following table.

Table 1. Number of turn over employees in 2016

Month	New employees	Resigned employees
January	7	5
February	6	3
March	4	5
April	3	4
May	6	7
June	5	2
July	4	-

August	8	6
September	8	8
Oktober	5	2
November	8	4
December	6	4
Total	70	50

Resource: HRD of the Dream Tour and Travel Company 2016

Data shows that the turn over employees of the Dream Tour and Travel company is very high. In 2016, the number of the Dream Tour and Travel company employees 70 persons as the needs of the company. At the same year, the resigned employees is 50 persons. This is indicated that there is a lack of commitment of the employees. The satisfaction of the employees towards their work and the company's service to its employees is an important factor to maintain the employees' commitment to stay at the company.

Research question

The research questions of this study can be formulated: Can the job satisfaction enhance an organization commitment of the staff at 'The Dream Tour & Travel Company'?

Objective of the research

The objective of the research is to analyze a job satisfaction to increase employee's organization commitment at the Dream Tour and Travel Company.

LITERATURE REVIEW

The discussion of the job satisfaction consists of organization commitement, the work satisfaction, and the research hypothesis.

Organization Commitemen

The concept and definition of organization commitment

A commitment is the needs of employees to maintain his/her status member in the organization and be ready to work to achieve the organization's objectives (Darmawan, 2013). An organization commitment is the situation of employees that support the organization and the objectives is to maintain his/her member status in the organization. An organization commitment is the strong beliefs and the acceptance to values and objectives of the organization, the needs to use all power to meet the needs of organization, and to be a member of an organization. Therefore, a commitment in an organization is a must if the organization wants to achieve the objectives decided in the organizational program. Without a strong commitment of the member of the organization, it will be possible that the organization will not rum smoothly. An organization should put the commitment as a key factor in manging an organization. To understand what and why the commitment is very important for the organization, it needs to understand the concept of the commitment of the organization.

Many concepts and definitions have been explored the concept of the commitment, but it should be related to the objectives of the organization and the commitment is mostly related to the jobs. This job is also related to the human resources of an organization. In fact, the organization, human resource, job, and commitment are a unity of the work of organization. The concepts of job satisfaction and organizational commitment are closely related (Arnold and Feldman, 1982; O'Driscoll, Ilgen, and Hildreth, 1992; Stumpf and Hartman, 1984 in Riggio, 2013:229) as it is the fact that workers may possibly respond positively to both job satisfaction and organizational commitment

There are four excellent, comprehensive academic treatment of the major psychological theories of turnover. First, the lower the level of an employee's job satisfaction, the lower will be the level of his or her organizational commitment. Second, the lower these two job attitudes are, the stronger will be the initial thoughts, feelings, and expected positive outcomes of quitting. Third, according to this traditional approach, these thoughts, feelings, and expected outcomes lead most people to search for another. Finally, actual quitting occurs when a "better" job opportunity is found. Most often, improved economic outcomes are implied (e.g. compensation and financial opportunities) but seldom explicitly stated (Hom and Griffeth 1995 in Locke, 2009:124). One of the key reasons monetary incentives work with regard to performance levels is that they contribute to task and goal acceptance, or commitment (Miner 2005:162).

An organization commitment reflects the individual identifying himself with the organization objectives. A manager is suggested to enhance the job satisfaction to gain the high level of commitment. Then, the higher commitment makes easy to get higher productivity (Kreitner and Knicki, 2003), the organization commitment is the involvement of the commitment in producing a significant relation with organization (Notoadmojo, 2007), while the organization commitment (Riggio, 2000) is all feeling and attitude of the employees towards the organization they work in, reduce the conflict, cooperate among workers, and increase flexibility and innovation. Mowday, Porter, dan Steers (1985) defines organization commitment is known as an attitude approach towards organization consisting of attitude and desire to do something. Allen dan Meyer (in Gibson, 2006) describe three components, affective, normative, and continuance.

