

Job Involvement Influences Toward Employee Performances Through Job Satisfactions and Organizational Commitments in Sumber Karya Barutama Trans, Co. Ltd

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Abstract

This research aims to analyze influences of job involvement, satisfaction, and organizational commitment toward job satisfaction, organizational commitment and employee performance. This research uses quantitative approach. Samples taken in this research are the employees of Sumber Karya Barutama Trans, Co. Ltd as 96 people taken by using purposive sampling technique. Data collection was taken by spreading questionnaires. The data analysis technique used SEM by PLS program. This research show that: (1) *job involvement* has significant and positive influences toward employee job satisfaction; (2) *job involvement* has significant and positive influences toward organizational commitment; (3) job satisfaction does not have significant influences toward employee performance; (4) organizational commitment has significant influences toward employee performance; (5) job satisfaction has significant influences toward organizational commitment; (6) *job involvement* does not have significant influences toward employee performance.

Keywords: *Job Involvement*, Job Satisfaction, Organizational Commitment, Employee Performance

Published: 2021-12-30

Doi: <https://doi.org/10.24127/sociometry.v1i2.1482>

How to cite:

Wardhana, B. R. (2022). EN Job Involvement Influences toward Employee Performances through Job Satisfactions and Organizational Commitments in Sumber Karya Barutama Trans, Co. Ltd. *Sociometry Journal of Social Science, Art and Humanity*, 1(2).
<https://doi.org/10.24127/sociometry.v1i2.1482>

Issue: Vol 1 No 2 (2021)

Section: Articles



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INTRODUCTION

Human resources are the important factors of determining the company successes in achieving the purposes, because the successes and unsuccesses of company in achieving the purposes considerably depend on the Human Resources abilities or the employees in conducting the duties given. Employee abilities in conducting the duties can be seen through the performances, so employee performances become very important things for company successes. Employee performances show someone's abilities in working. An employee is said to have good performances if having good job qualities in completing each job given by the employer. Good employee performances are also identified by employee abilities in completing the duties on timely as determined and they can achieve each target that has been determined by the company, as expressed by Mangkunegara (2013) that employee performances are the performance results in qualities and quantities that have been achieved by an employee in conducting their duties according the responsibilities given.

High demands upon employee performances have surely become parts from each company, because a successful company are not separated from the employee performances working in the company. However, really, today, there are still many employees who have low performances, such as the happened in the employees of Sumber Karya Barutama Trans, Co. Ltd. Based on the beginning survey results, it also indicates that there are employees who still have low job involvement, so it influences the employee performances such as seen from the result of the research conducted by Azzahra and Maryati (2016). It was found that job involvement influences positive significantly toward the performances.

Employees also need to get satisfactions in working, so it can impact on employee performance improvement, Affandi (2016) stated that job satisfaction caused performance improvements, so employees will be more productive in working. It means, when job satisfaction is felt by employee, so he/she will work without burdens so it supports activities in working that can improve the performances, such as Robbins and Judge (2016) who stated that the satisfied employees will tend to have high performances. Besides that, Archandar (2010) showed that job involvement has significant contributions toward job satisfaction. Continuing commitments and career commitments have significant contributions toward job satisfaction. Job satisfaction has significant contributions toward employee performance.

Meilina (2016) added that job satisfaction gotten by employee will improve organizational commitment. An employee who firstly slightly has organizational commitment, but after working, really getting the rewards according to the valid determinations, so he/she will feel the interesting things and get satisfactions. The case will cultivate to develop organizational commitment. The research conducted by Folorunso et al (2014) showed that organizational commitment that consists of *affective*, *normative*, and *continual* ones will influence employee performance.

Based on the reviewed of theoretically and empirically literature, this research is conducted with the purpose analyzing job involvement influences toward employee performances through job satisfactions and organizational commitments in Sumber Karya Barutama Trans, Co. Ltd.

