

THE INFLUENCE OF WORK MOTIVATION AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT IN TEACHERS AND EMPLOYEES OF ISLAMIC BOARDING SCHOOLS MODERN AL-MUBAROK

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ABSTRACT

This research was conducted to determine the influence of work motivation and employee job satisfaction on organizational commitment among teachers and employees at the Al-Mubaro Islamic boarding school. The research population was 75 teachers or employees so the sampling method was the census method, namely a sampling technique by taking all members of the population as a sample. Data were analyzed using multiple linear regression. The results of this research indicate that the work motivation variable has a positive and significant influence on the organizational commitment variable. The job satisfaction variable also has a positive and significant influence on organizational commitment. Increasing employee work motivation is expected to help companies increase employee job satisfaction which directly influences employee organizational commitment.

Keywords: Organizational Commitment, Work Motivation, Job Satisfaction.

INTRODUCTION

Educational institutions that want high effectiveness and efficiency require human resources who have the ability to think critically, are skilled in facing competition and are able to act quickly. "Employee commitment to the organization refers to three dimensions. First, employees who have strong affective commitment will continue to do the work they are responsible for because they want to do more for the organization. Second, continue commitment is awareness of the costs that will be incurred if he leaves the company. Third, (normative commitment), namely the feeling of having an obligation to stay with the organization." (Meyer and Allen, 1991:7).

Motivation is an indicator that makes a worker more satisfied in carrying out his activities. Work motivation can be a driving force within humans and can direct their behavior to carry out their duties and responsibilities (Panggali & Zulaicha, 2012). Murti and Srimulyani (2013), who conducted research on work motivation at PDAM in the city of Madiun, found that if employees' needs were not met, then this could become a motivation for them to fulfill those needs.

Job satisfaction is the emotional state of employees in viewing the work they do, whether as pleasant or unpleasant. In other words, job satisfaction reflects a person's feelings towards their work (Handoko, 2014). Job satisfaction has an important meaning for employees and companies, especially because creating positive conditions in which job satisfaction will never reach psychological maturity and in turn will become frustrating.

The Al Mubarak Islamic Boarding School was started by Al Maghfurlah, Kyai Anshor Bin Abd Lathif Bin Sayir Bin Hasan's father, in 1982. Starting from one or two students, the number then increased which then led to the idea of infrastructure including dormitories and so on. For those of him who have joined the teachings of thoriqoh which tends towards the world of tashawuf, he emphasizes and devotes all his thoughts and attention to advancing the Islamic boarding school, apart from that he always imagines the future accountability of those in power.

The problems that arise in this Islamic boarding school are related to work motivation. The work motivation of teachers & employees at the Al-Mubarak Islamic Boarding School is based on short interviews by researchers with employee/teacher representatives at the Al-Mubarak Islamic Boarding School. After the last 1 (one) year in the 2017-2018 academic year, the management saw a decline in motivation. work for teachers and employees and there are obstacles in the field, namely teachers who do not enter class on time, as well as teachers who leave their teaching duties without permission. There are still many employees who are late in completing their tasks and responsibilities, there is no time discipline, namely they are often late for class. During teaching hours, there are employees who sit quietly during working hours, indicating that employees are less active in filling their working hours, the whereabouts of employees are not known to their co-workers when they are needed, which means the classroom remains empty and they are reluctant to replace their friends to teach. a class that does not have a teacher.

The problem of job satisfaction is something that is of concern to the management too, this can be seen from the basic salary of employees which is still below the Regional Minimum Wage (UMR) for the city of Serang, so that many teachers and employees complain, one of which is about their satisfaction with their salary, Apart from that, there is also a lack of cooperation between colleagues and superiors, which creates a lot of conflict between them

The problems that arise in organizational commitment are due to several problems that have been described above, which makes human resource capacity limited because many employees resign for unclear reasons, and in the last few months of the new school year there is quite high turnover, namely leaving. The entry of employees at the Almubarak Islamic boarding school.

1. Understanding Organizational Commitment

Luthans (2006) said that organizational commitment is the strong desire of employees to maintain the name of the organization, and accept the values and goals of the organization.

