



EFFECT OF EMPLOYEE COMMITMENT AND TRUST ON JOB SATISFACTION ON THE PERFORMANCE OF EMPLOYEES IN REGIONAL SECRETARIAT, BOVEN DIGOEL DISTRICT

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Abstract. This study aims to see 1. The effect of commitment on employee performance 2. The effect of trust on employee performance in the regional secretariat of Bouven Digoel Regency. It is very important in the efforts of an institution to achieve its goals. Higher performance implies an increase in efficiency, effectiveness, or a higher quality of completing a series of tasks assigned to an employee in an organization. The research approach used in this study is a quantitative approach to activity in qualitative data analysis, with the population being all 89 employees of the Regional Secretariat of Boven Digoel Regency. The sample in this study was taken using saturated or census samples so that the population in this study were 89 respondents. All overIndependent variables ranging from commitment and trust partially and simultaneously have a positive and significant effect on job satisfaction.

Keywords: Commitment, Trust, Employee Performance

PRELIMINARY

Commitment is one of the foundations as well as a valuable asset owned by an institution. Where commitment is one of the bases for determining the future direction of the institution where it will be taken. Will it be used as an advanced and developing institution or vice versa. One of the keys to organizational success in the current era of globalization is the extent to which the people or members of the organization are able to synergistically contribute positively, both in planning and in the process of implementing duties and responsibilities as organizational citizens to achieve organizational goals.

Commitment must be owned by employees who work within the institution. If employees do not have commitment in an institution, it will be difficult to achieve the goals expected for the institution. Commitment can be the main basis that employees must have when they work. Commitments are complex and have many results. In addition, according to Fred (2006), commitment has an influence on performance, attendance, commitment, and employee turnover. As well as commitment satisfaction can also be increased. If the commitment has been well formed, it will also have an impact on employee performance in the future. If employee commitment decreases, it will result in a decrease in employee performance and have an impact on the image and earnings of the institution. Not only that, commitment also has an impact on employee loyalty. If it is not well formed it will have an impact on employees who ultimately decide to resign from the institution. According to Agarwal (in Sopiah, 2008) that commitment has an impact on the organization because commitment makes the desire to stay or leave the organization high and low.

The results of a survey conducted by the leading human resource consultant Watson Wyatt (2006) show that this research is the most comprehensive and the first to be conducted in Indonesia and Asia regarding employee commitment, attitudes and views. The survey was followed by more than 8,000 actual respondents from 46 institutions in 14 major industries in

Indonesia. This number of respondents accounted for 9% of the total sample of the Work Asia study, which was conducted in 11 countries, covering 515 institutions, and 115,000 actual respondents. This survey focuses on measuring the aspects of commitment (committment), work alignment and employee empowerment (enablement), which are 3 things that have a major impact on the foundation of the institution.

The ambiguity of Indonesian employees is seen in the aspect of commitment. As many as 85% of employees feel proud to work at their institution (this figure exceeds Asia Pacific employees who are only 77%), 80% of employees believe in the long-term success of the institution (this figure exceeds Asia Pacific's only 72%), but only 35% of employees Indonesia that wants to stay in an institution even though jobs in other institutions are almost the same in terms of salary, position and scope of work. Compare, for example, with the survey results for the Asia Pacific level where 57% of employees chose to stay even though similar positions were available at other institutions.

Seeing the above phenomenon, commitment is important for every employee who works in an organization. Because in this commitment also includes employee performance and also affects the organization he is involved in. Are you willing to commit and also contribute to the organization or institution he works for? Trust and acceptance of employees towards the values applied in the organization can increase the commitment that employees have. Then the willingness to strive for the achievement of the interests of the organization and the desire to maintain a position as a member of the organization.

Employee performance is very important in the company's efforts to achieve its goals. Higher performance implies an increase in efficiency, effectiveness, or a higher quality of completing a series of tasks assigned to an employee in an organization. Based on the explanation above, the authors feel that it is important to follow up on the effect of commitment and trust through job satisfaction on the performance of the regional secretariat employees of Boven Digoel Regency.