LITERATURE REVIEWS

Job Involvement

Job Involvement is employee identification level by the job, actively participating in the job, and assuming the performances in the job is more important for the goodness (Robbins and Coulter, 2012). Whereas *job involvement* according to Robbins and Judge (2016) is level in which someone identifies by some job, actively participating in the job, and considering important performances for self-value. Employee by high job involvement level strongly knows trully and cares about the job types they conduct.

Job Satisfaction

Job satisfaction refers to the attitudes usually showed by employees toward their jobs. Job satisfaction tends to considerably refer to characters than attitudes. Job satisfaction shows the suitabilities between someone's hopes that emerge and the rewards prepared by the jobs. According to Sutrisno (2014) job satisfaction is the character of the employee towards the job related to work situations, cooperation, rewards received, and the things related to psychological and physical factors.

Job satisfaction is a result from employee perception about how good performances they conduct in giving the things valued as important (Luthans, 2006) or some positive feelings about someone's jobs are the results from a characteristic evaluation (Robbins and Judge, 2016). Mangkunegara (2013) explained that job satisfaction is some feeling that supports or does not support the employees related to the jobs and their conditions.

Organizational Commitment

Robbins and Judge (2016) defined commitment as some condition in which an individual takes side with the organization and the purposes and the wishes for maintaining the members in the organization. Organizational commitment according to Gibson cs in Rivai (2009) can be meant as identification, loyalty, and involvement stated by employee in the organization or unit from the organization, whereas according to William and Hazer in Rivai (2009), organizational commitment is affective response in the organization entirely, then it shows some affective response in special aspect of job.

Luthans (2006) meant that organizational commitment is character that shows employee loyalty and continuing process of someone in expressing the attention for the organizational success. Low commitment emerges problems for organizational parties, because commitment is expensive commodity that determines the organizational success. Low commitment reflects less responsibilities of someone in conducting the duties.

Employee Performance

General employee performance for mostly jobs involves quantity elements from results, qualities from results, punctualities from results, presences, cooperation abilities (Mathis and Jackson, 2012). Performance is an output resulted by functions or indicators of some jobs or somethings professional in fixed periods (Wirawan, 2012). Bernardin and Russel in Sutrisno (2014) stated that performance or performance achievement is a note about the results achieved from certain job functions or certain activities during certain periods. Whereas Byars and Rue defined achievement or performance as someone's ability in the duties covering in the job. So performance achievement or performance is

effort result of someone determined by soldier performance, the personal characteristic, and also perception toward the role in the job.

Performance is performance achievement or performance result achieved by Human Resources in qualities and quantities of time period unity in conducting the job duties according to the responsibilities given (Mangkunegara, 2013). Performance also means the result achieved by someone in qualities and quantities according to the responsibilities given. Besides that, someone's performances are influenced by educational level, initiatives, work experiences and employee spiritual leadership. The performance results of someone will give feedbacks for the person for always active in conducting the jobs well and it is hoped to result good job qualities.

