

## ORGANIZATIONAL COMMITMENT AND EMPLOYEE ENGAGEMENT TOWARDS JOB SATISFACTION

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### ABSTRACT

This research aims to determine the influence of organizational commitment and employee engagement on job satisfaction among marketing employees of motor vehicle companies in Bekasi City. This research will use quantitative methods with a research design using correlation research. The subjects in this research were 50 marketing employees who worked at a motor vehicle company in Bekasi City. This research uses an organizational commitment scale with a Cronbach's Alpha reliability of 0.727, an employee engagement scale with a Cronbach's Alpha reliability value of 0.740, and a job satisfaction scale with a Cronbach's Alpha reliability value of 0.773. The data analysis technique uses Product Moment correlation. This research found that there is an influence between organizational commitment and employee engagement on job satisfaction.

**Keywords:** Organizational Commitment, Employee Engagement and Job Satisfaction.

### INTRODUCTION

Every company certainly aims to advance its company in accordance with the vision and mission that have been formulated since the beginning of a company's formation. A company is advanced not only because it has a lot of capital and increased production. However, it has competent human resources who can work well. According to Sutrisno (Untarji & Suhaji, 2012) among existing organizational resources, human resources are the most determining of the goals an organization wants to achieve. Human resources, or what are usually called employees, are the most important asset because no matter how sophisticated the technology used, it still requires human power to operate it.

According to Prasetyo (Ayuningtyas, Syahputra & Prasetyo, 2017) companies need human resources as a strategy to achieve competitive advantage. Every company, whether private or government, will strive and be oriented towards long-term goals, namely the development of the company which is indicated by increasing income and increasing the welfare of its employees (Untarji & Suhaji, 2012). However, to achieve these goals, companies often face obstacles, one of the causes of which is job dissatisfaction from their employees. According to Untarji and Suhaji (2012) this dissatisfaction will affect employee performance and overall organizational performance. Furthermore, according to Lutfi (Ayuningtyas, Syahputra & Prasetyo, 2017) employees who feel satisfied with their work will have high performance, as well as employees who feel happy with their work will increase their productivity at work.

According to Wijono (2010), there are factors that influence satisfaction at work, namely, individual characteristics and job characteristics. In a work flow, if a division does not carry out its duties and responsibilities, an imbalance will occur and hamper the tasks of other divisions. Therefore, job satisfaction in each division is very necessary. However, there are several jobs where employees are vulnerable to job dissatisfaction. According to Wijono

(2010), this is due to the nature of work which has many demands, basic needs that are not met, job security, rewards, etc. One example is employees who work in the marketing department. According to (Suryaratri & Kurniasih, 2016) marketing employees have a job that is full of demands and challenges, this is because employees will receive positive rewards if an employee can face challenges and achieve the targets set by the company.

Based on the definition, marketing is an activity, a series of intuitions, and the process of creating, communicating, delivering, and exchanging offers that are valuable for customers, clients, partners, and the general public (Kotler & Keller, 2012). In other words, marketing is an activity or series of processes of creating and conveying information about a product in the form of goods or services to customers so they are willing to buy. The performance of marketing employees in terms of sales is very important and useful, because the aim is to market products to the market (Suryaratri & Kurniasih, 2016). If the product is not sold according to the company's target, it will cause the product to pile up which will hinder the further production process. If this happens, the company will experience losses. Apart from having to successfully achieve sales targets, marketing employees must compete with other companies' marketing in getting consumers.

Intense competition between companies will have an influence on the products produced by a company, both product quality and quantity (Untarji & Suhaji, 2012). One example of business competition in this modern era is motor vehicle or automotive companies. Based on data from Gaikindo (Ayuningtyas, Syahputra, & Prasetyo, 2017) the automotive industry in Indonesia has become an important pillar in the country's manufacturing sector because many world-renowned car companies have opened manufacturing factories or increased their production capacity. Every year, automotive companies, whether motorbikes or cars, release more than one new product. In order to attract consumers to buy, automotive companies compete to offer consumers attractive designs, specifications and prices. Of course, employees who work in the marketing department are at the forefront who have direct contact with consumers. Marketing employees try to get their company's products to be purchased.

