

THE EFFECT OF COMPENSATION AND EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL COMMITMENTS IN EMPLOYEES PT. JAKARTA TOKIO MARIE INSURANCE

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ABSTRACT

The purpose of this study was to determine the effect of compensation and emotional intelligence on organizational commitment to employees of PT Asuransi Tokio Marie Indonesia. The total populations are 240 people and the number of samples are 148 people (using a proportional random sampling technique). This study uses a measurement instrument of compensation scale, emotional intelligence scale, and scale of organizational commitment using a Likert scale (range 1-5). The conclusions of this study are that there is an influence of compensation and emotional intelligence on organizational commitment to employees of PT Asuransi Tokio Marie Indonesia in a positive direction which means the better emotional intelligence and compensation given, the higher the commitment of the organization, and vice versa.

Keywords: Organizational commitment, emotional intelligence, compensation.

INTRODUCTION

Indonesia has played many active roles in world organizations, both in the political, economic, social and cultural fields. In organizations in the economic field, Indonesia is a member of the World Trade Organization (WTO), the International Monetary Fund (IMF), the Asian Free Trade Area (AFTA), the Asia Pacific Economic Council (APEC), and organizations related to the human resources sector International Labor Organization (ILO).

The entry of foreign companies investing in Indonesia will bring excellence in the fields of technology, economics, human resources, information systems, law and culture. And all of that will have a major impact on the economic, legal, social, cultural and life development of the Indonesian people. Competition between companies will be increasingly tight with globalization and free trade liberalization.

Business competition is a necessity that cannot be avoided. In dealing with this, each company needs to increase its company's resources in order to survive, the rest in order to excel in competition. Company resources, including the company's sales force, are components that support the company's revenue. Many businesses in Indonesia are developing at this time, for example in the fields of banking, consumer good, insurance, automotive.

In an effort to further optimize its role in the insurance business, especially in dealing with uncertain economic conditions and increasingly fierce competition, the management of PT Asuransi Tokio Marie Indonesia needs to formulate a policy in order to implement its marketing concepts through various options such as product combinations, distribution

channels, promotions and pricing policy(pricing)in order to create a good mechanism so that the marketing management of insurance services is expected to be adapted to the changes, both external (market) and internal (organization) which in turn targets sales of insurance services are expected to be reached.

In addition, each company is also required to have the ability to develop strategic choices in the marketing field so that it is able to adapt in a dynamic moving environment. This is understandable considering that each company must have a goal to realize its long-term growth and survival. Seeing this reality, company resources must be managed with systematic efforts to produce superior value for customers In this era of globalization, more competition and increased speed in business, therefore the function of human resources within a company must be able to become partners reliable work, both by the company's top leaders and line managers. This is in line with what was said by Stoner, in (Smithson & Lewis, 2004), HRD Managers are under high pressure to become strategic business partners, namely playing a role in helping organizations to respond to challenges related to down-sizing, restructuring, and global competition by contributing added value to business success. The objectives of this study to determine the effect of compensation and emotional intelligence on organizational commitment to employees of PT Asuransi Tokio Marie Indonesia.

LITERATURE REVIEW

Definition of Organizational Commitment Organizational

Organizational commitment is a member of relationship, in this case employees of the organization. The relationship is illustrated by the concern or concern of employees for the success of the organization. The manifestation of this form of behavior is certainly not just a formality but rather something more profound, employees must operationalize what has become an organization's goal, and internally instill the values associated with the organization. So that when employees are everywhere, whether inside or outside the organization's environment, the employee still implements those values.

Bishop, et al., (2000), see commitment as a relative strength of identifying individuals together and their involvement with organizations. Then Shaw et al., (2003), interpret commitment as a result of investment or contribution to the organization, or a psychological approach that describes commitment as a positive thing, high involvement, high intensity orientation towards the organization.

In the context of organization, Mowday et al., (2013), define organizational commitment as a relative strength of the individual in identifying his involvement in the organization. This is marked by three things, namely: (1) employee acceptance of organizational values and objectives, (2) readiness and willingness of employees to work seriously on behalf of the organization, and (3) the desire of employees to maintain their membership in the organization. Based on some of the above definitions, what is meant by organizational commitment in this study is the perception of employees as a situation where individuals associate themselves with certain organizations and targets, and hope to maintain their membership in the organization.

