

THE ANTECEDENTS OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AND THE EFFECTS ON THE PERFORMANCES OF CIVIL SERVANTS (PNS) IN PROVINCIAL GOVERNMENT OF NORTH SUMATERA-INDONESIA

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Abstract: *The purpose of this research is to conduct both direct and indirect effects of job characteristics, individual characteristics, person organization fit towards job satisfaction, organizational commitment, and performances of civil servants in North Sumatera. This research was conducted through several primary data surveys and direct field identifications on several Districts that were selected by using proportional random sampling with a population of 379 respondents and sample of 195 respondents. The hypothesis analysis tool is the Structural Equation Modelling approach with LISREL test tool. The results showed that there are direct and indirect effects of job characteristics, individual characteristics, person organization fit towards job satisfaction, organizational commitment, and performances of civil servants in North Sumatera. The Person Organization Fit variable has no effect on Organizational Commitment, and Individual Characteristics variable has no effect on Performance.*

Keywords: *Job Characteristics, Individual Characteristics, Person Organization Fit, Job Satisfaction, Organizational Commitment and Employee Performance.*

1. INTRODUCTION

The Provincial Government of North Sumatra is expected to continue the potential development of various programs, especially for the development of human resources quality in the Provincial Government of North Sumatra, so that the employees are not only expected to have a good performance, but also to be professional. Performance is the result of work achieved by the employees either individually or as a group in terms of implementation of tasks in accordance with

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the responsibilities given and also in accordance with the established standards both in quality and quantity. Channy (1992) states that performance is related to the variables of individual and situational. Individual variables include attitude, personal characteristics, physical characteristics, motivation, age, gender, education, experience and personal variables. While situational variables consist of physical and job variables, including work method, space and structure, and the physical environment, and the organization and social variables include organizational characteristics, training and supervision, intensive and compensation types (salary and promotion), and social environment. In discussing performance, it needs to know the potential performance of which is the strength or power possessed by the employees, so that they can finish their jobs in order to get maximum results, and actual performance of which is the real achievement level which is the output (outcome). It also shows the success or failure of an employee in performing his/her job(s) related to his/her working environment. Meanwhile, the performance is related to job and individual characteristics.

McNeese-Smith (1996) states that, in an era in which there is an increase in competition and scarcity, maximizing employees' productivity, job satisfaction, and organizational commitment become critical issues for the provincial government of North Sumatra. Satisfaction and organizational commitment have to be considered in applying the value of quality of service since both of them can affect the improvement on employee performance. Public (community) services, which becomes the organizational commitment in providing services to the community, is the effect of job satisfaction and commitment of the employees that are actually determined by the job and individual characteristics, as well as the person organization fit. According to Robbins (2003) job satisfaction is as a general attitude of an individual towards his/her job. Ting (1997), suggests that employee satisfaction is influenced by individual, job and organizational characteristics. The results showed that the organizational characteristics (satisfaction salary, promotion, job clarity and significance, and skills utilization) consistently affect job satisfaction. Likewise, organizational characteristics (organizational commitment, relationship with supervisors and coworkers) consistently affect job satisfaction. However, individual characteristics (public service, age, education, race and gender) consistently have no effect on job satisfaction.

Person Organization Fit is based on the assumption individual desire to maintain his/her compliance with the organizational values (Schneider, Goldstein, and Smith, 1995). Person Organization Fit is a strong predictor of job satisfaction and organizational commitment (Kristof, 1996). Similarly, Chadwel and O'Reilly (1990) find that the person organization fit has a strong and positive correlation to job satisfaction and employee performance. Timpe (1999) states that the pleasant organizational climate will encourage the employees to make an optimal performance. This indicates that the working atmosphere in the organization as

