SOCIAL SCIENCES & HUMANITIES

The Impact of Job Satisfaction in Increasing Employees' Organisational Commitment in the Sharia Bank

Syamsul Hadi Senen*, Masharyono and Ade Pipit Udiani

Universitas Pendidikan Indonesia, Jalan Setiabudhi No. 229, Isola, Sukasari, Kota Bandung, Jawa Barat 40154, Indonesia

ABSTRACT

This study aimed to determine the effect of employees' job satisfaction on organisational commitment in BRI Sharia Bandung branch. Employing a quantitative approach, subjects of this research were 48 employees of Bank Rakyat Indonesia (BRI) Sharia Bandung branch. Data was obtained from questionnaires and which were measured using two variables: independent variables, i.e. employees' job satisfaction and dependent variable, i.e. organisational commitment. The type of research was verification, and the method used was an explanatory survey with probability sampling technique. Data analysis technique used was a verification analysis with simple linear regression. The findings showed that employees' job satisfaction affects their organisational commitment.

Keywords: Job satisfaction, organisational commitment, Sharia Bank

INTRODUCTION

Human resources in an organization play a very important role (Senen & Masharyono, 2015). In addition, human resources are also dynamic factors that can determine the progress and growth of an organisation (Masharyono, 2009). However, behaviours or attitudes of employees are very diverse, one of which is the commitment towards the organisation. Therefore, the role of the company in cultivating and maintaining employee commitment is very important because organisational commitment will enable achievement of organisational objective (Sutrisno, 2013).

Employee organisational commitment is important as it ensures they stay in

the organisation and accept its values and goals (Ke, Qiu, & Jiang, 2015). In addition, employees who are committed to the organisation will consistently strive to ensure good performance (Khuong, Vu, & Nhu, 2015). Therefore, committed employees are less likely to leave the organisation (David, 2015).

Having committed employees is a boon for the company because highly committed employees will strive to work harder and perform better (Desler, 2013). In addition, employees will tend to be more actively involved in various activities of the organisation, more motivated to excel and have the desire to advance the organisation (Anugrah, 2014). Ke, Qiu and Jiang's (2015) showed organisational commitment is important as employees who are committed to the organisation will establish consider themselves as a permanent member of the organisation and will embrace the values of the company. Clinebell, Trijonyte and Reardon (2013) opined that committed employees are the least likely to leave the organisation.

Organisational commitment of employees is influenced by several factors: 1) culture of openness; 2) job satisfaction; 3) personal opportunities to flourish; 4) direction of the organisation; and 5) working rewards according to need (Top, Oge, & Gumu, 2015). Therefore, job satisfaction boosts the development of an organisation, because a good organisation should increase the level of employees' job satisfaction. Satisfied employees will increase the profit of the company and

carry out all responsibilities wholeheartedly (Mangkunegara & Octorend, 2015). In addition, when companies ignore employee job satisfaction, they will be less motivated to achieve organisational goals, which will negatively affect other employees by creating a sense of indifference to the problems and difficulties faced by the organisation (Haddadi, Branch, Moghadam-, & Branch, 2015). Bailey (2016) found low job satisfaction would hurt the organisation, especially in terms of work productivity and the resulting output would not match organisational goals.

An employee's job satisfaction will have a positive impact on their work performance. A person with a high level of job satisfaction will show a positive attitude towards his work. Conversely, someone who is not satisfied with his work will show a negative attitude towards the work (Kartika & Kaihatu, 2010). In general, job satisfaction provides a sense of comfort and a positive experience to the employee. Job satisfaction can affect work behaviour which in turn will affect the performance of the organisation (Bakotić & Tomislav, 2013). In fulfilling their tasks, satisfaction must also be built by cooperating with each member of the organisation because it allows and helps individuals to develop their own creativity for productivity (Putra & Fibra, 2016).

Job satisfaction is a specific description of the job while organisational commitment refers to employee's attitude (Yaqin, 2013). Job satisfaction is a key factor for to achieve organisational objectives and ensure = loyalty with improved services and better

performance (Waqas et al., 2014). In addition, job satisfaction reflects a person's feelings towards his or job, which is evident in the employee's positive attitude towards the job and work environment. Thus, the personnel department or management must constantly ensure job satisfaction, as it affects absenteeism, labour turnover, morale, grievances and other vital personnel issues (Putra & Wibawa, 2015). Therefore, high employee job satisfaction, will improve company performance (Shahab & Nisa, 2014).