Conceptual Framework

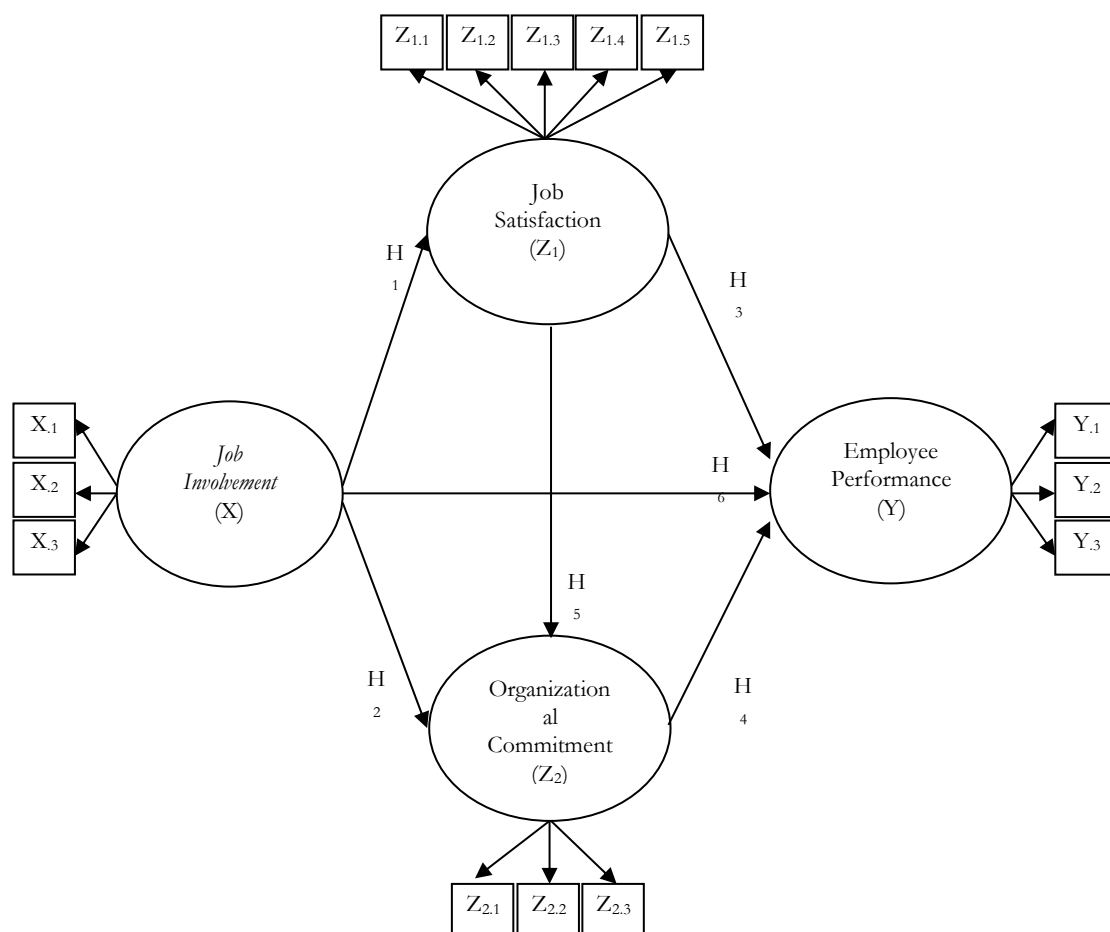


Figure 1. Conceptual Framework

Hypothesis

- H₁ : *Job Involvement* influences Job Satisfaction significantly toward
- H₂ : *Job Involvement* influences Organizational Commitment significantly
- H₃ : Job Satisfaction influences Employee Performance significantly

- H₄ : Organizational Commitment influences Employee Performance significantly
H₅ : Job Satisfaction influences Organizational Commitment significantly
H₆ : *Job Involvement* influences Employee Performance significantly

METHODS

Research Design

This type of research includes in causal research type because the variables are related one another. According to Sugiyono (2014) causal relation is relation that characterizes as cause and effect, i.e. there are independent variables [variables that influence] and dependent variables [influenced]. This research uses quantitative approach, the method that uses the total samples and the numerical data or numbers (Sugiyono, 2014).

Population and Sample

Population is generalizational area that consists of objects or subjects that have qualities and characteristics stated by the researcher for learnt and then taken about the conclusions (Sugiyono, 2014). The population in this research consists of the employees of Sumber Karya Barutama Trans, Co. Ltd as 127 employees.

Sample is a part of totals and characteristics owned by the population (Sugiyono, 2014). Determination of taking the total respondents [samples] are conducted through sampling technique, technique of determining samples by certain considerations (Sugiyono, 2014). For calculating the total samples that will be used, it will be used Slovin formula according to Sekaran (2006), i.e.:

$$n = \frac{N}{1 + Ne^2}$$

Note:

N	=	The Total Population
n	=	The Total Sample
e	=	Percentage of loseness and inaccuracy of 5%
n	=	$\frac{127}{1 + (127 (0,05^2))}$
n	=	96,4 ~ 96 people

Based on the calculation results, the total samples that will be used in this research are 96 employees of Sumber Karya Barutama Trans, Co. Ltd.