Factors that affect organization commitment

Allen and Meyer (in Umam 2012) describe factors that affect organization commitment:

- Individual characteristics

Individual characteristics is divided into two variables. Demographic variables are gender, age, marital status educational level, and the period of time working in an organization. Dispositional variables are individuality/personality and the values of organization including the needs for achievement, better work ethic, the needs for an affiliation, and the individual perception about individual competence.

- The characteristic of organization

Components that include in the characteristic of organization is the structure of organization, the policy design in organization, and the way to disseminate the policy of organization.

- The experience during involving in an organization

The experience during involving in an organization includes a satisfaction and motivation of member of the organization, the role of the member in the organization, and the relationship between organization, and the supervisor or the leader.

Sopiah (2008) describes two main factors that make employees unable to keep the commitment, internal factors consisting of not to think carefully when analyzed a risk to be faced by a person when taking a decision, not think carefully when analyzing a risk faced by a person in taking a decision, the uncertain believe due to the lack of mentality, and improper act when taking a decision that make him/her regretful in next day. External factor including money is powerful to influence a person life style. Without having a strong mentality, a person commitment will break down, environment factor plays impotant role in influence a person commitment because every person has to be contacted with his/her environment such as the working environment, the managerial style also affects a person commitment because the superior or manager of the company always interacts with the staff, so the style of the manager in managing the company may give an influence to the staff. For example, the style of the manager to mantain the interaction between the manager and staff is always called tranformational managerial, the job satisfaction will affect the organization commitment of the staff, life style gives both negative and positive impact to the staff, and sometimes a person cannot afford his life due to the influence of his environment, money, and other condition of life.

Job satisfaction

The concept of job satisfaction

Job satisfaction is very important to be analyzed due to its advantages for both staff and a company. There are several definitions of job satisfaction. The most popular definition of job satisfaction was given by Locke (1976), who defined it as “.... a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Judge and Klinger in Locke 2009:107). Implicit in Locke’s definition of job satisfaction is the importance of both feeling and thinking (Locke 2009:116), then Locke, Durham, and Kluger 1998 in Locke 2009) have found that the key dispositional factor leading to job satisfaction is core self-evaluations. In addition, the concept of job satisfaction may be described as a complex emotional reaction as the effect of inner wishes and the needs as well as hopeness of the employees towards their jobs related to reality experienced by themselves. This reaction may arise an emotional in the form of happiness, satisfaction, and vise versa. Job satisfaction is also an attitude of the employees towards their jobs condition, collaboratively working among employees, the rewards they received from the company, and other factors related to their physical and psycholgy conditions.

The attitude towards the job is the result of a number specific individual attitude towards their work, individual relationship outside their job, so that this arises a general attitude towards the jobs (Sutrisno, 2012). Sometimes, the attitude of a person can be affected by his working environment even there is not rarely individual still keeps his own basic inner basic character which cannot be influenced by his environment. The attitude of individual in a working condition can be positive or negative effect to his job depends on the target and objective of the job he holds. Therefore, a manager in company should be familiar with each of staff so that the manager can manage the work suitable for each of the staff. Most important is that the target of the company will be achieved mainly the financial profit.

Other definition of job satisfaction is a central concept in organization psychology and it is closely related to the work and general result such as the working performance of the employees, organization commitment, free activities, and the life satisfaction (Hulin and Judge, in Cohrs, *et al*, 2006). Job satisfaction is inner happy or unhappy feelings of staff about the job or the working environment. Job satisfaction is measured using job satisfaction scale of salary, colleagues, supervision, and the job itself (Robbins:2006).

Shortly, job satisfaction is a feeling of a worker towards his/her job evaluated based on the aspect of the job reality. A job satisfaction has direct and indirect consequences towards the effectivity of the organization. An individual attitude towards the job pictures out a happiness of experience or a sadness of experience, and the needs of a person in the future.

