

THE IMPACT OF COMMITMENT ORGANIZATIONAL MEDIATION OF WORKPLACE ENVIRONMENT TOWARDS THE PERFORMANCE OF THE EMPLOYEE OF GOVERNMENTAL BANK IN SOUTH SULAWESI, INDONESIA

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***Abstract:** Economical globalization has successfully transformed the business world into one that is more competitive and transparent, in which forces every company to be able to adapt to its dynamicity of the changes of the circumstances. This research includes survey research for this study took a sample of the population using questionnaires as the primary means of data collection. In general, a unit of analysis in survey research is the individual, The result of the analysis shows that the quality of working environment apparently gives no indirect significant towards employees' performance which is shown by the occurrence of the calculation value of t (critical ratio) which is smaller than the table value of t or the value of probability > alpha. This research can act as a reference for future research and it is hoped that the future researcher will enrich the theoretical reviews so then achieve a more complex measurement. The improvement of the performance of the employees and working satisfaction, particularly to non-managerial employees of governmental banks in South Sulawesi can be done by the means of organizational commitment, thus the board of the company should pay particular attention to any factor that may stimulate employees' commitment to the organization. The improvement of employees' performance requires particular attention from the board of South Sulawesi' governmental banks since it is able to, beside directly improve working satisfaction, mediate the improvement of working satisfaction through improving the quality of working environment and organizational commitment.*

***Keywords:** commitment, employee, Quality of Work Life, job satisfaction*

1. INTRODUCTION

The Impact of Commitment Organizational Mediation of Workplace Environment towards the Performance of the Employee of Governmental Bank in South Sulawesi. As an institution which keeps people's money, bank, undoubtedly, requires high degree

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of trust from the people. Yet, the degree of trust is apparently lowing due to the embezzling done by its own employee. The embezzling, consequently, plays significant role in slowing down the development of banking industry in Indonesia. Moreover, to overcome and to prevent the occurrences or at least to lower the its occurrences, the management of human resource is vital in order to ensure bank's stability and trust, in which leads to better monetary system and national economy (Banking supervision report, 2009). The management of human resource covers wide range of activity from recruitment to firing. It starts from recruiting employee that is relevant to the needs of the bank, assigning their position depending on their ability, and firing employee in well-mannered ways. Thus, the success of bank's management of human resource can be indicated by the level of its employee's performance.

Economical globalization has successfully transformed the business world into one that is more competitive and transparent, in which forces every company to be able to adapt to its dynamicity of the changes of the circumstances. Moreover, the globalization also leads every involved company to remake their management plans to be able to fit in today's circumstances, to survive and to gain profit, and thus also leads them to remake the external management plans. The competitiveness of banking in Indonesia is further sharpened by the occurrences of foreign banks in Indonesia. Based on 2009's Banking supervision report, there are currently, in 2009, 10 foreign banks in Indonesia which spread out in 213 offices.

According to Mc Neese-Smith (1996: 213) states that in an era which competition and resource scarcity drastically improve, the optimization of the productivity of the employee, work satisfaction, and commitment to the company are vital to company management. Then, work satisfaction and commitment to the company are two things that supposedly taken into account by Indonesian governmental bank which highly relies itself to the employee in servicing the costumers due to their importance as to highly affect the performance of the employee.

Indonesian banking problem requires holistic scale of completion, not mere a partial completion or problem solving. The effort to solve the problems should covers the whole aspect of banking, started from the highest level of managerial down to the lowest level of employee, so then the effort of making better banking system will run smoothly because every aspect of the banking pays its contribution to the effort. The success of a company is not completely depended to the ability of the company's manager, but also to the degree of employee's involvement towards company's activities and objectives. Moreover, Becker and Gerhart (1996: 74) state that a strong people's loyalties to the bank is a result from several conducts of the bank, such as employee's increased involvement to bank's positive public image and the support of external and internal organizations to improve the performance, individually and collectively. Furthermore, the effort of problem solving requires a continuous struggle of transformation, one that is seemingly has no end, from bad to good, from good to better, from better to beyond and so on. However, to be properly transformed into

better and better company, it is supposed to pay attention to the conduct of the transformation, the strategy of transformation, and the process of transformation.