Dimensions of Organizational Commitment

Some of the reasons that influence employees to stay in the organization are the opportunity or fulfillment of the needs provided by the organization to its members. According to Becker in Greenberg & Baron (2003), there are two dimensions of organizational commitment that

underlie employees to maintain their membership in the organization, namely (1) foci of commitment is that employees can be committed in special units that exist in organizations, both personal and group. The parable of employees can involve themselves with coworkers, subordinates, trade unions, consumers, superiors or other individuals or groups. (2) Bases of commitment.

Employees who are committed to the organization have various motives to maintain their membership in the organization. The Bases of commitment states that there are several motives that can bind employees to remain in the organization. The motives are explained in the following two types of approaches: (1) Side-batch orientation, focuses on the losses that will be experienced by employees when leaving the organization. Employees will lose the investment of work that has been obtained and feel worried that they cannot replace it if they leave the company. (2) Individual goal-congruence orientation, focus on the level of identification of employees who have goals that are in accordance with the organization. This approach describes the willingness of employees to accept and internalize organizational values and work to achieve organizational goals.

Meanwhile, Allen & Meyer (1996), states that individuals who have decided to work in an organization develop three dimensions of commitment, namely: (1) affective commitment is related to the goal-congruence approach, which shows a person's desire to continue working in a organization because they agree and want to do it (Greenberg & Baron, 2003). This means, the more organizations are able to generate confidence in employees that what is the value and goals of the organization have in common with the values and personal goals of employees (Dahehsari & Seniati, 2002). According to Spector (1997), affective commitment comes from work conditions and the satisfaction of expectations desired by employees is antiseden from affective commitment. (2) Continuity Commitment, this commitment is related to rational personal consideration in employees regarding the advantages and disadvantages of staying in the organization (Dahehsari & Seniati, 2002). Employee commitment to the organization is based on consideration of what must be sacrificed himself if he will leave the organization and the decision of employees to continue working in the organization because they consider it as meeting their needs. According to Spector (1997), the benefits gained from working in organizations and the absence of other employment alternatives are antecedents of sustainability commitments. (3) Normative Commitment, this commitment relates to "what is right" and "what must be done" by employees. Employees who have a high normative commitment feel they have an obligation to survive in the organization (Dahehsari & Seniati, 2002). Antecedents of normative commitment according to Spector (1997), are personal values that employees have and their sense of responsibility towards the organization. Individuals have the confidence to be responsible for the organization.

Factors That Build Commitment to Organizations

David Drenan in Alwi (2001), suggests five ways to build loyalty on the basis of commitment, namely: (1) Creating clear goals and commitment to make them happen, (2) Clear, visionary and constant communication, (3) Train and retrain member, (4) Gives trust to members, (5) Sharing benefits. It can be seen that commitment can be established or formed if it is established, clear objectives are created towards which organizations are in order, clear communication between members with borders, members with organizations, superiors must also be able to give trust to members, what only what members have to do is fully entrusted to members, organizations that share clear profits can also build levels of organizational commitment.

Factors Affecting Organizational

Commitment Employee commitment to the organization can be influenced by several factors. Following this the writer will explain some of the factors that influence the commitment proposed by Greenberg (2009), namely as follows: (1) Diversity of work characteristics, the diversity of characteristics possessed by a job can affect employee commitment to the organization. The job characteristics include the level of responsibility, autonomy, *job variety*, and the level of *high job enrichment*, and opportunities for promotion. Employees will be more committed if they have high responsibility and broad promotion opportunities for their work. In addition, jobs with high enrichment can also increase employee commitment. The more jobs are assessed as having these characteristics, the more employees will be bound to the organization. (2) Awards to be received by employees, a sense of attachment can be increased by providing incentives where employees receive bonuses in accordance with the profits obtained by the company. Employees feel *reward* that received has been done fairly, so the employee feels confident that the company has made a long-term commitment to treat him and ultimately the employee will strive to increase his commitment. (3) Available job opportunities or alternatives, the existence of alternative jobs in other companies will affect employee commitment to the organization. Employees will feel that their chances of finding another job will be even greater, which affects their commitment (especially their ongoing commitment) to the company they work for.