The importance of job satisfaction

Job satisfaction is important for a company as it is said by Ibrahim (1998), as follows:

- Values, a staff uses a part of his/her time for working and this is important for a manager of the company or staff to use the time effectively, efficiently, and happiness,
- Mental health, a job and organization are factors that can increase stress and can influence the mental health, and
- Physical health, human being who likes his/her job tends to have good physical health than a person who doesn't like his/her job.

The three aspects of the job satisfaction as stated above are often made a reference of maturity of the organization and these are often regarded as the duty and obligation for a person to always draw attention from other.

Hypothesis and variables of the research

Hypothesis of the research is that the job satisfaction can enhance an organization commitment of the staff at 'The Dream Tour & Travel Company. The variables of the research are independent variable is the job satisfaction (X) and dependent variable is the organization commitment (Y).

RESEARCH METHOD

Population and sample of the research are all 70 staff of The Dream Tour & Travel company as respondents of the research. Likert scale is used to collect data desperate into several measured components. The respondent is asked to give an assessment on how far each of item fulfills the condition of the subject.

The statement of each scale is measured based on the favorable and unfavorable statements as the Likert scale. The alternative answer of each statement ranges from strongly favorable (Sf), favorable (F), favorable enough (Ae), unfavorable (Un), strongly unfavorable (Sa), as it is shown in the following table.

Table 2. Likert scale questionnaire of favorable and unfavorable

Alternative of answer	Favorable	Unfavorable
Sf	5	1
F	4	2
Ae	3	3
Un	2	4
Sa	1	5

Before using the Likert scale questionnaire of favorable and unfavorable, it was validated in order to know whether the questionnaire is valid and reliable or not.

Validity refers to the credibility or believability of the research which means the ability of the measurement tool to measure the attribute of the tool. To measure the validity of the measurement tool of this study, the item of the question or statement was selected in which the measurement scale is in accordance with the scale needed. It can be seen from the consistency between the item function with scale function which is called the total function to produce coefficient correlation total item (r_{ix}). Measurement validity for three scales will be used to measure the validity of the three scale to be tested using Product Moment from Pearson. The analysis uses Statistics Program for Scale Science (SPSS) version 17.0 for Windows.

Reliability means the consistency of a measure and the result is consistent when it is conducted in across the time and should be also consistent when the subject is retested to the same group of subject. To know the reliability for a tool of measurement in this research is based on the analysis of reliability of Cronbach's Alpha. The concept of the reliability used is based on the Guilford, as shown below.

Table 3. Principle Reliability of Guilford

Criteria	Coeffisien Reliability
Very validity	>0,9
Validity	0,7 – 0,9
slightly validity	0,4 – 0,7
less validity	0,2 – 0,4
Not validity	<0,2

Having counted the reliability measures of an item validated from the organization commitment, the coefficient of reliability is 0.880. For the validity item from the scale of working satisfied, it is achieved to coefficient 0,932. Having collected the data using an instrument of Likert Scale, the linear regression used to analyze the data is Statistics Program for Scale Science (SPSS) version 17.0 for Windows.

Based on the result of the measures, it can be seen that the scales have coefficient value of reliability of the categorization 0,7-0,9 as it is stated to Guilford concept.

FINDINGS AND DISCUSSION

The following table 4 identifies the research subject.

Tabel 4. Age of the respondents

No	Age of the Respondent	Number	Percentage
1	18 –20 year	8	11.5 %
2	21– 25 year	20	29 %
3	26 – 30 year	22	31 %
4	31– 35 year	12	17 %
5	>35 year	8	11.5 %

Resource: HRD of the Dream Tour and Travel Company 2016

Data reveals that the age of the respondent varies from 18 to 35 year old. The age of majority respondent ranges from 26 to 30 year old is 31 percent, while 11.5 percent ranges 18 to 20 year old which is indicated that majority of the respondent is at the productive age and still tend to find the safety in work.