Aspects of Organizational Commitment

Allen and Meyer (2002) state that there are three aspects of commitment, including:

1. Affective Commitment

Affective commitment is related to employees' emotional, identification and involvement in an organization. Employees with high affectivity still join organizations because of the desire to remain members of the organization (Allen and Meyer, 1994).

- a. Emotional closeness.
- b. Employee involvement in the organization.

2. Normative commitment

Normative commitment is an employee's feelings about the obligations that must be given to the organization. Normative commitment develops as a result of socialization experiences, depending on the extent of the employee's feelings of obligation.

- a. Loyalty that must be given due to the influence of others.
- b. Obligations that must be given to the organization.

3. Continuance Commitment

Continuance commitment means commitment based on the employee's perception of the losses he will face if he leaves the organization. Employees with an organizational basis are because these employees need an organization.

- a. Employee perceptions regarding the losses if they leave the organization.
- b. Employee self-interest in the organization.

2. Job Satisfaction

Church (1995) states that job satisfaction is the result of various attitudes possessed by employees. In this case, what is meant by attitude is things related to work along with specific factors such as supervision/supervision, salary and allowances, opportunities to get promotions and promotions, working conditions, experience and skills, fair work evaluation. and not detrimental, good social relations at work, quick resolution of complaints and good treatment from management towards employees.

Aspects of Job Satisfaction

Robbins (2006) states that there are five aspects that represent the most important characteristics related to job satisfaction, the aspects are:

- a. The work itself, namely the elements of work such as challenges, learning opportunities and variety in work will attract someone's interest and will automatically make someone involved with their work. The characteristics are challenging work and work that suits the employee's skills
- b. Rewards (salary are elements that are relevant to the company's payroll system. This includes satisfaction with the amount received and appropriate income. Perception of fairness of the payroll system and other forms of rewards such as welfare guarantees that show management's concern for the welfare of its employees. Characterized by income appropriate to the existence of relevant non-financial benefits
- c. Promotion is a fair opportunity to gain advancement in the hierarchical structure of an organization. This is related to recognition, feelings of appreciation, feelings of trust, and status symbols, as characterized by opportunities to develop careers and the implementation of fair work assessments.
- d. Supervision, namely the employee's perception of superiors, such as the superior's ability to develop work relationships and techniques/methods of supervision of employees
- e. Colleagues, namely elements related to the willingness to help for cooperation possessed by colleagues as well as technical assistance and social support, namely the feeling (of kinship) that exists.

3. Understanding Work Motivation

Motivation comes from the word movere which means encouragement or movement. Job motivation (Motivation) in management is only shown to human resources in general and subordinates. Motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively to successfully achieve and realize predetermined goals (Hasibuan, 2005).

Aspects of Work Motivation

Aspects of work motivation according to Alderfer (in Munandar 2001; 330) are:

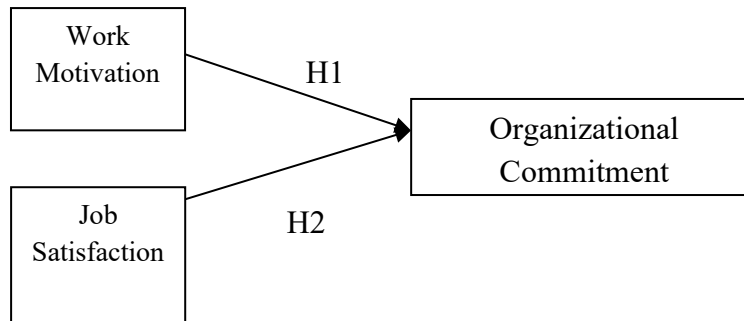
Existence needs are the need for material substances such as :

1. Physiological needs.
2. Security needs from Maslow's theory.
3. Relationship needs (relatedness needs).

4. Growth needs.
5. Self-actualization needs.

FRAMEWORK OF THINKING

This research was conducted with a framework as shown in Figure 1.



RESEARCH HYPOTHESIS

HA: There is an Influence of Work Motivation and Job Satisfaction on Organizational Commitment among teachers and employees of the Al-Mubarak Modern Islamic Boarding School.

Hypothesis

Based on the results of previous research and the framework of thought, several research hypotheses were established, including H1: employee work motivation has a positive influence on organizational commitment, H2: employee job satisfaction has a positive influence on organizational commitment, H3: work motivation employees and employee job satisfaction have a simultaneous and positive influence on organizational commitment.