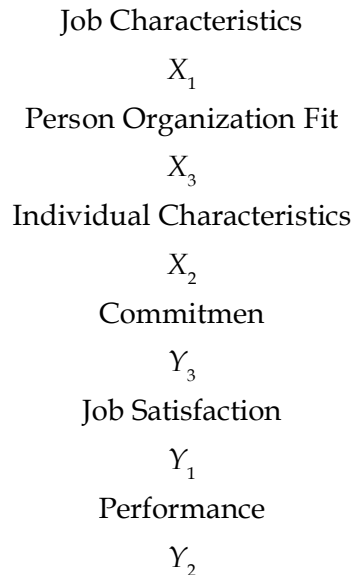
the embodiment of organizational climate will be a motivation for employees to participate in their work. If the organizational climate, in this case the quality of work life, is good, it will result in employee satisfaction. Organizational commitment is a perception of the employees towards all policies and activities of the government as their workplace (Long 1998).

An employee who has a high organizational commitment, will identify his/her personal interests with the interests of the government, will be engaged heartily in the work process, as well as having loyalty and affection towards the achievement of company objectives. Until now, there have been various researches conducted that have proved that the commitment towards the organization or towards the work, performance, job satisfaction and absenteeism (Cohen, 1999). Thus, the higher the employees' commitment towards the organization, the higher their performance. The formulation of the problem of this research "The effects of job characteristics, individual characteristics, person organization fit on job satisfaction, organizational commitment, and performance of Civil Servants?"

2. CONCEPTUAL FRAMEWORK

2.1 Conceptual Framework

The conceptual framework of this research is as follow:



2.2 Hypothesis

Job characteristics, individual characteristics, person organization fit have an effect on job satisfaction, organizational commitment, and performance of Civil Servants.

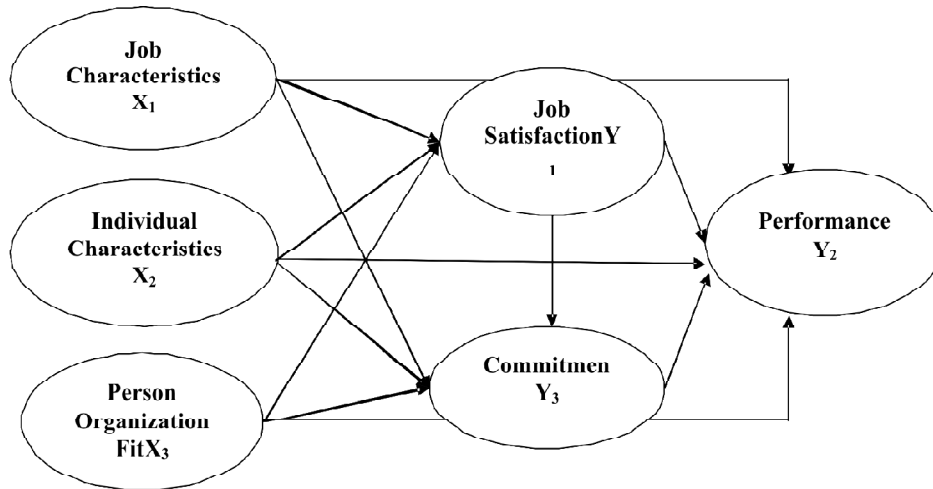


Figure 1: Conceptual Framework

3. RESEARCH METHOD

It is an explanatory or confirmatory research, a research that explains the causal relationship between the variables through the hypothesis test. The method used in this research is survey method. The population in this research is all of the Civil Servants in the class of Echelon II, III, and IV and Staffs or Functional Employees with the total of 379 employees. If the population (N) is 379 employees and the error level ϵ is 5%, the sample size (n) is:

The determination of sample from the population proportionally is by the assumption of 379 homogenous civil servants, thus the sample determination from the population group is conducted by using *proportional random sampling*. There were 195 respondents chosen as the sample. The Operational Definition of the Variables is as follow:

Table 1
Operational Definition and Measurement of the Variables

No. Variable	Definition	Dimension	Scale
1. Job Characteristics (X_1)	Approach in designing the job that shows how a job is described into 5 key dimensions	1. Skills Variation 2. Task Identity 3. Task Significance 4. Autonomy 5. Feedback	Ordinal
2. Individual Characteristics (X_2)	The main conditions or characteristics possessed by and attached on each employee	1. Ability 2. Value 3. Attitude 4. Interest	Ordinal