Variables Operational Definition

Operational definition is a concept or something that can be measured and seen in attitude, aspect or character dimensions showed by the concept.

Job Involvement (X)

Job involvement is employee identification level by the jobs, actively participating in the job, and assuming the performances in the job is more important for the goodness (Robbins and Coulter, 2012). Job involvement variable indicators refer to Ansel and Wijono (2012), they are:

- a. Actively participating in the job
- b. Prioritizing the job
- c. Job is important for pride

Job Satisfaction (Z₁)

Job satisfaction is result from employee perception about how good is his/her job in giving the things that are valued as important (Luthans, 2006). Job satisfaction indicators in this research refer to Robbins and Judge (2016), they are:

- a. Satisfaction toward the job
- b. Satisfaction toward rewards from the job
- c. Satisfaction toward supervision from employer
- d. Satisfaction toward colleagues
- e. Promotion chances

Organizational commitment (Z₂)

Organizational commitment is some condition in which an individual takes side with organization and purposes and wishes for maintaining the members in the organization (Robbins and Judge, 2016). Organizational commitment indicators in this research refer to Wirawan (2013) they are:

- a. *Affective Commitment.*
- b. *Continuance Commitment.*
- c. *Normative Commitment.*

Employee Performance (Y)

Employee performance is performance achievement or performance result achieved by Human Resources in qualities and quantities of time periode unity in conducting job tasks according to the responsibilities given (Mangkunegara, 2010). Employee performance can be measured through some indicators according in the research of Wirawan (2012), they are:

- a. Job results
- b. Job attitudes
- c. Personal characters

Data Collection Technique

The data collection instruments are questionnaires. According to Sugiyono (2014), questionnaires are data collection instruments by giving a set of question lists to be answered by the respondents. This research uses Likert scale for answering the questions in the questionnaires. The evaluational criteria by using Likert scale consist of 5 points, namely:

1. STS : Very Disagreed
2. TS : Disagreed
3. CS : Quite Agreed
4. S : Agreed
5. SS : Very Agreed

Data Analysis Technique

Data analysis technique used in this research is *Structural Equation Modelling* (SEM) by Smart PLS (*Partial Least Square*) software. Evaluational model of *Partial Least Square* (PLS) is based on the predictional measurement that has non parametric characters (Ghozali, 2012). According to Ghozali (2012), calculation is conducted using an instrument of Smart PLS, because it has multi lane form and the model has reflective form. The samples in this research have been accepted 96 respondents. Formative model is model that shows relational direction from indicator to latent variable. Reflective model is model that shows relation from latent variable to the indicator.

RESULT AND DISCUSSIONS

Inner Model Evaluation

Inner model, sometimes called by *inner relation*, *structural model* and *substantive theory* specified the influences inter research variables (*structural model*).

Inner Model Test or Structural Model Test

In assessing model by PLS, it is begun by seeing the R-square value for each dependent latent variable. The value changes of R-square used for evaluating specific independent latent variable influences toward dependent latent variables whether having substantive influences. For endogenous latent variables in structural model that have R2 0.67, it indicates that the model is good, R2 0.33 indicates that the model is moderate, and R2 0.19 indicates that the model is weak (Ghozali and Latan, 2015). For Job Involvement variable that influences Job Satisfaction variable, it has the value of R2 0.182 that indicates the model is weak. Then, for Job Involvement and Job Satisfaction variables that influence Organizational Commitment, it has the R2 value as 0.526 which indicates moderate model. For Job Involvement, Job Satisfaction and Organizational Commitment variables that influence Employee Performance variable, it has the value of R2 as 0.471 that indicates the model is moderate. Therefore, structural model suitability can be seen from Q2 as follows:

$$\begin{aligned} Q^2 &= 1 - [(1 - R1)*(1 - R2)*(1 - R3)] \\ &= 1 - [(1 - 0.182)*(1 - 0.526)*(1 - 0.471)] \\ &= 1 - [(0.818)*(0.474)*(0.529)] \\ &= 1 - [0.205] \\ &= 0.795 \end{aligned}$$

The structural model suitability level analysis results built, shows the conclusion that the entire model has been relevant for explaining the variables and the influences in each variable. From the calculation of Q2, it is had the value of 0.795 or it has been more than critical limit of 0.5. Therefore, the structural model has been stated as suitable and proper.