The internal aspects of banking transformation is required in order to maintain its existence, escalate its competitiveness, and support the conduct of API program (The architecture of Indonesian banking), in which the involvement of the employee is highly necessary due to their role as the motor of the transformation. Then, considering the role, the management of the employee is should be conducted appropriately and continuously because it will eventually lead to the improved performance of the employee and ended up to work satisfaction, as stated Gibson *et al.* (1997) that reciprocal relation is one that is conceived by the relation between work performance and work satisfaction. It implies that work satisfaction causes performance improvement, and also work improvement causes work satisfaction, so then more productive employee gain more satisfaction than the others. In addition, the reward, intrinsically or extrinsically, that is received by employee also causes high rate of work performance. Thus, the company has to make sure every rewarded employee feels that they get what they deserve, as stated by Vecchio (2000) that the feeling of getting what is deserved will improve the work satisfaction of the employee.

Further, Robbins (2006) states that, if the existing result is bigger or better than one that is required, then the employee would be feeling satisfied, but if the existing result is smaller than one that is required, then the employee would be feeling unsatisfied, in which implies that work satisfaction is also a result of employee's own evaluation to the work. Thus, consequently, it should receive particular attention by the management.

This study aims to determine the effect of mediation organization's commitment to influence the quality of work life on job satisfaction. The original study for this paper show from no previous studies that examined the effect of mediation on a work commitment influence the quality of work life on job satisfaction, and there are no similar studies that examine the model which was appointed at the same location (in SOE employees in South Sulawesi). It became the location of originality in this study. Previous research, namely Zin (2004) has tested the effect of the quality of work life on organizational commitment, other studies that Lyn and Martin (1989) have found that organizational commitment influence on job satisfaction. On the other hand, the study by Lau and Johnson (1999) has reviewed the quality of work life on job satisfaction. So there has been no previous studies that examined the effect of mediation on a work commitment influence the quality of work life on job satisfaction, especially in South Sulawesi. Based on the previous problems identification, this research is aimed at scrutinizing the factors influencing the performance of employee, particularly in the governmental banking which puts customer's satisfaction as the main goal. Furthermore, this research assesses and tests the effect of commitment organizational mediation on the quality of working environment, and its influences toward the work satisfaction and work performance of the employee of South Sulawesi governmental bank.

2. LITERATURE REVIEW

In its very essence, the concept of working environment quality is basically formed by the appreciation of working environment to the employee working there. Then, the important role from working environment quality is to transform a working environment into one that brings the improved quality of working environment, technically and humane (Luthans. 2006). The quality of working environment determines the policy of the company, which implies that every policy, or process of making one, is a response of employee's wants and hopes which is made possible by synchronizing the perspective of the employee and employer and continuously collectively solving the issues related to the company in order to achieve the same perspective and effort in ensuring the improvement of employee and company. Moreover, quality of working environment is one of the concerns of the company in managing the organization, generally, and human resource, particularly. Then, consequently, it is a way of viewing that is applied by the management concerning humans, employee, and organization. Furthermore, it possesses several main tenets: company's awareness and attention toward the effects of works in humans, the effectiveness of the organization, and the importance of employee's involvement in company's issues, particularly those directly affecting the employee such as works, career, salary, and their fate in the company (Arifin, 1999). Thus, a research conducted by Elmuti (1997) shows that the implementation of aided self-management team (an alternate version of the quality of working environment) gives positive effect to the performance of the employee.

Organizational commitment is an attitude that directly related to the involvement of the employees and their intention to stay in the organization and, again, related to their work performance (Mathieu and Zajac, 1990). Moreover, organizational commitment covers three components: wants (the intention to remain stay in the organization), maintain (the needs of living cost), and normative commitment (the obligation to remain stay in the organization) (Meyer and Allen, 1991). In a more applicable case, a study in Japan shows that organizational commitment is viewed as a multidimensional construction which is applied to the Japan's employees by the means of organizational commitment questions (OCQ) as a cultural means which is effective to measure the organizational commitment.