Low organisational commitment is related to lack of job satisfaction. This area needs improvement as companies will face obstacles to achieve its goals if otherwise (Novianti & Senen, 2016). Employees with low levels of commitment tend to do poorly, are less likely to come to the office and have poor relationships with their colleagues (Miarkolaei & Miarkolaei, 2014). Poor commitment is reflected by job resignation, ignoring problems, be silent and display a lack of initiative (Wibowo, 2014).

Therefore, organisational behavior is vital to improve organisational commitment in the company under study. The purpose of this study is, then, to show the effect of employees' job satisfaction on organisational commitment.

LITERATURE REVIEW

Organisational Commitment

Organisational commitment is viewed as a positive feeling of employees towards the organisation. It is a feeling pride as a member of the organisation so the employees are willing to work hard to achieve organisational goals (Armstrong & Taylor, 2014). An employee who is committed to the organisation will accept the values and goals of the organisation (Luthans, 2011) and the employee's desire to remain part of the organisation (Osborn & Uhl-Bien, 2010). There is less turnover in companies which have highly committed employees (Kalkavan, Katr, & Nl, 2014). Likewise, organisational commitment deals with very important work-related factors such as employee absence, employee turnover and employee performance (Alkahtani, 2011; Mowday, Porter, & Dubin, 1974; Mowday, Steers, & Porter, 1979; Romzek, 1990).

Factors influencing organisational commitment are 1) work experience; 2) job satisfaction; 3) salary; and 4) relationships with superiors and co-workers (Helriegel & Slocum, 2011). In addition, factors that may increase organisational commitment are 1) extrinsic rewards; 2) clarity of role; 3) participatory management; and 4) organizational culture (Griffin & Moorhead, 2014). Thus, in this study, only one variable is chosen because employee job satisfaction is very important in an organisation. Likewise, highly satisfied employees will contribute fully to increase the profit of the company and carry out all their responsibilities wholeheartedly (Mangkunegara & Octorend, 2015). In addition, when employees lack job satisfaction, the organisation is at loss because employees will be less motivated to achieve their organisational goals, so it will have a negative impact on other employees by creating a sense of indifference to the

problems and difficulties faced by the organisation (Haddadi et al., 2015). Bailey (2016) reported that low job satisfaction would hurt the organisation, especially in terms of productivity and the resulting output would not match what has been set by the organisation.

Hence, organisational commitment will provide a competitive advantage for the organisation. Employees who are able to trust and accept the value of the organisation will be more willing to work hard to reach the goals of the organisation and will be more committed. High organisational commitment will be beneficial to an organisation because employees value and are loyal to the organisation (Yeh, 2012).

From the foregoing, it is clear commitment is closely related to employee's work performance. The components of organisational commitment based on Luthans (2011) are:

1. Affective commitment which involves the employee's emotional attachment to, identification with, and involvement in the organisation.

2. Continuance commitment involves commitment based on the costs that the employee is associated with when leaving the organisation. This may be because of loss of seniority for promotion or benefits.

3. Normative commitment involves employees' feelings of obligation to

stay with the organisation because they should; it is the right thing to do.

Job Satisfaction

Job satisfaction is the individual feeling and belief that they have with regards to their current job and it becomes one of the most important attitudes in an organisation. Job satisfaction has the potential to influence behaviour in organisations (George & Jones, 2012, p. 71).

The definition of employees' job satisfaction proposed by Osborn and Uhl-Bien (2010) is that employees' job satisfaction is an attitude that reflects the evaluation of a person's work or work experience at a certain time. Mullins (2010) states that job satisfaction is the attitude and feeling of an employee to the organisation. Further, Griffin and Moorhead (2014) report job satisfaction reflect the extent to which people find satisfaction or fulfilment in their work. Job satisfaction indicates that a person will feel satisfied if factors such as individual needs and aspirations in determining their attitudes are met, either together in groups or organisations.

Job satisfaction is an affective or emotional response to various aspects of one's work (Kreitner & Kinicki, 2001; Wibowo, 2014). This definition shows that job satisfaction is not a single concept where one can be relatively satisfied with one aspect of the job and not satisfied with one or more other aspects. Job satisfaction

reflects the extent to which individuals find fulfilment in their work. In addition, job satisfaction is associated with how large an employee will remain in the organisation and low turnover (Helriegel & Slocum, 2011).