Employee job satisfaction is influenced by employee commitment to their organization. According to Luthans (Hartono & Setiawan, 2013) job satisfaction will be better in an organization whose workers have a high commitment to the organization, so that they can work together well and comfortably. Without employee commitment to the company, company plans and targets will be difficult to realize (Ekawati & Nuraeni, 2013). According to Ekawati and Nuraeni (2013) organizational commitment does not require a guarantee of lifelong employment, but workers must have security at work to feel permanent and mutually beneficial in the employment relationship.

Meanwhile, based on the results of the researcher's interview above, employees who work in the marketing department do not have clear employment status. Only employees who excel have the opportunity to become permanent employees. However, to achieve this achievement, employees must always be successful in achieving high and consistent company targets over several months or even years. However, sometimes this is not enough to enable employees to be promoted to permanent employees. This makes employees feel unsafe and permanently part of the company. Employees who do not succeed in achieving these achievements end up worrying about their future within the company, which causes employees to often decide to leave the company. This is related to the dimension of organizational commitment according to Allen & Meyer (Luthans, 2011), namely normative commitment, namely employees' feelings of obligation to stay with the organization because it is a necessity. The vulnerability

of organizational commitment to marketing employees will have an impact on employee satisfaction at work.

Research on the influence of organizational commitment on job satisfaction has been carried out by several previous researchers, namely research conducted by Hartono and Setiawan (2013) which states that organizational commitment influences employee job satisfaction. Similar results were also found by (Ansel & Wijono, 2012) who studied police officers, and research (Anari, 2012) which examined teachers, with the finding that there was a significant influence between organizational commitment and job satisfaction.

Apart from organizational commitment, job satisfaction is also influenced by employee engagement. Park and Gursoy (Widjaja, Kristine, & Purnamasari, 2015) argue that when employees are engaged or tied to work, this will affect the employee's psychological character, for example self-confidence and optimism, will encourage employees further and this will encourage job satisfaction. Marketing employees are required to work to achieve targets in selling products. Therefore, employees who have high work engagement will try to achieve these targets, even more than the targets set by the company. According to Mujiasih (2015), employees who have a high attachment to work will work extra and put effort into the job above what is expected both in time and energy.

Research on the influence of employee engagement on job satisfaction has been carried out by previous researchers, namely by Widjaja, Kristine, and Purnamasari (2015) who studied 30 employees, with the research results that employee engagement has a positive influence on job satisfaction. Further research was also conducted by (Wibawa & Soedarsono, 2016) who found similar results that there was an influence between employee engagement and job satisfaction.

Based on the background explanation of the problem above, researchers are interested in examining the influence of organizational commitment and employee engagement on job satisfaction among employees in the marketing department of motor vehicle companies in Bekasi City.

### **Organizational Commitment**

According to Linchon (Sopiah, 2008), organizational commitment includes member pride, member loyalty, and member will to the organization. Meanwhile, according to O'Rielly (Sopiah, 2008) organizational commitment is an individual's obligation to the organization which includes employee engagement, loyalty and trust in the organization's values. From these two figures' opinions, there is a similarity that employees who are committed to the organization are employees who are loyal to their organization. In addition, according to Meyer, Allen, & Smith (Suseno, 2010) organizational commitment is the employee's emotional attachment, identification and involvement in the company, as well as the desire to remain a member of the organization.

Robbins (2012) believes that organizational commitment is where employees identify themselves with a particular organization and its goals and desire to continue being a member of the organization. Furthermore, Luthans (2011) argues that organizational commitment is defined as (1) a strong desire to become a member of a particular organization; (2) the desire to strive hard in accordance with organizational goals; (3) the existence of belief and acceptance of the organization's values and goals.