Buchanan (via Gibson *et al.*, 2003) further explains the existence of intervening variables in the relationship of perspective-attitude-behavior which include three form of attitudes: (1) the feeling of belonging or the unity of employee with the objectives of the company, (2) the feeling of involvement of the employee to company's task and obligations, and (3) the feeling of loyalty to the company. Allen and Meyer (1991) further state that that kind of attitudes are results from the existence of value investment within the employee of the organization, such as seniority and profit, in which shape employees' perspective into one that undone their intention for quitting the job because it may lead them to significant losses.

Then, drawing conclusion from several theoretical reviews stated above, it can be concluded that commitment, in its very essence, is an attitude of one certain individual that is oriented to all objects conceived by one's organization. Moreover, what is meant by organizational objects as the orientation of the attitude includes career, jobs, and policies of the organization. Furthermore, it implies that, if individual orientation is aiming at the career development, then all the activities or attitudes within the organization are always maintained to the development of career, but if individual orientation is aiming at jobs and organization, then every single activity and attitude are always fully maintained to company's needs.

Performance can be defined as a result, or excess, of a process in which highly related to productivity due to its significance as an indicator in determining the effort to gain high productivity of a company (Soedarmayanti, 2001). In its very essence, performance is the result of certain effort of works done by certain employee in accordance to the standard and criterion bounded to the works, or, in other words, performance is one of sum of works that is bounded to an employee, or a function of motivation and capability. Then, to be able to successfully carrying out certain tasks or works, one must possess the relevant degree of availability and capability. Furthermore, performance refers to certain level of success in conducting the works and the capability in achieving the obliged condition, in which implies that if one is able to achieve the obliged condition of certain works, then one's performance is recognized as sufficient and the work is a success one. In addition, performance is also defined as the quality and quantity of works achievement done by individual, group, or company. Thus, to be able to accomplish certain works, one must possess certain degree of availability and capability which relevant to the works being conducted (Griffin, 1987; Cascio, 1995; Stoloviych and Keeps, 1992; Schermerhorn *et al.*, 1998; Donnelly *et al.*, 1994; Hersey and Blanchard, 1993; Rivai, 2005).

Work satisfaction, as stated by Barney and Griffin (1992), focuses itself in the perception of the employee towards the obliged works by the organization. In support to the preceding claim, Winardi (2004) also states that, work satisfaction is an important issue for the company because, theoretically, it serves as a chain of perception of the employees and thus affects their attitudes and behavior toward the conduct of their works. Thus, high work satisfaction not only leads to the fulfillment of company's needs and interest, but also, in wider sense, the basic objectives of the company.

Lately, there is a view that job satisfaction may be the result, not the cause of productivity. According to Poter and Lawler (Robbins, 2006: 125), a high productivity led to an increase in job satisfaction only if workers perceive that the rewards intrinsic (eg flavors have achieved something) and reward extrinsic (eg, salary) received both fair and reasonable and associated with superior performance. If labor does not perceive the intrinsic rewards and extrinsic rewards associated with the performance, the increase in performance will not be correlated with the increase in job satisfaction.

Research shows that workers who are highly satisfied tend to have physical and mental health is better, tasks more quickly, having a bit of work accidents and not much to complain. Workers who have high job satisfaction tend to have more social behaviors such as helping coworkers, helps consumers, and to be more collaboration (Luthans, 2002).

3. METHODOLOGY

This research includes survey research for this study took a sample of the population using questionnaires as the primary means of data collection. In general, a unit of analysis in survey research is the individual (Singarimbun in Singarimbun and Effendi ed, 1995). Therefore, in this study the unit of analysis is the company's employees or employees of state-owned banks. This survey research is used for the purpose of explanation (explanatory or confirmatory), which explains the causal relationship between the variables through hypothesis testing (Singarimbun in Singarimbun and Effendi ed., 1995). In this research, the units of the analysis were the employees of governmental banks in South Sulawesi. The data coming from the post-doctoral research funding (Fauziah, Maming, and Wahda, 2014).