Soegandhi, Sutanto and Setiawan (2013) state that job satisfaction would be related to work. Effective work requires a certain skill according to their respective fields. Employees whose jobs specifications are out of their expertise would find their job difficult, which would likely to reduce their job satisfaction. So, employees prefer a job that gives them the opportunity to use their skills and abilities to carry out tasks, freedom and feedback about how well they are doing the job (Kartika & Kaihatu, 2010).

Dimensions associated with job satisfaction by Gibson (2012) that there are four dimensions of job satisfaction namely:

1. **Job.** The extent to which job tasks are considered interesting and provide opportunities for learning and for accepting responsibility.

2. **Pay.** The amount received and the perceived equity of pay.

3. **Promotion opportunities**. The availability of opportunities for advancement.

4. **Co-workers.** The extent to which co-workers are friendly, competent, and supportive.

MATERIALS AND METHODS

This study was aimed at finding out the description of employee job satisfaction and organisational commitment. Independent variables found in this study were employees' job satisfaction. The dimensions were job, pay, promotion and co-worker. Meanwhile, the dependent variable was organisational commitment. The dimensions were affective commitment, continuity commitment, and normative commitment.

The object of analysis in this research was BRI Sharia Bandung branch. This research was conducted in less than one year, so the data technique used in this research was a cross-sectional method. The type of research d was verification, and the method used was an explanatory survey with sampled 48 employees. Data was collected through questionnaire and analysed using simple linear regression.

RESULTS AND DISCUSSIONS

In this research, the influence of employee job satisfaction on organisational commitment in BRI Sharia Bandung branch Citarum was studied. Simple linear regression was conducted to test whether or not there was a free effect on bound variance. The linearity test in this study used the SPSS 21.0 for windows, then the following regression coefficient was obtained.

Table 1
Linear regression model employee satisfaction against organizational commitment

Coefficients[a]					
Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	48.035	6.749		7.118	.000
Employees' Job satisfaction	.326	.075	.538	4.328	.000
a. Dependent Variable: Organization Commitment					

Based on Table 1 in column B, the constants and the values of simple linear regression coefficients for independent variables are listed. Based on these values, a simple linear regression model expressed in terms of equations are expressed as follows:

$Y = 48.035 + 0.326$ X Job Satisfaction

Based on simple linear regression equation, a constant value was equal to 48.035 which means if there was no job satisfaction among employee, organisational commitment was 48.035. Regression coefficient on employee job satisfaction variable was 0.326 which meant that every additional value of employee job satisfaction would increase the organisational commitment by 0.326. Conversely, if there was a decrease in organisational commitment, employee job satisfaction would decrease the organization's commitment by 0.326 one unit of value.

The influence employee job satisfaction variable and organizational commitment variable can be seen from the value of R-Square that can be seen from the value of Beta in Table 1 that was equal to 0.538. So, the following formula is proposed:

$$KD = r^2 \times 100\%$$
$$= r^2 \times 100\%$$
$$= (0.538)^2 \times 100\%$$
$$= 0.2894 \times 100\%$$
$$= 29\%$$

Based on the calculation of the coefficient of determination with the above formula, the coefficient of determination for employee job satisfaction of organisational commitment was 29%. In other words, 29% of the organisational commitment was influenced by employee job satisfaction while the rest were influenced by other factors outside of employee job satisfaction ignored by the researcher.

This study aimed to examine the effect of employee job satisfaction on organisational commitment. F test was conducted by comparing between F count and F table.

The results of hypothesis testing using SPSS 21.0 for windows software help are shown in Table 2 below.

Table 2
The significance value of Anova F Test

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	628.856	1	628.856	18.734	.000[b]
Residual	1544.123	46	33.568		
Total	2172.979	47			

a. Dependent Variable: Organization Commitment
b. Predictors: (Constant), Employees' Satisfaction

Based on the above table, the F test taken from Anova with probability level (Sig) = 0,000, then a significant level of 0.05 was $0,000 \leq 0.05$. Thus, Ho rejected. This means employee job satisfaction positively affected organisational commitment at BRI Sharia Bandung branch. The influence of independent variables together with the dependent variable was tested using test F that was $F_{count} > Ft_{abel}$. F_{tabel} with 48 respondents was at $\alpha = 0.05$ is 4.05. Hence, $18.734 > 4.05$, which means Ho was rejected. All in all, it can be said that employee job satisfaction influences organisational commitment.