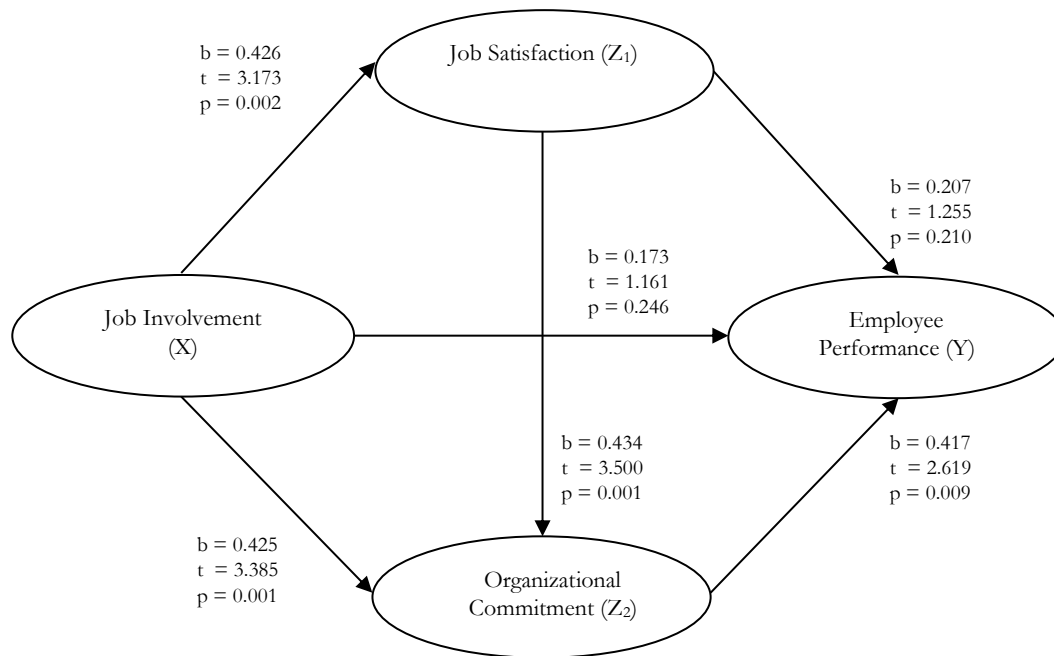


Figure 2. PLS Inner Model

There are exogenous variables in the inner model researched, i.e. *Job Involvement*, then intervening variables in the inner model researched, they are Job Satisfaction and Organizational Commitment and also endogenous variable in the inner model researched, it is Employee Performance. The value results of inner weight in the Figure 2 above show that Employee Performance variable is influenced by Job Involvement, Job Satisfaction and Organizational Commitment variables, whereas Organizational Commitment is influenced by Job Involvement and Job Satisfaction is influenced by *Job Involvement* showed in the following similarity:

$$\begin{aligned}
 Y &= 0.173 X + 0.207 Z_1 + 0.417 Z_2 \\
 Z_2 &= 0.425 X + 0.434 Z_1 \\
 Z_1 &= 0.426 X
 \end{aligned}$$

Hypothesis Testing Results

Hypothesis Testing 1 (H₁)

The first hypothesis in the research is proved to be true, because the data analysis results show that the value of t is 3.173 which means bigger than 1.96, so it can be concluded that job involvement has significant influences toward job satisfaction. The relation of both variables is positive, that means the better the job involvement owned by the employees, it will be able and able to improve job satisfaction by having the total influences as 0.426.

Hypothesis 2 (H₂)

The second hypothesis in the research is proven about the truth, because the data analysis results show that the value of t as 3.385 means bigger than 1.96, so it can be said that job involvement has significant influences toward organizational commitment. Both variables between job involvement and organizational commitment have positive relational directions that mean the better the job involvement, so it will be able and able to improve organizational commitment by having the total influences as 0.425.