The governmental banks which included in this research were BRI, BNI 1946, Mandiri, and BTN. The data collecting was conducted at central offices, regional offices, and sub-regional main offices in Makassar and regions and cities in South Sulawesi. The population of the research was all non-managerial permanent employees worked in the governmental banks (BRI, BNI 46, Mandiri, and BTN) in South Sulawesi with three years of minimal working time. The size of the sample was decided to be the respondent of the research was 200 employees, by considering the sum of indicators $26 \times 8 = 208$, with eight samples did not make to answer all the questions listed in the quest. In accordance to the conceptual framework that was developed based on theoretical reviews and soon-to-be tested hypothesis, the technique of data analysis used in this research was Structural Equation Modeling (SEM) using the AMOS (Analysis of Moment Structural) 20 program. SEM was a technique of multi-variants analysis that gave rise to the possibilities of simultaneous analysis from several latent variables, so then it resulted in statistically efficient analysis (Hait *et al.*, 1998).

4. RESULT AND DISCUSSION

4.1. Goodness of Fit SEM

The model can be acknowledged as sufficient by the presence of empirical data supporting the theoretically hypothetical model. The result of the experiment of the model is evaluated based on the criterion of goodness of fit as can be seen in Table 1. The table shows model criterion with its critical value which contains data relevance.

Table 1
Evaluation Goodness of Fit SEM

<i>Criteria</i>	<i>Cut-off-value</i>	<i>Result</i>	<i>Conclusion</i>
Chi Square	Low	155.248	Good
p_Value	≥ 0.05	0.000	Good
AGFI	≥ 0.90	0.874	Good
GFI	≥ 0.90	0.90	Good
RMSEA	≤ 0.08	0.054	Good
TLI	≥ 0.95	0.961	Good
CFI	≥ 0.95	0.968	Good

The table shows the significant influence and role which is given by the correspondence of the variables of individual characteristics, person organization fit, quality of working environment, organizational commitment, and employee’s performance toward the value of GFI (R²) which reaches 0.90 or 90%, which means that the variety of the data or the information contained by the data can be explained into the percentage of 90% by the model, while the rest 10% is not explainable to the model. Thus, based on the model evaluation, it implies that the model has acquired more than enough, or above the critical level required to be considered as valid and thus it can concluded that the model is acceptable or relevant to the data.

4.2. Hypothesis Testing

The assessment of the hypothesis of the effect of performance mediation on the working environment and organizational commitment towards working satisfaction of South Sulawesi governmental bank’s employees is shown in the following table and figure:

Table 2
Result Testing Mediation Performance on Model SEM

<i>Variabel</i>	<i>Loading Factor</i>	<i>Critical Ratio</i>	<i>P-value</i>	<i>Decision</i>
Quality of Work Life → Employee Performance	0.044	0.678	0.498	Not significant
Quality of Work Life → Organization Commitment	0.403	5300	0.000	Significant
Organization Commitment → Employee Performance	0.810	9490	0.000	Significant
Employee Performance → Job Satisfaction	0.747	2137	0.033	Significant
Quality of Work Life → Organization Commitment → Employee Performance	0.227	-	-	Significant
Quality of Work Life → Employee Performance → Job Satisfaction	0.031	-	-	Not significant
Organization Commitment → Organization Commitment Organization Commitment → Job Satisfaction	0.099	-	-	Significant