Cont. table 1

No. Variable	Definition	Dimension	Scale
3. Person Organization Fit (X_3)	The congruence between the individual values	1. Value congruence 2. Goal congruence) 3. Employee need fulfilment 4. Culture-personality congruence.	Ordinal
4 Job Satisfaction (Y_1)	The pleasant or unpleasant feelings for the employees in perceiving their job	1. Satisfaction on Salary and Wage 2. Satisfaction on Promotion 3. Satisfaction on Job 4. Satisfaction on Supervision	Ordinal
5. Organizational Commitment (Y_3)	Attitude commitment as a way perceiving on and thinking about their organization, while the attitude commitment illustrates the way of an individual entering an organization	1. Affective Commitment 2. Continuance Commitment 3. Normative Commitment	Ordinal
6. Employee Performance (Y_2)	The goal achievement of the employees towards the tasks assigned to them including quality of work results, quality of work and presence/attendance of the employees	1. Quality of work results 2. Quantity of work results 3. Presence/ Attendance	Ordinal

The data in this research were collected through interview, questionnaire, and documentation. After conducting the Reliability and Validity Tests, the Hypotheses were tested by using the Structural Equation Modelling (SEM) using LISREL program. In short, the criteria of goodness of fit overall structural model can be seen in the following table:

Table 2
Cut-off for Goodness of Fit Overall Structural Model

No.	Index	Cut-off
1.	Chi-Square	Low
2.	Chi-Square Probability	$\geq 0,05$
3.	CMIN/DF	$\leq 2,00$
4.	RMSEA	$\leq 0,08$
5.	TLI	$\geq 0,90$
6.	CFI	$\geq 0,90$

Source: Hair, and Tatham (1998).

The individual test of significance of the structural model was conducted after obtaining the overall model that have met the criteria of goodness of fit in order to test the hypothesis of causal relationship between the constructs (Hair and Tatham, 1998).

4. RESULTS

4.1 Demography of the Respondents

The following table is the illustration of the observed respondents' characteristics :

Table 3
Respondents' Characteristics

<i>Characteristics</i>	<i>Total Respondents</i>	<i>%</i>
<i>Gender</i>		
Male	184	65.00
Female	101	35.00
<i>Age</i>		
< 35 Years old	110	38.59
36 - 45 Years old	84	29.47
46 - 55 Years old	80	28.07
> 55 Years old	11	3.85
<i>Working Period</i>		
< 10 Years	133	46.66
11 - 15 Years	41	14.38
16 - 20 Years	36	12.63
21 - 25 Years	35	12.28
> 25 Years	40	14.03
<i>Educational Background</i>		
High School	19	6.66
Diploma (D3)	33	11.57
Bachelor (S1)	199	69.82
Master (S2)	35	11.92
Doctor (S3)	1	0.70
<i>Status</i>		
Married	262	91.92
Single/Not Married	23	8.07
<i>Location</i>		
Asahan	54	18.94
Batu Bara	32	11.22
Langkat	64	22.45
Medan	39	13.68
Padang Lawas	29	10.17
Padang Lawas Utara	17	5.96
Tanjungbalai	50	17.54

4.2 Structural Model Analysis

The Analysis of Goodness of Fit of all models include the followings:

Table 4
Goodness of Fit Structural Equation Model (SEM)

GoF Measurement	Value	Fit Level
Statistic Chi Square (χ^2)	4725.66	Not Fit
Goodness of Fit Index (GFI)	0.68	Not Fit
Standardized Root Mean Square Residua (SRMR)	0.054	Marginal Fit
Root Mean Square Error of Approximation (RMSEA)	0.058	Good Fit
Non-Normed Fit Index (NNFI)	0.98	Good Fit
Normed Fit Index (NFI)	0.96	Good Fit
Adjusted Goodness of Fit Index (AGFI)	0.66	Not Fit
Relative Fit Index (RFI)	0.95	Good Fit
Incremental Fit Index (IFI)	0.98	Good Fit
Comparative Fit Index (CFI)	0.98	Good Fit