Hypothesis 3 (H₃)

The third hypothesis in the research is not proven to be true, because the results from data analysis showed that the value of t as 1.255 which is smaller than 1.96. So, job satisfaction does not have significant influences toward employee performance. But both variables have positive relational directions, it means that the higher the job satisfaction it will be able and able to improve employee performance but it is insignificant by having the total influences as 0.207.

Hypothesis 4 (H₄)

The fourth hypothesis in the research is assured that is true, because the t value from the data analysis is 2.619 means bigger than 1.96, so organizational commitment has significant influences toward employee performance. The relation of between organizational commitment and employee performance variables is positive that means that the higher the organizational commitment, so it will be able to improve employee performance by having sum of the influences 0.417.

Hypothesis 5 (H₅)

The fifth hypothesis has been proved about the truth, the data analysis results show that the t value is 3.50, bigger than 1.96, so it can be said that job satisfaction has significant influences against organizational commitment. The relation of both variables is positive, means that the higher the job satisfaction owned by the employees, so it will be able and able to improve organizational commitment with the influences value is 0.434.

Hypothesis 6 (H₆)

The sixth hypothesis in this research is unproven about the truth. Data analysis results show that the value of t is 1.161 which is smaller than 1.96, so it can be stated that job involvement doesn't have significant influences against employee performance. But both variables of job involvement and employee performance have positive relational directions that mean they will be able and able to improve employee performance by having the total influences as 0.173.

Job Involvement Influences toward Job Satisfaction

The conducted data analysis show that job involvement has significant influences toward job satisfaction proven from the value of t as 3.173, bigger than 1.96. So it can be explained that good job involvement can improve job satisfaction of the employees in Sumber Karya Barutama Trans, Co. Ltd. Job involvement influences toward job satisfaction are positive that show that the better the job involvement so it will be able to improve job satisfaction of the employees of Sumber Karya Barutama Trans, Co. Ltd. Therefore, the first hypothesis that sounds "Job Involvement influences significantly toward Job Satisfaction is stated as accepted.

Significant and positive influences of job involvement toward job satisfaction show that job satisfaction can be formed through job involvement improvement, so if Sumber Karya Barutama Trans, Co. Ltd wants to improve job satisfaction of the employees, so it is very important for caring about to what extent the job involvement of the employees. The results in this research are parallel with Archandar (2010) that show that job involvement has significant contributions toward job satisfaction.

Job Involvement Influences toward Organizational Commitment

The results from data analysis that has been conducted show that job involvement significantly influencing organizational commitment proven from the value of t as 3.385 that means bigger than 1.96, so it can be explained that good job involvement can improve organizational commitment in Sumber Karya Barutama Trans, Co. Ltd. Job involvement influences toward organizational commitment are positive that show that the better the job involvement, so it will be able to improve organizational commitment in Sumber Karya Barutama Trans, Co. Ltd. Therefore, the second hypothesis that said Job Involvement influences significantly toward Organizational Commitment is accepted.

Significant and positive influences of job involvement toward organizational commitment show that organizational commitment can be formed through job involvement improvement, so if Sumber Karya Barutama Trans, Co. Ltd wants to improve organizational commitment, so it is very important for caring about to what extent the job involvement of the employees. This research results are parallel with the study by Puspita *et al.* (2017) who found that job involvement influences employee organizational commitment significantly.

Job Satisfaction Influences toward Employee Performance

The results of data analysis conducted show that job satisfaction doesn't have significant influences toward employee performance proven from the t value as 1.255, so it can be explained that good job satisfaction cannot surely improve employee performances in Sumber Karya Barutama Trans, Co. Ltd. Therefore, the third hypothesis that stated Job Satisfaction influences significantly toward Employee Performance is unaccepted.