Definition of Compensation

In various management literature, there is a lot of understanding of compensation. Handoko (2000), explains that compensation is everything that employees receive in return for their work. In addition, compensation is also all forms of financial returns, tangible services, and benefits obtained by employees as part of a staffing relationship (Simamora, 1995).

Tulus (1995) defines compensation as giving direct and indirect, financial and non-financial rewards, which are fair and appropriate to employees for their contribution in achieving organizational goals. Meanwhile, according to Martoyo (1992), compensation is the overall arrangement of giving remuneration for *employers* and *employees* both directly in the form of money *financial* or indirectly in the form of *non-financial*.

Thus, the notion of compensation is broader than just the definition of salary and wages, because it contains elements of indirect and non-financial rewards into the concept of *remuneration* as a whole (Tulus, 1995). In line with this broad understanding, Irianto (2001: 66) provides a compensation limit as a form of reward or *reward*. By rewarding the results that have been achieved, organizational policies and practices in terms of compensation can also provide reinforcement for employee behavior that has contributed positively to the organization.

Compensation is something that employees receive as exchangers of their service contributions to the company Werther Jr, & Keith Davis (1996), if managed properly, compensation helps the company to achieve goals and obtain, maintain, and maintain employees well. Conversely, without adequate compensation, existing employees are very likely to leave the company and to do a resettlement is not easy. The consequences of dissatisfaction in payments may reduce performance, increase complaints, cause strikes, and lead to physical and psychological actions.

Types of Compensation

Financial compensation, according to Simamora (1995), consists of two types, namely direct compensation and indirect compensation. Direct compensation is categorized as salaries and incentives, while indirect compensation for example is benefits. These three aspects, namely salary / wages, incentives and benefits in detail are explained as follows: (1) Salary or Wages, salaries or wages as a component of compensation involve salary / wage analysis in which employees are paid systematically for the businesses they contribute to the company. The purpose of salary / wage management is giving fair and decent rewards. In achieving these objectives there are many complex problems and links in the function of the overall salary / wage remuneration. These problems include the level, structure and determination of individual salaries / wages, methods of determining indirect salary / remuneration, salaries / wages of freelancers (*honorary*), and supervision of salary / wages. There are a number of factors that influence the amount of salary / wages, among others (Simamora, 1995): supply and demand for labor, labor organization, and cost of living. (2) Incentives, in working employees also sometimes receive incentives. According to Asnawi (1999), incentives are financial rewards paid to workers whose production exceeds previously set standards. This means that the incentive is a reciprocal element of the service provided is not fixed depending on employee performance achievements. Sarwoto (1991), incentives are incentives or incentives that are given intentionally to workers so that in themselves a greater enthusiasm arises for achievement in the organization. (3) Benefits, in addition to salaries and incentives, employees generally receive benefits. According to Flippo (1994: 102), the main purpose of compensation in the form of benefits is to make employees devote their lives to the organization in the long run.

Nawawi (2001), states that there are several objectives of an effective reward system, namely: (1) attracting workers who meet the qualitative requirements determined by the organization, (2) able to maintain human resources that already exist in the organization, in the sense of reducing the desire of employees to move to other organizations, (3) ensure the application of the principle of justice in giving rewards to all employees.

Compensation function has a number of functions: (1) motivational functions, compensation is given to employees to motivate their performance and encourage loyalty and belongingness (Luthans, 2010), (2) Oversight function, all compensation has the potential to control. Compensation controls behavior when directed at individuals who complete certain tasks or work at a certain level. When people see compensation for compensation as controlling their behavior (sure to act in a way to obtain compensation), the person considers his actions to come from outside factors (compensation) and the person loses his sense of self-determination. When the possibility of compensation is no longer valid, no one encourages him to work on the activity, so his interests will decrease (Schunk, et al., 2008). (3) Information function, compensation also conveys information about a person's skills or abilities when linked to performance or progress. When people get work information from compensation, the person feels efficacy and experiences self-determination. Intrinsic motivation is strengthened even when the possibility of compensation is erased because people place a container of behavioral causality in themselves (the desire to learn).