Sources: LISREL 8.80 output. Researcher’s Processing Results

In the Table 4 above, we can see that the GFI value is 0.68 and AGFI value is 0.66 and SRMR value is 0.054 that belong to *not fit* category. The RMSEA, NFI, and RFI NNFI, IFI, and CFI values belong to either *good fit* or *marginal fit* categories. Thus, it can be concluded that the congruence/fitness of overall model is already good enough.

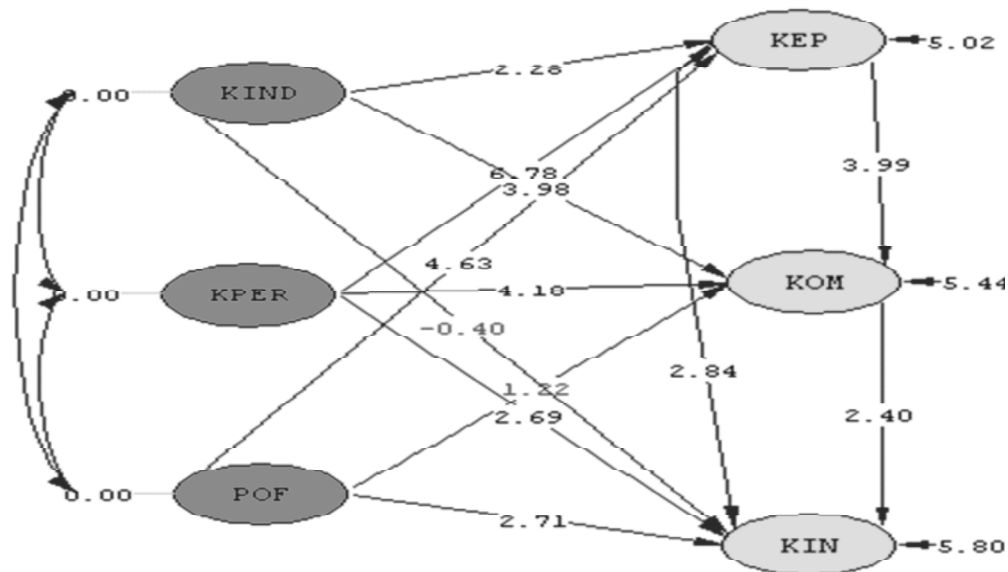


Figure 2: Structural Model

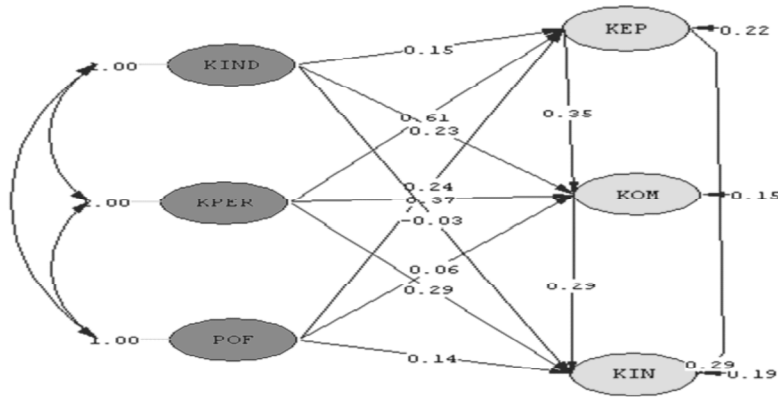


Figure 3: Standardized Solution

4.3 The Analysis of Causal Relationship

The estimation results of LISREL 8.80 output are as follows:

From the table, it can be seen that there are 10 significant path coefficients and 2 insignificant path coefficients. The possible equations are as follows:

$$\text{KEP} = 0.15 \cdot \text{KIND} + 0.61 \cdot \text{KPER} + 0.24 \cdot \text{POF}, \text{Errorvar.} = 0.22, R^2 = 0.78$$

(0.063)	(0.090)	(0.051)	(0.043)
2.28	6.78	4.63	5.02

$$\text{KOM} = 0.35 \cdot \text{KEP} + 0.23 \cdot \text{KIND} + 0.37 \cdot \text{KPER} + 0.055 \cdot \text{POF}, \text{Errorvar.} = 0.15, R^2 = 0.85$$

(0.088)	(0.058)	(0.089)	(0.045)	(0.027)
3.99	3.98	4.18	1.22	5.44

$$\text{KIN} = 0.29 \cdot \text{KEP} + 0.29 \cdot \text{KOM} - 0.027 \cdot \text{KIND} + 0.29 \cdot \text{KPER} + 0.14 \cdot \text{POF}, \text{Errorvar.} = 0.19, R^2 = 0.81$$

(0.10)	(0.12)	(0.066)	(0.11)	(0.050)	(0.033)
2.84	2.40	0.40	2.69	2.71	5.80

From the structural form equations above, it can be seen for the R^2 values from each equation. R^2 values have a function to show the ability of each independent variable to explain its dependent variables, the following is the analysis of the structural for equations above:

1. *Job satisfaction* has R^2 value of 0.78. It shows that the Individual Characteristics, Job Characteristics, and Person Organization Fit can explain 78% variances of *Job Satisfaction*, while others are explained by other factors.

2. *Organizational Commitment* has R^2 value of 0.85, it shows that the Individual Characteristics, Job Characteristics, and Person Organization Fit and Job Satisfaction can explain 85% variances of *Organizational Commitment*, while others are explained by other factors. *Komitmen Organisasi* memiliki R^2 sebesar 0.85, angka ini menunjukkan bahwa Karakteristik Individu, Karakteristik Pekerjaan, dan Person Organization Fitsertakepuasan kerja dapat menjelaskan 85% varian dari *Komitmen organisasi*, sedangkan sisanya dijelaskan oleh faktor lain.
3. *Performance of Civil Servants* has R^2 value of 0.81, it shows that the Individual Characteristics, Job Characteristics, and Person Organization Fit, Job Satisfaction, and Organizational Commitment can explain 81% variances of *Performance of Civil Servants*, while others are explained by other factors.

4.4 Hypothesis Test

4.4.1 The Hypothesis Test of Direct Effect

The following is the table of hypothesis test:

Table 5
Hypothesis Test of Direct Effect

<i>Hypothesis</i>	<i>Statement</i>	<i>t-value</i>	<i>Information</i>
H ₁	Individual Characteristics towards Job Satisfaction	2.28	Support the Hypothesis
H ₂	Job Characteristics towards Job Satisfaction	6.78	Support the Hypothesis
H ₃	Person Organization Fit towards Job Satisfaction	4.63	Support the Hypothesis
H ₄	Individual Characteristics towards Commitment	3.98	Support the Hypothesis
H ₅	Job Characteristics towards Commitment	4.18	Support the Hypothesis
H ₆	Person Organization Fit towards Commitment	1.22	Do not support the Hypothesis
H ₇	Job Satisfaction towards Commitment	3.99	Support the Hypothesis
H ₈	Individual Characteristics towards Performance of Civil Servants	-0.40	Do not support the Hypothesis
H ₉	Job Characteristics towards Performance of Civil Servants	2.69	Support the Hypothesis
H ₁₀	Person Organization Fit towards Performance of Civil Servants	2.71	Support the Hypothesis
H ₁₁	Job Satisfaction towards Performance of Civil Servants	2.84	Support the Hypothesis
H ₁₂	Commitment towards Performance of Civil Servants	2.40	Support the Hypothesis

Source: LISREL 8.80 output. Researcher's Processing Results (2016).