Therefore, employees' job satisfaction has a significant/positive relationship to organisational commitment. This is supported by Altinoz, Cakiroglu and Cop (2012) that there was a positive and significant relationship between job satisfaction and organisational commitment. They added that job satisfaction was effective for all dimensions of commitment. Employees who are satisfied with their organisation and work, will be committed to their organisation, and hence, they will continue to work for their organisation.

Zehir, Müceldili and Zehir (2012) stated there is a positive relationship between the dimension of job satisfaction with affective commitment and commitment sustainability. The higher the employee job satisfaction, the higher the commitment of employees to the organization is. This is supported by Kalkavan et al. (2014) who found that job satisfaction has a positive effect on organisational commitment. Improved job satisfaction reduces turnover rates and creates a strong positive perception of organisational commitment. The results of Sohail, Safdar, Saleem, Ansar and Azeem (2014) show there is a positive relationship between job satisfaction and organisational commitment because committed employees will do a good job and will be satisfied compared to others. This was corroborated by Ismail, Azman and Razak (2016) that employee satisfaction has a positive and meaningful relationship with organisational commitment. Employees who are satisfied with intrinsic and extrinsic satisfaction from their work conditions will display greater organisational commitment.

Helriegel & Slocum (2011) state that employees' job satisfaction is very

important for the company. Job satisfaction is associated with employees' willingness to stay on their job (which results in low turnover for the company). Employees who are satisfied with their work will work diligently, while those with low job satisfaction will show high absenteeism, delay in meeting deadlines, and have compromised lower mental health. Similarly, Anugrah (2014) found that performance and success of a person are determined by their level of competence, professionalism, and commitment in the field he is engaged in. Organisational commitment will be greatly influenced by the level of job satisfaction one has.

This was supported by McShane and Von Glinow (2010) who showed that job satisfaction is a very. It is an ethical issue that affects the reputation of the organization. Employees spend most of their time working in the organisation, and hence, they expect the company to provide a safe and enjoyable work environment so that organizational commitment will be formed. Daud, Holian and Zhang (2014) reveal job satisfaction and organisational commitment became an important attitude to organisational success.

Dissatisfied employees and low organisational commitment can lead to low morale and lack of ownership of the organization. Demİrtaş (2015) reveals that the importance of job satisfaction will affect staff health, work efficiency, work relationships and overall efficiency of the organisation. With regard to these aspects, job satisfaction has individual, organisational and social outcomes. Job satisfaction may result in negative attitudes such as low efficiency, work stoppage, absence, delay or theft, while on the other hand results include positive attitudes such as high efficiency, loyalty, punctuality, self-service, and commitment. Tabitha and Harjanti (2015) said that an increase in employee job satisfaction in the company is expected to encourage a high participation rate called organisational commitment. Employees who are satisfied with their work will enjoy a good relationship with their employers or with other colleagues. In addition, employees will be more enthusiastic in the work so that organisational goals can be achieved.

To sum up, job satisfaction of employees is very important for the organisation to meat organisational goals Employees who are satisfied with their work and think of their work as something fun will tend to perform well. Thus, having employees who are satisfied with their work will be easier for the organisation to achieve its objectives.

CONCLUSION

Based on the results of the study, it can be concluded that job satisfaction influences organisational commitment positively. This means that employee job satisfaction and organisational commitment has a significant/positive relationship. So, the more satisfied the employees are, the more committed they are to the organisation.

REFERENCES

Alkahtani, A. H. (2011). The influence of leadership styles on organizational commitment. *Business and Management Studies, 2*(1), 23–34. https://doi.org/10.11114/bms.v2i1.1091

Altinoz, M., Cakiroglu, D., & Cop, S. (2012). The effect of job satisfaction of the talented employees on organizational commitment: A field research. *Procedia - Social and Behavioral Sciences, 58*, 322-330. https://doi.org/10.1016/j.sbspro.2012.09.1007

Anugrah. (2014). Hubungan antara kepuasan kerja dengan komitmen organisasional karyawan di PT Sari warna asli garment-Surakarta. *Jupe UNS, 2*(2), 148-158.

Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice.* London: Kogan Page Limited.