Factors Affecting Compensation

Besides a number of objectives to be achieved through compensation programs, there are still *problems* otherthat need attention. According to Sulistiyani & Rosidah (2003), Some of the factors that influence compensation are: (1) truth and justice, compensation must be based on the real conditions that have been done by the employee, meaning that it is adjusted to the

abilities, skills, education and services that the employee has shown to the organization. (2) Organizational funds, the organization's ability to compensate in the form of financial and non-financial, adjusted to available funds, (3) Labor union, employees who are members of a union can influence the implementation or determination of compensation, because employee unions can be a symbol of strength in demanding improvement in their destiny.

Definition of Emotional Intelligence

The term emotional intelligence was first formulated in 1990 by Psychologist Peter Salovey of Harvard University and John Mayer of the University of New Hampshire who explained that these qualities include: empathy, expressing and understanding feelings, controlling anger, independence, ability adjust, like, ability to solve interpersonal problems, perseverance, solidarity, friendliness, and respect (Saphiro, 2001).

Emotional intelligence plays a greater role than intellectual intelligence (IQ) in the success and success of a person because emotional intelligence can be a driving force for all individual actions. According to Goleman (2007), the percentage contribution of intellectual intelligence (IQ) in supporting one's success is not more than 20% and the remaining 80% of one's success is determined by emotional intelligence (EQ). Like Agustian, (2001), who said that the main key to one's success is emotional intelligence including the ability to listen and communicate oral, adaptation, creativity, mental resistance to failure, and self-confidence.

However, between EQ and IQ cannot be separated simply because EQ without IQ is blind and IQ without EQ is paralyzed. Basically EQ is an emotional ability that is full of thrust or driving force. However, this EQ has no eyes or is blind while IQ is a power that gives direction or eyes that can see and direct the power of motion. Thus EQ is like a machine and IQ is like a driver, like a car without a machine and driver so the car cannot move. It's the same as EQ and IQ where both have important roles for one's success.

According to Goleman (2007), emotional intelligence is the ability to motivate oneself and survive facing frustration, controlling impulses and not exaggerating pleasure, regulating moods and keeping stress loads from paralyzing the ability to think, empathize and pray. Then Goleman said that mood coordination is the core of good social relations. If someone is good at adjusting to other people's moods or can empathize, that person will have a good level of emotionality and will be more adaptable to social and environmental interactions. Emotional intelligence is the ability to recognize and manage all the emotions that are in a feeling that can be used to guide human thoughts and actions that include recognizing emotions, managing emotions, motivating oneself, recognizing emotions in others and build relationships with others.

Emotional Intelligence Characteristics

According to Tridhonanto (2009), individuals who have good emotional intelligence have the following characteristics: (1) Self-conscious, trustworthy, adaptable, and creative, (2) able to deal with conflicts that occur, (3) Able to work together in teams, build friendships, and be able to influence others. Level of individual abilities in emotional skills varies from one another. Some individuals may be very skilled in recognizing their emotions, but there are also individuals who find it difficult to understand the feelings of others. Therefore, emotional intelligence is needed in the individual. According to Goleman (2007), the characteristics of individuals who have emotional intelligence, among others: (1) Self-confidence, (2) Curiosity, (3) Intention.

Components of Emotional Intelligence

The basic components forming emotional intelligence according to Bar-On Stein & Book (2002), consists of parts intrapolar, this component is related to the ability of individuals to know and control themselves. Therefore, this component is also called Inner Self . Intrapribadi component includes five things, including: (1) Self awareness, that is the ability to recognize feelings, understand what is felt, and know the cause of the emergence of feelings that will affect individual behavior towards others. Knowing yourself is the power to achieve success in controlling emotions. (2) Assertive Attitude, that is the ability of individuals to express their thoughts and feelings without acting aggressively or degrading others, and the ability to defend personal rights such as defending themselves and defending opinions while respecting the opinions of others and remaining sensitive to the environment, (3) Independence, is the ability to direct and control yourself in thinking and acting and not feeling emotionally dependent on others.