### **Employee Engagement**

According to Robbins and Judge (2012), employee engagement is individual involvement, satisfaction and enthusiasm for their work. Furthermore, Schaufeli and Baker (Hayuningtyas & Helmi, 2015) employee engagement is a condition where a person has positive thoughts so that he is able to express himself physically, cognitively and affectively in doing work. The same thing was also explained by Benthall (Mujiasih, 2015) which means that employee engagement is a condition where humans feel that they have found their complete meaning, have motivation at work, are able to receive support from other people positively, and are able to work effectively and efficiently. in the workplace.

Employees who have high engagement with work will work extra and put effort into the job above what is expected both in time and energy (Mujiasih, 2015). Meanwhile, according to Baumruk and Gorman (Widjaja, Kristine, & Purnamasari, 2015) if employees have a high sense of connection (engage) with the company, it will increase general behavior, one of which is staying (Stay), in other words employees will continue to work in the organization although there are opportunities to work elsewhere.

### **Job Satisfaction**

According to Wijono (2010) job satisfaction is a pleasant feeling that is the result of an individual's perception of completing a task or fulfilling their needs to obtain work values that are important to them. In line with the opinion above, according to Colquit, LePine, Wesson (Wibowo, 2016) job satisfaction is the level of pleasant feelings obtained from evaluating one's work or work experience. From these two theories, there is a similarity that job satisfaction is the level of pleasant feelings felt by employees after they perceive and evaluate their work. Furthermore, according to Howell and Dipboye (Munandar, 2008), job satisfaction is the overall result of the degree of liking or disliking of workers towards various aspects of their work. In other words, job satisfaction reflects the workforce's attitude towards their work.

According to Luthans (2011) job satisfaction is the result of employees' perceptions of how good their work is, which makes the job seen as important. Furthermore, according to Robbins and Judge (2012) job satisfaction describes a person's positive feelings about their work, which comes from an evaluation of their job characteristics. Someone with high job satisfaction feels positive feelings about their job, while someone with low job satisfaction has negative feelings.

### **METHOD**

The subjects of this research were marketing employees who worked at motor vehicle companies in Bekasi City, totaling 50 employees. The sampling technique in this research uses a non-probability sampling technique, which means it does not provide an equal opportunity for members of the population to be selected as a sample for Arifin (2017). The type of non-probability sampling used is using an incidental sampling technique, namely incidental sampling by taking cases that happen to exist or are available. According to Bungin (2005), research that usually uses this sampling technique is research whose population is individuals who are difficult to find for reasons of being busy, not wanting to be disturbed, not willing to be respondents, or other reasons. Therefore, anyone who is met and falls into the population category can be interviewed as a sample or respondent.

Considering that the population in this study are employees who work in the marketing department, after conducting interviews and observations, there are only a few marketing employees in a company, especially motor vehicle companies, apart from that, they are rarely in the company and are busy guarding stands outside the company. Therefore, researchers met

samples by visiting stands or motor vehicle exhibitions (motorbikes and cars) in the Bekasi City area and its surroundings. Meanwhile, the population of marketing employees in Bekasi City cannot be calculated (infinite population), therefore research sampling uses Roscoe's theory (Sekaran, 2009), namely the appropriate sample size in research is 30 to 500. In addition, if in research will carry out a multivariate analysis (correlation or multiple regression), then the number of sample members must be at least 10 times the number of variables (Sekaran, 2009). This research has 3 variables, so the minimum number of samples in this research is 30 samples. By considering the sample size above, this research used a sample of 50 marketing employee respondents who worked at motor vehicle companies in Bekasi City.