Tabel 5. Educational level of the respondents

No	Work experience	Number	Percentage
1	Senior Secondary school	29	41 %
2	Diploma	18	26 %
3	Bachelor of Art/Strata 1	23	33 %

Resource: HRD of the Dream Tour and Travel Company 2016

Data shows that the majority of the respondent are graduated from senior secondary school (SSS) about 41 percent, on the other hand the diploma graduate is the lowest about 26 percent. By the level of the majority graduates from SSS indicates that the employees still find difficult to do adaptation with the company.

The Result of Hypotesis Testing

The hypotesis testing was done using multiple regression to understand the F-test value. By undersatnding F, it is understood whether the working satisfaction is correlated significantly towards the variable of working organization. The result of F-test shows that the variable of working satisfaction affects the organization commitment. The result of F-test shows that the variable of working satisfaction affects towards the variable of organization commitment if *p-value* (column *Sig.*) is lower than the level of significant determined or F-tes (column F) is higher than F table. The result of F-test on output SPSS at Anova table to understand whether the decision is acceptable or not of the hypotesis.

Based on the Anova test that *p-value* $0,00 < 0,05$ is significant, in which this indicates that the working satisfaction denotes explanation of organization commitment significantly. It can be

concluded that the hypothesis of working satisfaction can enhance an organization commitment is acceptable.

Table 6. The result of hypothesis testing

ANOVA^b

Model	Sum of squares	df	Mean square	F	Sig.
Regression	3785,781	1	3785.781	22.730	.000 ^p
Residual	11325.661	68	166.554		
Total	15111.443	69			

a. Predictors: (Constant). Working satisfaction

b. Dependent Variable: organization commitment

Working commitment can enhance an organization commitment of staff at the Dream Tours & Travel company as it is seen the constanta and the value of independent variable (organization commitment) through regression equation attained from the table of multiple regression analysis, as seen in the following table 7.

Table 7. Coefficients

Model	Unstandardized Coefficients	Unstandardized Coefficients		t	Sig.
	B	Std. Error	Beta		
(Constanta)	32.160	4.788		6.717	.000
satisfaction	.207	.043	.500	4.755	.000

Dependent variable: Commitment

Data shows that the average score is 0.207 for every change unit happened on the working satisfaction variable. The two changes from dependent variable is positif which means that the working satisfaction can enhance an organization commitment significantly.

Next, the normality test is to know about the distribution of data population whethet it is normal or not on the organization scale and scale of working satisfaction where the data tested is the distribution. The normality test used Saphiro Wilk value due to the the research subject is less than 100. Normality test using this technique can be said normal if the the value is $p > 0$. The result of the normality test can be seen on teble 8, as follows.

Table 8. Normality test

Variable	<i>Saphiro-Wilk</i>	P	Note
Organisation Commitment	0,991	0,913	Normal
Working Satisfaction	0,966	0,054	Normal

Data shows that the variable of organization commitment and working satisfaction are distributed normally. Based on the contribution given by every aspect for organization commitment can be seen on the following table 9.

Table 9. The contribution of organization commitment

No	Aspect organization commitment	Contribution
1.	Affective	30,5 %
2.	Countinuanace	35,5 %
3.	Normative	34 %

A contribution of organization commitment in the table above is a countinuanace aspect which has a contribution 35,5 percent, then the normative aspect 34 percent and affective aspect 30,5 percent. This indicates that a staff tends to be afraid of loosing their contribution given to the company and it is difficult to get other changes. The contribution of every aspect for working satisfaction, as follows.

Table 10. A contribution of working satisfaction aspect

No	Aspect of Organization Commitment	Contribution
1.	Salary	10,5 %
2.	Promotion	20 %
3.	Supervision	16,6 %
4.	Working colleagues	27,7 %
5.	Job itself	25,2 %

A contribution of working satisfaction aspect in the table above shows that the staff feel satisfied to their work due to their environment and the collaborative working among them. Therefore, the involvement of all staff to work collaboratively supported by the good working environment plays an important role to make a company better.