4.4.2 Hypothesis Test of Indirect Effect

The following is the hypothesis test to answer the indirect effect:

Table 6
Hypothesis Test of Indirect Effect

<i>Hypothesis</i>	<i>Path</i>	
	<i>Satisfaction</i>	<i>Commitment</i>
<i>The Effect of Indirect Variables (t_{count})</i>		
The Effect of Individual Characteristics Towards Commitment	2.02	-
The Effect of Job Characteristics Towards Commitment	3.78	-
The Effect of Person Organization Fit Towards Commitment	3.14	-
The Effect of Individual Characteristics Towards Performance of Civil Servants	2.86	-
The Effect of Job Characteristics Towards Performance of Civil Servants	4.41	-
Person Organization Fit Towards Performance of Civil Servants	3.40	-
The Effect of Satisfaction Towards Performance of Civil Servants	-	2.10

Source: LISREL 8.80 output. Researcher's Processing Results (2016).

5. DISCUSSION

5.1 The Effect of Individual Characteristics towards Job Satisfaction

Individual Characteristics and organizational trust have some effects towards job satisfaction. Individual Characteristics and work stress have some effects towards job satisfaction. Individual Characteristics and work stress have some effects towards the organizational commitment. Work stress has no effect towards job satisfaction and organizational trust has no effect towards organizational commitment. Several previous researches indicated that the Individual Characteristics have a positive effect towards job satisfaction. It is in line with the results obtained by Cheney (1992).

5.2 The Effect of Job Characteristics towards Job Satisfaction

Based on the results of the tests, job characteristics have a significant effect towards job satisfaction. Thus, it can be concluded that the higher the role of job characteristics perceived by Civil Servants in the structure of Provincial Government of North Sumatera, the better the job satisfaction. This result is in line with the data research as well as supports the research conducted by Emin (2007) and by Strauss and Sayless (1996) that also emphasize that effect of dissatisfactory job is that the employees will show lower responsibility on their job.

5.3 The Effect of Person Organization Fit towards Job Satisfaction

Person Organization Fit variable has a significant effect towards Job Satisfaction. Thus, it can be concluded that the higher the role of Person Organization Fit perceived by Civil Servants in the structure of Provincial Government of North Sumatera, the better the job satisfaction. This result is in line with the research conducted by Kristof, 1996 Netemeyer *et al.*, (2005), Boxx, Odom and Dunn, (1991); O'Reilly (1991), Chatman and Caldwell, 1991.

5.4 The Effect of Individual Characteristics towards Organizational Commitment

Individual Characteristics have a significant effect towards organizational commitment. Thus, it can be concluded that the higher the role of individual characteristics, the better the organizational commitment. This result is in line with the research conducted by Cheney (1992) in which the individual characteristics and organizational factors have significant effect towards job satisfaction and productivity.

5.5 The Effect of Job Characteristics towards Organizational Commitment

Job characteristics have a significant effect towards organizational commitment. Thus, it can be concluded that the higher the role of job characteristics perceived by Civil Servants in the structure of Provincial Government of North Sumatera, the better the organizational commitment. This result is in line with the research conducted by Abdillah and Djastuti (2011) which concluded that there is a direct and significant effect of job characteristics towards organizational commitment.

5.6 The Effect of Job Satisfaction towards Organizational Commitment

Job satisfaction has a significant effect towards Organizational Commitment. Thus, it can be concluded that the higher the role of Job Satisfaction perceived by Civil Servants in the structure of Provincial Government of North Sumatera, the better the Organizational Commitment. This result is in line with the research conducted by Vanderberg and Lance (1992) in which there is a strong and significant relationship between job satisfaction and organizational commitment as well as bonus equity.

5.7 The Effect of Job Characteristics towards Performance of Civil Servants

Job characteristics have a significant effect towards performance of Civil Servants. Thus, it can be concluded that the higher the role of Job Characteristics perceived by Civil Servants in the structure of Provincial Government of North Sumatera, the better the performance. This result is in line with the research conducted by Gunastri (2009) on the effect of individual characteristics, job characteristics, and organizational characteristics, job motivation and employee performance.