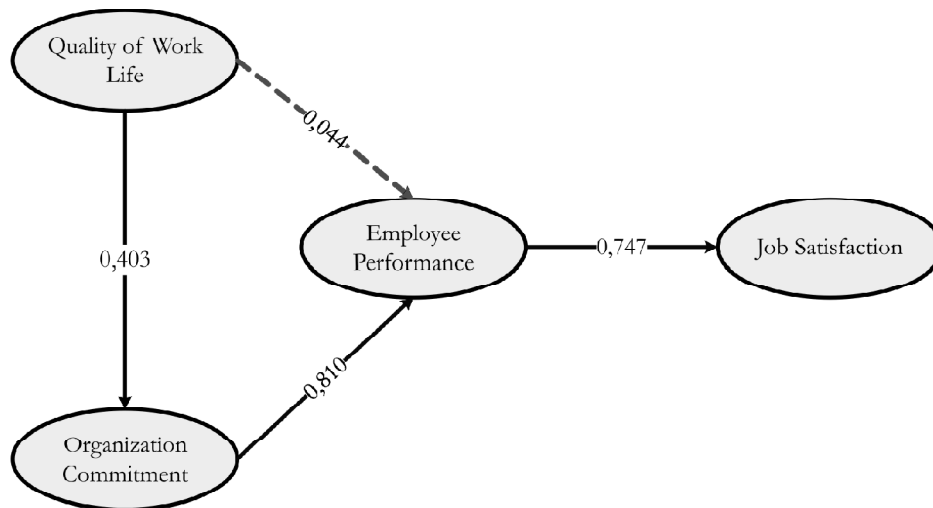


Figure 1: The results of SEM analysis on the Job Satisfaction Mediation Effect of Individual Characteristics, Person Organization Fit and Quality of Work Life the Employee Performance

The variable of the quality of working environment has no significant or positive effect towards the performance of the employees, as can be seen from the value of CR= 0.678 and value of $p = 0.498 > 0.05$, and standardized regression weights estimate (loading factor) is 0.044. The coefficient shows that any changes of the quality of working environment gives no significant effect towards the performance of the employees. The quality of working environment has significant or positive effect towards the organizational commitment as seen from the value of CR = 5.300 and the value of $p = 0.000 < 0.05$, and standardized regression weights estimate (loading factor) is 0.403. The coefficient shows that appropriate implementation of the quality of working environment encourages the organizational commitment. Organizational commitment has significant or positive effect towards the performance of the employees as seen from the value of CR = 9.490 and the value of $p = 0.000 < 0.05$, and standardized regression weights estimate (loading factor) is 0.810. The coefficient shows that positive changes occurred in organizational commitment gives birth to the increased performance of the employees as well.

The performance of the employees has significant or positive effect towards working satisfaction, as seen from the value CR = 2.137 and the value of $p = 0.033 < 0.05$, and standardized regression weights estimate (loading factor) is 0.747. The coefficient shows that the positive changes occurred in the performance of the employees increases the degree of working satisfaction. The influence of the quality of working environment towards working satisfaction by the means of employees' performance mediation gives rise to indirect influence coefficient to 0.031. Since one of the factors that forms the influence tend to be insignificant (quality of working

environment à insignificant performance of employees, and performance of employees à significant working satisfaction), then there is no indirectly insignificant influence between the qualities of working environment towards working satisfaction by the means of mediation of the performance of the employees'. Thus, it implies that the variable of the performance of the employee is not considered as a sufficient mediation variable towards the relation of influencing between the qualities of working environment to working satisfaction.

The coefficient of the indirect influence of organizational commitment towards working satisfaction by the means of working performance mediation is 0.099. Since the two forming relationships have significant influences (organizational commitment à performance of employees, and performance of employees à working satisfaction), thus there is a significant indirect influence of organizational commitment towards working satisfaction by the means of employees' performance. Moreover, it shows that the variable of employees' performance serves as a means of influencing between the qualities of working environment towards working satisfaction. Thus, higher quality of working environment runs simultaneously with higher working satisfaction and followed by higher organizational commitment.

4.3. Discussion

The result of the analysis shows that the quality of working environment apparently gives no indirect significant towards employees' performance which is shown by the occurrence of the calculation value of t (critical ratio) which is smaller than the table value of t or the value of probability $> \alpha$. This research also shows that there is no relation between working environment and the performance of the employees which is indicated by positive coefficient; which can be seen by the value of standardized regression weight estimate 0.044. Thus, it can be concluded that better working environment gives no influence to the performance of the employees. The result of this research, however, contradicts the preceding research conducted by Bruce Law and Johnson (1999) and Elmuti and Kathawala (1997). The preceding researches analyzed the performance of the employees and the quality of working environment which results in: the quality of working environment gives significant influence toward the performance of the employees by the measuring of productivity, low turnover rate, and increasing working satisfaction. Moreover, the differences may take place due to the different sample and object of the research. The sample of the preceding researches is the employees from United States' best companies by conducting comparison, while the sample of this research is the non-managerial employees of governmental banks in South Sulawesi. Thus, this research has its own characteristics that give distinction to it from the previous researches.