RESEARCH METHODS

This research is explanatory quantitative research which aims to prove the relationship between the independent variables, namely work motivation and job satisfaction, and the dependent variable, namely organizational commitment (Sugiyono, 2011). The scale used in this research uses a Likert model scale, so the variables to be measured are broken down into components that can be measured.

1. Population and Research Sample

The subjects/sample in this research were all 75 employees of the Modern Almubarak Islamic boarding school, so the sampling method was the census method, namely a sampling technique by taking all members of the population as a sample.

2. Operational Definition of the Organizational Commitment Variable

Organizational commitment is a strong acceptance of the values and goals of the organization, a willingness to try to use all resources for the benefit of the organization and a strong desire to remain a member of the organization. Organizational commitment is measured using an organizational commitment scale constructed by the researcher himself based on aspects of organizational commitment proposed by Meyer, et al (2003), namely affective, continuity and normative.

3. Operational Definition of Work Motivation Variables

Work motivation is the desire to do some of the willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet individual needs. This work motivation is measured using a work motivation scale which was constructed by the researcher himself based on aspects of work motivation proposed by

Aldefer (in Munandar, 2001) which consists of three aspects, namely existence needs, relationship needs (Relatedness needs) and growth needs.

4. Operational Definition of Job Satisfaction Variables

Job satisfaction is an employee's pleasant or unpleasant feelings regarding work or the conditions of the surrounding work environment. Job satisfaction is measured using a job satisfaction scale constructed by the author himself based on aspects of job satisfaction proposed by Robbins (2006), namely work itself, superiors (Supervision), co-workers (workers). Promotion (Promotion), salary/wages (pay).

METHOD OF COLLECTING DATA

This research uses data collection methods through questionnaires. According to Kuncoro (2009), a questionnaire is a list of statements prepared in writing. The scale used in this research uses a Likert model scale, so the variables to be measured are broken down into components that can be measured. In this case the subject will be asked to provide an assessment to what extent each item corresponds to the subject's condition.

1. Data Analysis Method

Research data will be analyzed using analysis of the data obtained. Every research must carry out validity and reliability tests to find out whether the items used measure what they are supposed to measure and their consistency can be relied upon. The statistical method used to analyze the data in this research is Simple Linear regression analysis, to determine whether there is an influence of job satisfaction and work motivation on organizational commitment among teachers/employees at the Al-Mubarak Islamic boarding school. In this case the calculations are assisted by using the IBM SPSS Statistics 20 program.

After going through the statistical test, the next step is to make a decision regarding the results of the analysis or test results, by stating that whether the Hypothesis test results are accepted or rejected with a significance level of 5%.

2. Data Analysis and Discussion

The institution used in this research, the Al-Mubarak Islamic Boarding School, started with the good intentions of a land owner who wanted to donate his land as a place to gain knowledge. At that time, Mr. Suradi Hanafi as the waqf asked KH. Mahmudi to use the land as a place to gain knowledge. With strong confidence, KH. Mahmudi intends to use the land by establishing the Al-Mubarak Islamic Boarding School. To date, he has opened several institutions, including Madrasah Diniyah.

Awaliyah (MDA), Madrasah Tsanawiyah (MTs), High School (SMA), Vocational High School (SMK), Majlis Ta'lim, Children's Social Home (PSAA) and several extracurricular activities including Scouts, Marching Band, Tahfidz Quran, etc. .

In this research, the results of the validity and reliability tests of research questionnaires are explained to ensure that the research questionnaires distributed are valid and reliable, so that the data produced is accurate.