The Relationship Between Compensation and Emotional Intelligence with Organizational Commitment

Constellation of compensation relations with theoretical and empirical organizational commitment can be seen in the following several studies and studies. Concerning compensation relations with organizational commitment, a study conducted by Feinstein (2006), shows that organizational commitment is influenced by compensation. Parker & Wright (2001), also states that one's satisfaction with compensation is a driver of commitment to the organization. Werner & Ward (2004), revealed that there were several studies that focused on the relationship between compensation and organizational commitment. This shows that compensation has a positive influence on organizational commitment.

In terms of the influence of emotional intelligence on organizational commitment, Cooper's study cited Jackson & Rothmann, (2006), shows that if emotions are managed correctly it will encourage commitment to the organization. Druskat and Wolff in (Bennis, 2003), also suggested that having emotional intelligence of a person or team would show the level of cooperation, creativity and commitment which would further improve organizational effectiveness. Bennis (2003), also revealed that emotional intelligence will influence organizational effectiveness through a number of areas, including talent development, cooperation, employee commitment, morality, innovation, productivity, efficiency, sales, income, service quality, and customer loyalty. Thus it is clear that emotional intelligence influences one of them on organizational commitment. From a number of studies and research, it seems clear that compensation and emotional intelligence have a relationship with organizational commitment.

METHODOLOGY

This study uses a quantitative approach, by distributing questionnaires to respondents, The total populations are 240 people and the number of samples are 148 people (using a proportional random sampling technique) from employees of PT Asuransi Tokio Marine Indonesia. This study uses a measurement instrument of compensation scale, emotional intelligence scale, and scale of organizational commitment using a Likert scale (range 1-5). The Operational Definitions of this study are as follows: (1) Compensation, scale measurement uses three aspects of compensation, namely Salaries, Incentives, and Benefits, (2) Emotional Intelligence, measured by emotional intelligence scale which includes recognizing self emotions, managing emotions, motivating oneself, recognizing other

people's emotions and fostering influences with other people, (3) Organizational Commitment, which is measured through the dimensions of organizational commitment consisting of Affective commitment, Continuance commitment, Normative commitment.

RESULTS AND DISCUSSION

From the calculation of the null hypothesis statistics (H_0) this study was rejected and the first alternative hypothesis (H_a) which stated "there is an influence between compensation and emotional intelligence with organizational commitment to employees of PT Asuransi Tokio Marie Indonesia accepted.

This research is significant with the direction of positive correlation which means that the better emotional intelligence and compensation given, the higher the commitment of the organization, and vice versa. There is a lot of compensation given by PT Asuransi Tokio Marie Indonesia to its employees, both financial and non-financial. Financial compensation is that every year each employee receives a bonus and salary increase in accordance with the results of the annual assessment. On the other hand, in the form of non-financial, namely the state of the work environment and good relations between employees also between superiors and subordinates.

There are so many employees of PT Asuransi Tokio Marie Indonesia who have devoted themselves for decades and even up to 30 years, but there are also those that only last 2-3 years. It all depends on how we position ourselves in the work environment. Emotional intelligence is also needed in adapting to an environment, by adapting someone it is easier to work together in a team and can resolve conflicts more precisely.

Therefore the results of this study turned out to be in accordance with the opinions of researchers before this research was conducted. The constellation of compensation relations with theoretical and empirical organizational commitment can be seen in the following several studies and studies. Concerning compensation relations with organizational commitment, a study conducted by Feinstein (2006), shows that organizational commitment is influenced by compensation. Parker & Wright (2001), also states that one's satisfaction with compensation is a driver of commitment to the organization. Werner & Ward (2004), revealed that there were several studies that focused on the relationship between compensation and organizational commitment.

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CONCLUSION

The results of this research indicate there is an influence of compensation and emotional intelligence on organizational commitment to employees of PT. Asuransi Tokio Marie Indonesia in a positive direction which means the better emotional intelligence and compensation given, the higher the commitment of the organization, and vice versa. The practical benefits of this research are to increase organizational commitment so that emotional intelligence needs to be improved by socializing well with colleagues, always thinking positively and often communicating with superiors or coworkers if they have difficulty working. In addition, compensation must also be increased, especially in terms of salary adjustments, rewards, performance benefits that are adjusted to the performance of each employee. further research, recommended to examine other factors related to organizational commitment, such as leadership style, job satisfaction, work motivation, work patterns.

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