## RESULTS

In the correlation test, researchers used simple linear regression. This analysis is to see the relationship between organizational commitment and job satisfaction among marketing employees who work at motor vehicle companies in Bekasi City. Based on a simple linear regression test carried out on the variable organizational commitment to job satisfaction, it was found that the coefficient was 0.469 and the significance value was  $p = 0.01$ , where  $p < 0.05$ , which means that  $H_0$  is rejected so it can be said that there is a positive and significant influence between organizational commitment and satisfaction. Work. This means that the higher the employee's organizational commitment, the higher the job satisfaction. Organizational commitment only makes an effective contribution to job satisfaction of 56.7%, while 43.3% is influenced by other factors not examined in the research. Furthermore, a simple linear regression test carried out on the employee engagement variable on job satisfaction found a coefficient of 0.327 and a significance value of  $p = 0.020$  where  $p < 0.05$ , which means  $H_0$  is rejected so it can be said that there is a positive and significant influence between employee engagement on job satisfaction. This means that the higher the employee engagement, the higher the job satisfaction. This employee engagement only makes an effective contribution to job satisfaction of 6.7%, while 93.3% is influenced by other factors not examined in the research. The results of the simple linear regression test can be seen in table 1.

**Table 1: Simple Linear Regression Test of Organizational Commitment and Employee Engagement on Job Satisfaction**

Variable	F	Sig.	P	Note
Organizational Commitment to Job Satisfaction	19,344	0,000	$P < 0,05$	Linear
Employee Engagement on Job Satisfaction	9,790	0,004	$P < 0,05$	Linear

Based on the results of the multiple liner regression test between organizational commitment and employee engagement on job satisfaction, it shows a coefficient of 0.470 and a significance value of  $p = 0.003$ , thus  $p (0.003) < 0.05$ , which means  $H_0$  is rejected. Therefore, there is a positive and significant influence between organizational commitment and employee engagement on job satisfaction. The adjusted  $R^2$  coefficient is 0.188, which states that the influence of organizational commitment and employee engagement on job satisfaction is 18.8% (adjusted  $R^2 \times 100\%$ ). Meanwhile, other influences outside of organizational commitment and employee engagement were 81.2%. The results of the multiple linear regression test can be seen in table 2.

**Table 2: Multiple Linear Regression Test**

Model	Coefficient $\beta$	Sig.
Constant	31, 226	0, 01
Organizational Commitment	0, 567	0, 12
Employee Engagement	0, 067	0, 772
Uji F	6, 668	0, 003 <sup>a</sup>
R	0, 470 <sup>a</sup>	
Determinant Coefficient (R2)	0, 221	
Adjusted R <sup>2</sup>	0, 188	

## DISCUSSION

This research was conducted to examine the influence of organizational commitment, employee engagement on job satisfaction. This research examined 50 respondents who worked in the marketing department at motor vehicle companies in Bekasi City. Respondents' ages ranged from 19 to 53 years.

Based on the description of the job satisfaction variable, the respondents in the medium job satisfaction category were 29 people or 58%, while those with high job satisfaction were 21 people or 42%. This means that job satisfaction among marketing employees is relatively good. The respondent's assessment of the job satisfaction variable in the medium category means that the respondent has positive feelings and perceptions of his work as a marketing person. Apart from that, satisfaction with salary, satisfaction with promotions, satisfaction with coworkers and supervisors, as a whole, is quite satisfactory. Meanwhile, 21 people or 42% of respondents had high job satisfaction. This difference is because job satisfaction is personal and the level of job satisfaction is different for each person. As said by Wijono (2010), individual differences and different situations can produce different job satisfaction as well. Each individual difference has a level of job satisfaction according to the level determined by the individual himself.

Furthermore, based on the description of the organizational commitment variable, it shows that 47 people or 86% of respondents have moderate organizational commitment, and the remaining 7 respondents or 14% have high organizational commitment. The respondent's assessment of the organizational commitment variable is moderate, meaning that the respondent has quite good emotional attachment, identification and involvement with the organization or company where he works, this is the employee's affective commitment. Apart from that, respondents also felt that the compensation or payment provided by the company was sufficient, which made respondents aware of the advantages and disadvantages of leaving the company, this attitude is a continuous commitment. As stated by Allen and Meyer (Ansel & Suratno, 2012) continuance commitment is a situation where members of an organization are aware of a condition that limits alternatives that are comparable to their organization so that the member feels the need to consider the advantages and disadvantages of leaving the organization. Apart from these two commitments, there is also a fairly good normative commitment, namely that respondents feel obliged to stay with the organization. According to Allen and Meyer (Ansel & Suratno, 2012) normative commitment arises as a result of socialization experiences that pressure compliance to be loyal to the organization because of the compensation received, making members feel obliged to reciprocate.