Table 1: Validity Test

Variable	Valid Items	Correlation Value	Information
Work Motivation	1	0.441	Valid
	2	0.444	Valid
	5	0.334	Valid
	6	0.391	Valid
	8	0.476	Valid
	11	0.462	Valid
	12	0.521	Valid
	14	0.486	Valid
	15	0.362	Valid
	16	0.323	Valid
	17	0.397	Valid

	18	0.343	Valid
	19	0.444	Valid
	21	0.348	Valid
	23	0.397	Valid
	24	0.334	Valid
	25	0.351	Valid
	26	0.342	Valid
	27	0.449	Valid
	29	0.454	Valid
	31	0.428	Valid
	32	0.325	Valid
	33	0.543	Valid
	34	0.338	Valid
	35	0.449	Valid
	36	0.498	Valid
Job Satisfaction	1	0.523	Valid
	2	0.462	Valid
	5	0.380	Valid
	6	0.528	Valid
	7	0.531	Valid
	8	0.349	Valid
	10	0.440	Valid
	12	0.352	Valid
	13	0.445	Valid
	14	0.362	Valid
	15	0.398	Valid
	16	0.372	Valid
	17	0.504	Valid
	18	0.363	Valid
	20	0.366	Valid
	22	0.462	Valid
	23	0.489	Valid
	24	0.553	Valid
	25	0.358	Valid
	26	0.403	Valid
	27	0.305	Valid
	28	0.475	Valid
	29	0.404	Valid
	30	0.462	Valid
	31	0.380	Valid
	33	0.420	Valid
	34	0.431	Valid
	35	0.413	Valid
	36	0.604	Valid
	37	0.395	Valid
	38	0.396	Valid
Organizational Commitment	1	0.387	Valid
	2	0.507	Valid
	3	0.343	Valid
	4	0.558	Valid
	5	0.500	Valid
	6	0.512	Valid
	7	0.333	Valid

	8	0.341	Valid
	9	0.518	Valid
	12	0.608	Valid
	13	0.450	Valid
	14	0.346	Valid
	16	0.396	Valid
	17	0.440	Valid
	18	0.464	Valid
	19	0.344	Valid
	20	0.374	Valid
	26	0.336	Valid
	28	0.535	Valid
	29	0.308	Valid
	31	0.612	Valid
	34	0.392	Valid

Table 2: Reliability Test

variable	Cronbach's Alpha	Information
Work Motivation	0.861	Reliable
Job Satisfaction	0.889	Reliable
Organizational Commitment	0.859	Reliable

RESEARCH RESULT**General description of the research sample**

No.	Gender	Amount	Percentage
1.	Man	36	48%
2.	Woman	39	52%

The table above shows that the respondents' gender has a percentage spread across the female gender (52%), and the smallest percentage is among the male gender (48%) with a percentage that does not have a significant difference.

Description of Respondents According to Age

No.	Respondent's Age	Amount	Percentage
1.	18-25 Year	24	32%
2.	26-35 Year	39	52%
3.	36-55 Year	12	16%
Amount		75	100%

The table above shows that the largest percentage of respondents' age is in the 26-35 year range, namely 52% and the second largest age range of respondents is in the 18-25 year age range, namely 32%. This illustrates that employees are generally in a productive period and tend to still seek comfort in Work.

**Categorization of Work Motivation, Job Satisfaction and Organizational Commitment
According to the General Description of Respondents
Categorization According to Gender**

No.	Gender	Research Variable Categories		
		Work Motivation	Job Satisfaction	Organizational Commitment
1.	Man	Currently (81.39)	Currently (99.64)	Currently (67.48)
2.	Woman	Currently (82.82)	Currently (96.62)	Currently (71.26)

**Categorization of Work Motivation, Job Satisfaction and Organizational Commitment
According to Respondent Age**

No.	Level of Education	Research Variable Categories		
		Work Motivation	Job Satisfaction	Organizational Commitment
1.	18-25 Year	Currently (80.88)	Currently (97.67)	Currently (70.50)
2.	26-35 Year	Currently (80.69)	Currently (94.31)	Currently (67.80)
3.	36-55 Year	Currently (88.67)	Currently (111.08)	Currently (72.67)

**Variable Categories
(Work Motivation, Job Satisfaction and Organizational Commitment)**

No.	Variable	Category	Mean Findings
1.	Work Motivation	Currently	69.44
2.	Job Satisfaction	Currently	82.03
3.	Organizational Commitment	Currently	98.07

The table above shows that the categories of job satisfaction, work motivation and organizational commitment are both moderate.

Category Aspects of Organizational Commitment

No.	Aspects	Category	Mean Findings
1.	Affective	Currently	15.43
2.	Continuance	Currently	32.133
3.	Normative	Currently	21.88

The table above shows that the aspects of organizational commitment, namely the affective, continuity and normative aspects, both contribute significantly to organizational commitment.