Insignificant influences between job satisfaction toward employee performance show that employee performance cannot surely be formed through job satisfaction improvement. The results in this research are not parallel with the research findings of Archandar (2010) who found that job satisfaction has significant contributions toward employee performance. These finding results also not support the findings of Damayanti *et al.* (2018) who found that there are strong and significant influences between job satisfaction toward employee performance.

Organizational Commitment Influences toward Employee Performance

The data analysis results conducted show that organizational commitment has significant influences toward employee performance proven from the value of t as 2.619 that means bigger than 1.96, so it can be explained that good organizational commitment can improve employee performance in Sumber Karya Barutama Trans, Co. Ltd. The organizational commitment influences toward employee performance are positive that show that the higher the organizational commitment, so it will be able to improve employee performances of Sumber Karya Barutama Trans, Co. Ltd. Therefore, the fourth hypothesis – “Organizational commitment influences significantly toward employee performance” – is stated as accepted.

Significant and positive influences of organizational commitment toward employee performance show that employee performance can be formed through organizational commitment improvement, so if Sumber Karya Barutama Trans, Co. Ltd. wants to improve employee performances, so it is very important to care about to what extent the organizational commitment. The results in this research

are parallel with the opinion of Fitriastuti (2013) in her research who stated that needed employees with high commitments for showing optimal performances, so they can contribute toward organization.

Job Satisfaction Influences toward Organizational Commitment

The data analysis results show that job satisfaction has significant influences toward organizational commitment proven by the value of t as 3.50 that is bigger than 1.96, so it can be concluded that high job satisfaction can improve organizational commitment in Sumber Karya Barutama Trans, Co. Ltd. Job satisfaction influences toward organizational commitment are positive that show that the higher the job satisfaction, so it can improve organizational commitment in Sumber Karya Barutama Trans, Co. Ltd. Thus, the fifth hypothesis – “Job satisfaction influences significantly toward organizational commitment” – is accepted.

Significant and positive influences of job satisfaction toward organizational commitment show that organizational commitment can be forged through job satisfaction improvement, so if Sumber Karya Barutama Trans, Co. Ltd. wants to improve organizational commitment, so it is important to care about to what extent job satisfaction owned by the employees. The results in this research are parallel with Meilina (2016) who found that job satisfaction gotten by employees will improve organizational commitment.

Job Involvement Influences toward Employee Performance

The conducted data analysis results show that job involvement does not have significant influences against employee performance proven from the value of t as 1.161 which is smaller than 1.96, so it can be said that good job involvement cannot surely improve employee performances of Sumber Karya Barutama Trans, Co. Ltd. Therefore, the sixth hypothesis that sounds “Job involvement influences significantly toward employee performance” is stated as unaccepted.

Insignificant influences between job involvement toward employee performance show that employee performance cannot be surely formed through job involvement improvement. The results in this research are not parallel with the findings of Safaria (2013) who proved that there are positive and significant of job involvement toward employee performance.

CONCLUSIONS

1. *Job involvement* has significant and positive influences toward job satisfaction of the employees of Sumber Karya Barutama Trans, Co. Ltd.
2. *Job involvement* has significant and positive influences toward organizational commitment of Sumber Karya Barutama Trans, Co. Ltd.
3. Job satisfaction does not have significant influences toward employee performances of Sumber Karya Barutama Trans, Co. Ltd.
4. Organizational commitment has significant influences toward employee performances of Sumber Karya Barutama Trans, Co. Ltd.
5. Job satisfaction has significant influences toward organizational commitment of Sumber Karya Barutama Trans, Co. Ltd.

6. *Job involvement* does not have significant influences toward employee performances of Sumber Karya Barutama Trans, Co. Ltd.

SUGGESTIONS

1. It is hoped that Sumber Karya Barutama Trans, Co. Ltd can improve the employee performances through organizational commitment improvements by also caring to what extent they have satisfactions in working especially in rewards from the performances resulted by the employees.
2. It is hoped so that the future researches can add other variables assumed to be able to influence toward the employee performances and also can use the different methods and analysis techniques such as qualitative approaches that get data through interviews in order to achieve the more complex results.

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