Meanwhile, the description of the employee engagement variable shows that 37 people or 74% of respondents have high employee engagement, and the remaining 13 people or 26% of

respondents have high employee engagement. The respondent's assessment of the employee engagement variable is moderate, meaning that the respondent has a fairly good level of mental strength and resilience towards his work as a marketer. In addition, have a deep interest in his work, strong involvement, enthusiasm, and quite good pride in work. Employee attachment to each person is different, depending on positive self-evaluation which is related to the individual's mental resilience and also refers to the individual's feelings about their ability to succeed in controlling and influencing their environment (Mujiasih, 2015).

The results of the simple linear regression test between organizational commitment and job satisfaction obtained a coefficient value of 0.459 and a significance value of  $p < 0.01$  where  $p < 0.05$ , which means  $H_0$  is rejected. Therefore, it can be interpreted that there is a significant positive influence between organizational commitment and job satisfaction, the higher the employee's organizational commitment, the higher the job satisfaction, with a moderate level of correlation between organizational commitment and job satisfaction. Furthermore, the adjusted  $R^2$  value of 0.567 means that organizational commitment makes an effective contribution to job satisfaction of 56.7%, while 43.3% is influenced by other factors not examined in the research.

The results above are supported by previous research conducted by Hartono and Setiawan (2013), this research shows that there is a positive and significant influence between organizational commitment and job satisfaction. The attitude of organizational commitment is considered important to understand and is related to employee job satisfaction. Employees with high organizational commitment can increase their job satisfaction. According to Luthans (Hartono and Setiawan, 2013) job satisfaction will be better when in an organization the workers have high organizational commitment, so that they can work together well and comfortably. Apart from that, the same results were also carried out by Ansel and Wijono (2012) who researched the police and stated that there was a significant positive influence between organizational commitment and job satisfaction. Always be motivated to be present in the organization, and work as best as possible, then the individual will be more satisfied with his work. This means that marketing employees will feel more satisfied at work if the employee is committed to the company where the employee works. If employees are dissatisfied with their work, it will have negative consequences for a company. According to Wijono (Ansel & Wijono, 2012) job dissatisfaction will cause problems for members of the organization, namely the tendency to quit work, frequent absences (truancy), and can even cause stress for workers.

The results of the simple linear regression test between employee engagement and job satisfaction obtained a coefficient value of 0.327 and a significance value of  $p = 0.020$  where  $p < 0.05$ , which means  $H_0$  is rejected. Therefore, it can be interpreted as a significant positive influence between employee engagement and job satisfaction, the higher the employee's work engagement, the higher the job satisfaction, with a low level of correlation between employee engagement and job satisfaction. The adjusted  $R^2$  coefficient value is 0.067, which means employee engagement only makes an effective contribution to job satisfaction of 6.7%, while the remaining 93.3% is influenced by other factors not examined in the research.

The results above are supported by previous research conducted by Widjaja, Kristine, and Purnama (2015) which said that there was a significant positive influence between employee engagement and job satisfaction. The same results were also found by Wibawa and Soedarsono (2016). This means that if marketing employees use all their abilities and energy to complete the work, the employee will be satisfied with their work. According to Allan (Wibawa & Soedarsono, 2016) said that employees who are engaged or attached have higher job

satisfaction compared to employees who are dis-engaged or not engaged. Employees who are attached to their work will influence psychological characteristics, such as self-confidence and optimism, which will further encourage job satisfaction, which will lead to low attitudes which can be detrimental to the company.