Category Aspects of Job Satisfaction

No.	Aspects	Category	Mean Findings
1.	Wages	Currently	12.23
2.	Promotion	Currently	22.45
3.	Work Colleague	Currently	25.01
4.	Supervision	Currently	15.68
5.	The job itself	Currently	22.69

This is because the aspects of salary, promotion, co-workers, supervision and the work itself both contribute quite well to work motivation.

Contribution of Variable Aspects: Work Motivation, Job Satisfaction, and Organizational Commitment

Contribution of Work Motivation Aspects to the Variables

No.	Aspects	Aspect Contribution
1.	Existence	416%
2.	Connection	198%
3.	Growth	102%

This is because what most influences teachers and employees towards job satisfaction and work motivation towards their commitment to their organization is existence, namely physiological needs, namely the desire to earn income which is used to fulfill the basic needs of life such as obtaining food, water, housing, money, furniture and cars and the need for security from Maslow's theory.

Contribution of Job Satisfaction Aspects to the Variables

No.	Aspects	Aspect Contribution
1.	Wages	225%
2.	Promotion	253%
3.	Work Colleague	71%
4.	Supervision	24%
5.	The job itself	34%

This is because when they are promoted to a better position and receive rewards commensurate with their position, it will make employees feel proud and have higher job satisfaction and motivation to increase their organizational commitment. Meanwhile, it can be seen that the lowest contribution to the job satisfaction aspect is supervisor supervision, namely 24%. This is because teachers and employees are not always fully supervised by their superiors in all their work. So this aspect of supervision is not very significant in their job satisfaction and work motivation in increasing their commitment to their organization.

Overview of Research Data

The research data obtained was calculated using the SPSS program version 15.0 for Windows, below are the calculation results

Hypothesis Test Results

First Hypothesis Test

ANOVA^a

Model	Sum of Squares	df	Mean Square	Sig.
1	11715,735	1	11715,735	,000 ^b
Residual	4934,268	73	67,593	
Total	16650,003	74		

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Work Motivation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estmt
1	,839 ^a	,704	,700	8,22148

a. Predictors: (Constant), Work Motivation

From the results of simple linear regression calculations, an R value of 0.704 is obtained which shows the magnitude of the correlation between Work Motivation and Organizational Commitment, r Square is 0.704 which measures how much Work Motivation contributes to Organizational Commitment, the F value is 173.328 and the significance level is 0,000. Because it is significant <0.05, H0 is rejected and HA is accepted, meaning that there is an influence of work motivation on organizational commitment in a positive and significant direction. , the positive influence here states that the higher the work motivation score, the higher the organizational commitment score and vice versa. So the higher the work motivation for each employee, the better the organizational commitment for teachers and employees and vice versa, the lower the work motivation for each teacher and employee, the lower the organizational commitment for teachers and employees at al-Mubarak Islamic boarding school.

Second Hypothesis Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9207,154	1	9207,154	90,304	,000 ^b
	Residual	7442,849	73	101,957		
	Total	16650,003	74			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,744 ^a	,553	,547	10,09737

a. Predictors: (Constant), Job Satisfaction

From the results of simple linear regression calculations, an R value of 0.744 is obtained which shows the magnitude of the correlation between Job Satisfaction and Organizational Commitment, r Square is 0.547 which measures how much Job Satisfaction contributes to Organizational Commitment, the F value is 90.304 and the significance level is 0,000. Because it is significant <0.05, H0 is rejected and HA is accepted, meaning that there is an influence of job satisfaction on organizational commitment in a positive and significant direction. The positive influence here states that the higher the job satisfaction score, the higher the organizational commitment score and vice versa, so the higher the satisfaction. work for each employee, the better the organizational commitment for teachers and employees and vice versa, the lower the job satisfaction for each teacher and employee, the lower the organizational commitment for teachers and employees at al-Mubarak Islamic boarding school.