Table 11. Categorization

Variable	Mean theoretic	Mean findings	Categorization
Organization commitment	55	54,31	fairly
Working satisfaction	109	107,17	fairly

Based on the categorization counts, it was found out that organization commitment is on the medium categorization as seen from mean findings 54,31 and a working satisfaction on 107,17 as seen in the following table.

DISCUSSION

Based on the findings of the research, working satisfaction of the staff can enhance an organization commitment of the staff at the Dream Tours & Travel company. A working satisfaction of the staff is on the medium level which means that the staff feel positive enough towards their job and they are responsible enough of their job as well as they like their job very much. This condition is in accordance with Handoko (2007) which states that working satisfaction is a happiness of the staff emotional condition and it is not related to the views and opinions towards their jobs. Based on their working satisfaction, it is a need to enhance a working satisfaction along with the competitiveness among the similar companies.

Besides, an organization commitment of the staff which is on the medium level indicates that the staff is care enough towards the company. This condition is more related to the role of superiors or managers in encouraging collaboratively develop the company optimally. Greenberg and Baron (in Sunarsih, 2001) also states that the management is a key aspect in organization effectivity to contribute the successful effect of the organization and the role of the staff satisfaction towards their responsibilities. However, it still needs to enhance their capabilities and skills to maintain their commitment for the company.

The contribution of every aspect of working commitment has a higher percentage about 27,7 percent picture out that the staff has good relation among them to work collaboratively in finishing their tasks.

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CONCLUSION AND RECOMMENDATION

On the basis of the findings and discussion, the researcher comes up with the conclusion that a working satisfaction can enhance an organization commitment of the staff at the Dream Tours & Travel company. It means that the higher of the working satisfaction, the higher of organization commitment will be. A commitment and the satisfaction of staff at the Dream Tours & Travel company is averagely at the middle position.

The study brings a very important advantage to both the company and the staff of the Dream Tours & Travel company. The company may increase its profit and benefits through empowering its staff to help develop their competencies and skill through collaboratively working among staff and the company. The company may give an opportunity to staff to express their feelings and their needs including the earnings and income by working hard for the company. To achieve this target, it is needed that the company may run this business by conducting an open management which means that the staff should be clearly informed about the progress of the benefit and both the weaknesses and strengths of the staff and company

regularly. This open management may create and enhance a working satisfaction of the staff, then it cannot be denied that this strategy will affect positively both the company and the staff.

For the staff, it is important to think and act professionally doing their jobs for the company as it is their own business. Therefore, it is a must for the staff to increase their commitment to help develop the company by creating good atmosphere and condition during working in this company.

For the detail recommendations based on the empirical condition, there are five components need to be implemented by the Dream tours & Travel company about working satisfaction to enhance an organization commitment of the staff as shown in the following table 12.

Table 12. Working satisfaction

No	Aspect	Empirical Condition	Proposed Plan
1	Salary	Staff complaint that the salary is standard of monthly regional minimum salary is not enough for living in Jakarta and this salary is only for food and transportation but not for other needs including for saving.	To evaluate the monthly salary scheme including annualy bonus so that it makes staff feel comfortable and increases working performance effectively
2	Promotion	The evaluation of working performance conducted by the superior is in accordance with the reality. However, for the carrier development is not still clearly enough.	To develop a carrier development based on the working performance, motivate staff to maximize the organization commitment
3	Supervision	Supervision conducted by superior is not for all staff, only for certain staff, so that staff feel that they are not having attention of leadership from their superior	To enhance an organization commitment, it stresses that every superior should know what staff do everyday to improve their weaknesses
4	Work partners	The relationship among staff as a partner is very high, however staff feel that there is less activities outside office to strengthen the relationship among staff.	A company should set up a gathering activities involving all staff at least once a year to strengthen their relation and commitment for the company
5	Individual work	A company often gives a task outside their job and their skill without training them first.	Train the staff before giving a new job to them.

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