The quality of working environment has a positive and significant effect towards the organizational commitment which is proved by the presence of the calculation value of t (critical ratio) which is higher than the table value of t or the value of

probability $< \alpha$. This research also shows the existence of positive relationship between the qualities of working environment towards organizational commitment which is indicated by positive coefficient. It can be seen from the value of standardized regression weight estimate, which reaches 0.403, which means that better employees' perceptions toward the implementation of the quality of working environment also increases the organizational commitment, in this case the employees of governmental banks in South Sulawesi. Furthermore, this research gives support to another preceding researches conducted by Field and Tthacker (1992) and Gorden and Infrante (via Zin, 2004). The result showed that the successful implementation of the quality of working environment programs gives positive impact toward the organizational commitment, both in term of company or workers union.

The performance of the employees has significant positive impact toward the working satisfaction as shown by the presence of the calculate value of t (critical ratio) which is bigger than the table value of t or the value of probability $< \alpha$. This research also shows the significant positive relationship between the performance of the employees and working satisfaction which is indicated by positive coefficient as seen from the value of standardized regression weight estimate (0.747), in which means that the better employees' perceptions towards the performance of the employees results in better working satisfaction simultaneously. The strong influence of organizational commitment towards the performance of the employees of non-managerial employees in South Sulawesi governmental banks exists due to the better organizational commitment of the employees may give rise to increased performance of the employees which is in line with previous research conducted by Lin and Martin (1989). The research conducted by Lin and Martin uses hospitals' professional employees and banks' teller as the sample of the research. Organizational commitment questionnaire is used to measure the variable of organizational commitment, in which the result shows that working satisfaction and organizational commitment give significant impact, and a positive one, toward the performance of the employees. Organizational commitment is an attitude which directly related to the involvement and the intentions of the employees to stay in the organization and, further, related to the performance of the employees (Mathieu Zajac, 1990). Organizational commitment includes three components: affective component, continuous commitment, and normative commitment (Mayer and Allen, 1991, Armstrong, 1999). There are limitations to the study by using a questionnaire that sometimes the answers given by the respondents did not show the real state.

5. CONCLUSION AND RECOMMENDATIONS

Based on the conclusions of the research, there are several suggestions as the implications of this research as follows. (1) The improvement of the performance of the employees and working satisfaction, particularly to non-managerial employees of governmental banks in South Sulawesi can be done by the means of organizational commitment, thus the board of the company should pay particular attention to any

factor that may stimulate employees' commitment to the organization. (2) Implementing the proper quality of working environment is of the solutions to improve the performance of the employees, working satisfaction, and organizational commitment.

The efforts done by governmental banks in South Sulawesi particularly in providing the best service to the customer, is to provide the employees with conducive working environment to do their jobs, (3) The effort of maintaining and improving the quality of working environment can be done through improving the organizational commitment. Governmental banks in South Sulawesi prioritize the dimensions of organizational commitment in creating appropriate commitment of the employee since this variable is able to mediate the influence of the quality of working environment towards the performance of the employees. Thus, it shifts the perspective of the employees from one that sees the environment as something that merely supported by the company to one that sees it as something that is important given by the company in order to achieve performance improvement. (4) The improvement of employees' performance requires particular attention from the board of South Sulawesi' governmental banks since it is able to, beside directly improve working satisfaction, mediate the improvement of working satisfaction through improving the quality of working environment and organizational commitment. (5) This research can act as a reference for future research and it is hoped that the future researcher will enrich the theoretical reviews so then achieve a more complex measurement.

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