Third Hypothesis Test ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11763,287	2	5881,643	86,659	,000 ^b
Residual	4886,717	72	67,871		
Total	16650,003	74			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Job Satisfaction, Work Motivation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,841 ^a	,707	,698	8,23839

a. Predictors: (Constant), Job Satisfaction, Work Motivation

From the results of simple linear regression calculations, an R value of 0.841 is obtained, which shows the magnitude of the correlation between Job Satisfaction and Work Motivation on Organizational Commitment, r Square is 0.707, which measures the contribution of Job Satisfaction and Work Motivation to Organizational Commitment, the F value is 86.659 and a significance level of 0.000. Because it is significant < 0.05 , H_0 is rejected and H_A is accepted, meaning that there is an influence of job satisfaction and work motivation on organizational commitment in a positive and significant direction. The positive influence here states that the higher the score of Job Motivation and Job Satisfaction, the higher the score of organizational commitment. and vice versa. So the higher the work motivation and job satisfaction for each teacher and employee, the better the organizational commitment for teachers and employees and vice versa, the lower the work motivation and job satisfaction for each teacher and employee, the lower the organizational commitment for teachers and employees at the boarding school. al-Mubarak Islamic boarding school.

CONCLUSION

Work motivation has a positive and significant effect on organizational commitment among teachers and employees at the Al-Mubarak Islamic boarding school. This is shown in the results obtained by an R value of 0.839 which shows the large correlation between Work Motivation and Organizational Commitment, r Square of 0.704 which measures how much Work Motivation contributes to Organizational Commitment, F value of 173.328 and a significance level of 0.000. then H_0 is rejected and H_A is accepted. From the results of the categorization of work motivation, it shows a moderate level and this is shown in the results, namely 69.44, which means that work motivation has quite a positive and significant effect on organizational commitment among teachers and employees at the Al-Mubarak Islamic boarding school.

Job satisfaction has a positive and significant effect on organizational commitment among teachers and employees at the Al-Mubarak Islamic boarding school. This is shown by the R value of 0.744 which shows the large correlation between Job Satisfaction and Organizational Commitment, r Square of 0.547 which measures how much Job Satisfaction contributes to

Organizational Commitment, the F value is 90.304 and the significance level is 0.000. Because it is significant < 0.05 , H_0 is rejected and H_A is accepted. From the results of the categorization of job satisfaction, it shows a medium level and this is shown in the results, namely 82.03, which means that job satisfaction has quite a positive and significant effect on organizational commitment among teachers and employees at the Al-Mubarak Islamic boarding school.

Work motivation and job satisfaction have a positive and significant effect on organizational commitment among teachers and employees at the Al-Mubarak Islamic boarding school. This is shown by the results of the R value of 0.841 which shows the large correlation between Job Satisfaction and Work Motivation on Organizational Commitment, r Square of 0.707 which measures how big the contribution of Job Satisfaction and Work Motivation is to Organizational Commitment, the F value is 86.659 and the level significance of 0.000. Because it is significant < 0.05 , H_0 is rejected and H_A is accepted. From the results of the categorization of organizational commitment, it shows a moderate level and this is shown in the results, namely 98.07, which means that work motivation and job satisfaction have quite a positive and significant effect on organizational commitment among teachers and employees at the Al-Mubarak Islamic boarding school.

SUGGESTION

From the results of the categorization of work motivation which shows a moderate level, namely 69.44, it is recommended to the leadership at the Al-Mubarak Islamic Boarding School to increase the work motivation of teachers and employees, including having good relationships and communication with employees, making dreams of doing work that is usually done by employees, providing knowledge about financial literacy, listening to and appreciating new ideas from employees, helping plan employee career paths, providing appreciation for performance improvements. -Mubarak to increase job satisfaction for teachers and employees includes providing the best environment for employees, providing supporting facilities, providing work enthusiasm for employees, providing goals and targets according to ability, accepting suggestions from employees if they are true and good.

From the results of the categorization of organizational commitment which shows a moderate level, namely 98.07, it is recommended that the leadership at the Al-Mubarak Islamic Boarding School increase the Organizational Commitment of teachers and employees, including explaining the objectives of the Islamic boarding school, ensuring there is a good match between employees and work. them, pay attention to employee development, discuss the biggest pressures employees face at work and challenge them to find solutions, ensure the workplace atmosphere is good, provide regular feedback, ensure that once in a while, employees can see other parts of the organization/other departments.

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