Bailey, A. A. (2016). The roles of employee job satisfaction and organizational commitment in the internal marketing-employee bank identification relationship. *International Journal of Bank Marketing, 34*(6), 821-840. https://doi.org/10.1108/IJBM-06-2015-0097

Bakotić, D., & Tomislav, B. (2013). Relationship between working conditions and job satisfaction: The case of Croatian shipbuilding company. *International Journal of Business and Social Science, 4*(2), 206-213.

Clinebell, S., Trijonyte, R., & Reardon, J. (2013). Impact of leadership styles on employee organizational commitment. *Journal of Service Science, 6*(1), 139-152.

Daud, K. A. K., Holian, R., & Zhang, J. (2014). Job satisfaction and organizational commitment in the public sector: A Study of a closed government agency. *International Journal of Innovation, Management and Technology, 5*(5). https://doi.org/10.7763/IJIMT.2014.V5.541

David, S. (2015). Impacts of job satisfaction and organizational commitment: A study describing influence of gender difference on job satisfaction and organizational commitment. *International Journal of Core Engineering and Management (IJCEM), 2*(1), 93-111.

Demİrtaş, Z. (2015). The relationship between job satisfaction and organizational commitment: A study on elementary school. *Kastamonu Education Journal, 23*(1), 253-268.

Desler, G. (2013). *Human resource management.* Florida: Pearson.

George & Jones. (2012). *Understanding and managing organizational behavior.* New York: Pearson.

Gibson. (2012). Organizations: Behavior, structure, process. New York: Mc. Graw Hill.

Griffin, R. W., & Moorhead, G. (2011). *Organizational Behavior: Managing People and Organizations* (11th ed.). Canada: Michael Schenk.

Haddadi-, E., Branch, Z., Moghadam-, K. A., & Branch, Z. (2015). Evaluation and analysis of psychological empowerment and their impact on organizational commitment. *International Research Journal of Applied and Basic Sciences*, (3), 60-65.

Hellriegel, D., & Slocum Jr, J. W. (2011). *Organizational behaviour.* United States of America: South-Western Cengage Learning.

Ismail, A., & Razak, R. (2016). The effect of job satisfaction on organizational commitment. *Management and Marketing, XIV*(1), 27-32.

Kalkavan, S., & Katrinli, A. (2014). The effects of managerial coaching behaviors on the employees' perception of job satisfaction, organisational commitment, and job performance: Case study on insurance industry in Turkey. *Procedia-Social and Behavioral Sciences, 150*, 1137-1147. https://doi.org/10.1016/j.sbspro.2014.09.129

Kartika, E. W., & Kaihatu, T. S. (2010). Analisis pengaruh motivasi kerja terhadap kepuasan kerja (Studi Kasus pada Karyawan Restoran di Pakuwon Food Festival Surabaya). *Jurnal Manajemen Dan Kewirausahaan, 12*(1), 100-112. https://doi.org/10.9744/jmk.12.1.pp. 100-112

Ke, J., Qiu, X., & Jiang, Y. (2015). The effect of corporate philanthropy on organization commitment and job performance of employees: Workplace spirituality as mediating variable. *American Journal of Industrial and Business Management*, (June), 466-473.

Khuong, M. N., & Nhu, N. V. Q. (2015). The Effects of Ethical Leadership and Organizational Culture towards Employees' Sociability and Commitment – A Study of Tourism Sector in Ho Chi Minh City, Vietnam. *Journal of Advanced Management Science, 3*(4).

Kreitner, R., & Kinicki, A. (2001). *Organizational behavior* (5th ed.). New York, United States: Irwin McGraw-Hill.

Luthans, F. (2011). *Organizational behavior: An evidence-based approach.* New York, United States: Mc. Graw Hill.

Mangkunegara, A. P., & Octorend, T. R. (2015). Effect of work discipline, work motivation and job satisfaction on employee organizational commitment in the company (Case Study in PT . Dada Indonesia). *Universal Journal of Management, 3*(8), 318-328. https://doi.org/10.13189/ujm.2015.030803

Masharyono. (2009). Peningkatan social condition, ability dan employee morale dalam upaya pengembangan SDM Indonesia yang berkualitas. *Manajerial, 8.* http://jurnal.upi.edu/manajerial/view/27

McShane, S., & Von Glinow, M. (2010). *Organizational behavior.* New York: Mc. Graw Hill.