5.8 The Effect of Person Organization Fit towards Performance of Civil Servants

Person Organization Fit has a significant effect towards Performance of Civil Servants. Thus, it can be concluded that the higher the Person Organization Fit perceived by Civil Servants in the structure of Provincial Government of North Sumatera, the better the performance. This result is in line with the research conducted by Kristof (1996), Tepeci, (2001), which stated that there is a positive correlation between Person Organization Fit and performance which is the employee outcomes.

5.9 The Effect of Job Satisfaction towards Performance of Civil Servants

Job Satisfaction has a significant effect towards Performance of Civil Servants. Thus, it can be concluded that the higher the role of Job Satisfaction perceived by Civil Servants in the structure of Provincial Government of North Sumatera, the better the performance. This result is in line with many debates concerning the correlation between job satisfaction and performance. Some researchers state that there is almost no correlation between performance and job satisfaction. Iaffaldano dan Muchinsky, (1985) and Timar (2015), but some others states otherwise that performance results in job satisfaction. It is based on the idea of Chrudden, (1988).

5.10 The Effect of Organizational Commitment towards Performance of Civil Servants

Organizational commitment has a significant effect towards Performance of Civil Servants. Thus, it can be concluded that the higher the organizational commitment perceived by Civil Servants in the structure of Provincial Government of North Sumatera, the better the performance. This result is in line with many research on the correlation between employee commitment towards the organization with the performance which shows the significant results on both of them (Benkoff, 1997). Many research on the correlation between employee commitment towards the organization with the performance which shows the significant results on both of them (Benkoff, 1997). However, there are also some opinions state that the commitment towards the organization can be a consequence or antecedent of the performance. The rejection of the hypothesis 6 (six) and 8 (eight) can be based on the unsequence factors towards the individual needs, values, attitudes, and interest towards a company/institution.

6. CONCLUSIONS AND SUGGESTIONS

6.1 Conclusions

1. Individual Characteristics have a positive and significant effect towards job satisfaction perceived by Civil Servants significantly.

2. Job Characteristics have a significant effect towards job satisfaction.
3. Person Organization Fit has a significant effect towards Job Satisfaction.
4. Individual Characteristics have a significant effect towards organizational commitment.
5. Job Characteristics have a significant effect towards organizational commitment.
6. Job Satisfaction has a significant effect towards organizational commitment.
7. Job Characteristics have a significant effect towards Performance of Civil Servants.
8. Person Organization Fit has a significant effect towards Performance of Civil Servants.
9. Person Organization Fit has no effect towards Performance of Civil Servants.
10. Individual Characteristics have no effect towards Performance of Civil Servants.

6.2 Implication of Results of the Research

The implication of the results of this research is on the importance of theoretical development concerning individual characteristics in order to make a decision on any policy that has to be taken by the management in relation to the Effort in Improving the Individual Quality.

By improving the Self-Esteem of the individual, it is a kind of individual evaluation towards his/her in a low or high manner. Self-Esteem is an evaluation conducted by an individual whether he/she has either low or high self esteem concerning any matter related to him/herself that can show to what extent an individual likes him/herself as a capable, important, and valuable individual.

6.3 Limitations

1. The focus of the sample in this research did not achieve what is targeted by the researcher due to there were some Civil Servants who were unavailable for being research sample for many reasons. The researcher could understand this limitation.
2. The extent of distribution of questionnaires that became the priority of the researcher, thus prolonged the collection of the questionnaires from the resepondents.

6.4 Suggestions

1. In order to have the Person Organization Fit has a positive and significant effect towards Organizational Commitment, it needs the application of reward and punishment in which needs a concern, otherwise will result in employment termination.
2. In order to have the Individual Characteristics have a positive effect towards Performance of Civil Servants, it needs a socialization in the form of training to make the Civil Servants able to adapt and develop their own competitiveness.
3. It will need a head of region who understands and concerns on the development of the organization of Civil Servants.

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