Based on the multiple regression test between the variables organizational commitment and employee engagement on job satisfaction, a coefficient value of 0.470 and a significance value of 0.003 were obtained. This means that there is a positive and significant influence between organizational commitment and employee engagement on job satisfaction, with a moderate level of correlation. Organizational commitment and employee engagement provide an effective contribution or influence of 18.8% to job satisfaction, while the other 81.2% is influenced by other factors outside organizational commitment and employee engagement.

Based on the results above, it can be said that to get high job satisfaction among marketing employees, organizational commitment and employee engagement are needed. According to Linchon (Sopiah, 2008), employees who are committed to their organization or company have an attitude of loyalty towards the company, which is reflected through their loyalty to their company, adhering to the values espoused in the company, and feeling that they always want to be a part or member or employee of the company. Meanwhile, based on the opinion of Schaufeli and Bakker (Mujiasih, 2015), employee engagement is reflected by an attitude of full responsibility for their work, in this case, namely being responsible as an employee in the marketing department of the company, liking marketing activities or marketing itself by trying to meet the targets that have been set, even try to exceed the target, have resilience to work pressure if the target has not been met but still try to complete the work. These positive employee attitudes can make employees' sense of job satisfaction grow. Apart from organizational commitment and employee engagement, there are other factors or variables that were not examined in this research.

This research has several weaknesses, namely in the implementation of data collection. In collecting data, researchers experienced difficulties because it was difficult to find respondents who were willing to fill out the questionnaire. Apart from that, the researcher also had to move from place to place to look for a stand or motor vehicle exhibition which took quite a long time until 50 respondents were collected who were willing to fill in. Therefore, this research uses a used try out, which means that the try out scale is used as a research scale whose validity and reliability have been tested before analyzing the data.

## **CONCLUSION**

Based on the results of the research analysis and discussion discussed in the previous chapter, the following conclusions can be drawn: First, the job satisfaction of marketing employee respondents who work in motor vehicle companies in Bekasi City is classified in the good category, which is shown by the variable description of 29 respondents or 58% classified as having moderate job satisfaction and the rest having high job satisfaction. The respondents' organizational commitment is classified as good, which is indicated by the variable description. 43 respondents or 86% are classified as having moderate organizational commitment and the rest have high organizational commitment. Furthermore, employee engagement is also classified as good, which is shown by the variable description. 37 respondents or 74% are classified as having moderate work engagement and the rest have high employee engagement. Second, there is a positive and significant influence between organizational commitment and job satisfaction among marketing employees of motor vehicle companies in Bekasi City. The influence of organizational commitment on job satisfaction has a moderate level of correlation.



Third, there is a positive and significant influence between employee engagement and job satisfaction among marketing employees of motor vehicle companies in Bekasi City. The influence of employee engagement on job satisfaction has a moderate level of correlation. Fourth, there is a positive and significant influence between organizational commitment and employee engagement on job satisfaction among marketing employees of motor vehicle companies in Bekasi City.

Through several research presentations in the previous chapter as well as the explanation in the conclusion section of this research, there are several suggestions that might be useful, namely, that the samples used should be larger and have really the same characteristics so that the research results can be more in-depth and describe the conditions of marketing employees, which are actually. For marketing employees, especially motor vehicle companies, they can always be committed to the company and maintain an enthusiastic attitude at work, trying to meet the targets that have been set, in order to create job satisfaction which will be beneficial and have a positive impact on the mental health of the employees themselves and contribute to the company. Companies should provide clearer information regarding employee career development, provide training that can support and increase employee competency, especially skills that make employees skilled when offering products to consumers, and provide appropriate rewards for employees who have successfully met sales targets so that establishing work interactions that bring employees to high job satisfaction. For future researchers, if they want to research using the same technique, please pay attention to the time of the research, namely when the respondent has free time or is not busy. This is done so that questionnaire returns can be higher and get accurate results. Apart from that, you can use other variables to measure job satisfaction, which according to Robbins and Judge (2012) include performance, organizational citizenship behavior (OCB), turnover and customer satisfaction.

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