Miarkolaei, H. S., & Miarkolaei, H. S. (2014). An investigation on relationship between employees' job satisfaction and organizational commitment. *Management Science Letters, 4*, 669-678. https://doi.org/10.5267/j.msl.2014.2.026.

Mowday, R. T., Porter, L. W., & Dubin, R. (1974). Unit performance, situational factors, and employee attitudes in spatially separated work units. *Organizational Behavior and Human Performance, 12*, 231-248.

Mowday R. T., Steers R. M., & Porter L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14*, 224-247.

Mullins, L. (2010). *Management and organizational behaviour.* England: Pearson.

Novianti, & Senen, S. (2016). *Pengaruh lingkungan kerja sosial, keselamatan dan kesehatan kerja terhadap kepuasan kerja karyawan PT. Karya Yusup di Bandung.* Retrieved from http://ejournal.upi.edu/index.php/JBME/issue/view/309

Osborn, S. J. G. H., & Uhl-Bien. (2010). *Organizational behaviour.* United States of America: Kendalville.

Putra, I., & Wibawa, I. M. A. (2015). Pengaruh kepuasan kerja karyawan terhadap turnover intention dengan komitmen organisasi sebagai variabel intervening pada PT. Autobagus Rent Car Bali. *E-Jurnal Manajemen Unud, 4*(4), 1100-1118.

Putra, S., & Fibra, A. (2016). Teamwork as an innovation generator: An analysis of project hatchery at Binus University International. *Pertanika Journal of Social Sciences and Humanitites, 24*(S), 134-159.

Romzek, B. S. (1990). Employee investment and commitment: The ties that bend. *Public Administration Review, 50*, 374-381.

Senen, N., & Marsharyono. (2015). *Dampak Kepuasan kerja meningkatkan kinerja pegawai BUMD*. Retrieved from http://ejournal.upi.edu/index.php/JBME/issue/view/309.

Shahab, M. A., & Nisa, I. (2014). The influence of leadership and work attitudes toward job satisfaction and performance of employee. *International Journal of Managerial Studies and Research (IJMSR), 2*(5), 69-77.

Soegandhi, V. M, Sutanto, E. M., & Setiawan, R. (2013). Pengaruh kepuasan kerja dan loyalitas kerja terhadap organizational citizenship behavior. *AGORA, 1*(1).

Sohail, A., Safdar, R., Saleem, S., Ansar, S., & Azeem, M. (2014). Effect of work motivation and organizational commitment on job satisfaction: (A case of education industry in Pakistan). *Global Journal of Management and Business Research: A Administration and Management, 14*(6), 41-45.

Sutrisno, E. (2013). *Budaya organisasi*. Jakarta: Prenadamedia Group.

Tabitha, J., & Harjanti, D. (2015). Pengaruh gaya kepemimpinan terhadap komitmen organisasional dengan kepuasan karyawan sebagai mediator pada PT young multi sarana. *AGORA, 3*(2), 224-230.

Top, S., Öge, E., & Gümü, S. (2015). Investigation relational levels of intensity between paternalistic and servant leadership styles and national culture, organizational commitment and subordinate responses or reactions to the leaders style. *Procedia - Social and Behavioral Sciences, 181*, 12–22. https://doi.org/10.1016/j.sbspro.2015.04.861

Waqas, A., Umair, B., Sattar, M. F., Abdullah, H. M., Hussain, I., Anjum, W., & Arshad, R. (2014). Factors influencing job satisfaction and its impact on job loyalty. *International Journal of Learning and Development, 4*(2), 141-161. https://doi.org/10.5296/ijld.v4i2.6095

Wibowo. (2014). *Manajemen kinerja*. Jakarta: Rajawali.

Yaqin, M. A. (2013). Pengaruh kepuasan kerja dan komitmen organisasi terhadap turnover intention karyawan Kjpp Toha, Okky, Heru & Rekan Cabang Surabaya. *Jurnal Ilmu Manajemen, 1*(2), 919-930.

Yeh, H. (2012). The mediating effect of organizational commitment on leadership type and job performance. *The Journal of Human Resource and Adult Learning, 8*, 50-59.

Zehir, C., Müceldili, B., & Zehir, S. (2012). The moderating effect of ethical climate on the relationship between job satisfaction and organizational commitment: Evidence from large companies in Turkey. *Procedia-Social and Behavioral Sciences, 58*, 734-743.