LITERATURE REVIEW

A. Previous Research

A literature review is a brief description of the study / research that has been carried out around the problem to be studied so that it is clear that the study that is being carried out is not a repetition or duplication of existing studies / research. The studies analyzed included:

Table 2.1. Previous Research

No.	Researcher	Title	Location Research	Type Research	Research result
1.	Wesiati Setyaningood, (University Diponegoro, 2003).	The Trust Influenceaan at the boss, job satisfaction And Commitment Against Performance Employees	PEMKOT Semarang	Quantitative	Show that the three variables X (Trust in superiors, satisfaction and commitment) influential simultaneous to performance employees.

2.	Aryo Kristiardhana (University Diponegoro 2011).	Analysis Influence Work motivation and Commitment Organizational to Performance Employees.	PT. BPR Aesthetics Artha For Semarang	Quantitative	Show that employee motivation and commitment significant effect on employee performance.
3.	Dwi Arisanty (University Brawijaya Malang 2007).	Influence Commitment Employees To Achievement Work	Studies at PT. PG. Unit I New Krebet Bululawang-Poor	Quantitative	From the results of data processing By using SPSS The result is that Employee willingness variable has a positive effect on itdap job satisfaction Partial

Definition of Trust

Trust according to Robbins and Judge is a positive expectation that other people will not act opportunistically. The term opportunistic refers to risk in a trust-based relationship. Trust is the most valued value in human relationships and may be a concept that is poorly understood in the workplace or the trust people have in others.

Definition of Commitment

In organizational behavior according to Stephen P. Robbins and Timothy defines commitment as a condition in which an employee sides with a particular organization and the goals of his desire to maintain membership in that organization. According to Fred Lutans, commitment is: (1) a strong desire to become a member of a group, (2) a high willingness to work in the organization, (3) a certain belief and acceptance of the values and goals of the organization.

Definition of Job Satisfaction

Job satisfaction is a positive or negative attitude that an individual has about work (Greenberg & Baron, 2003). Meanwhile, Kreitner and Kenicki (2001) state that job satisfaction is a response to a person's affection or emotion towards their job. Meanwhile, Robins (2003) defines job satisfaction as a person's general attitude towards work results. Job satisfaction is the result of the overall degree of liking or dislike of workers towards various aspects of their work (Munandar, 2001).

Definition of Performance

Performance is an outcome achieved by workers in their field of work according to certain criteria that apply to a particular job and are evaluated for certain people. A person to achieve high performance depends on cooperation, personality, diversity of intelligence, leadership, safety, job knowledge, attendance, loyalty, toughness and initiative. Likewise, according to Robins (2000), employee performance is a function of the interaction between ability and motivation. If anything is inadequate, performance will be negatively affected. Besides motivation, it is also necessary to consider the ability (intelligence and skills) to explain and assess employee performance.

RESEARCH METHODS

Approach and Type of Research

The research approach used in this research is a quantitative approach. What is meant by quantitative research, namely research in which researchers only develop concepts and collect facts, but do not test hypotheses and study one case which is carried out intensively, in-depth, in detail and comprehensively (Sugiyono, 2013: 54).

Population and Sample

In this study the population is all employees of the Regional Secretariat of Boven Digoel Regency, amounting to 89 employees. The sample in this study was taken using saturated or census samples so that the population in this study were 89 respondents.

Data collection technique

To obtain this data, data collection techniques are carried out by literature research, interviews, questionnaires, and observations. First, literature research. The library research aims to collect data and information with the help found in the library, such as studying documents, notes and reference books related to trust, commitment, job satisfaction, and the desire to move. Second, interview. Data obtained by communicating and asking questions directly to the company or employees about the problems studied, namely trust, commitment, job satisfaction, and desire to change employees. Third, through a questionnaire. Data dissemination was carried out by submitting a list of statements which were distributed to a number of respondents. Furthermore, observation. Collecting data by directly observing problems related to research, namely trust, commitment, job satisfaction, and the desire to change employees.

Research sites

This research will be conducted on all employees of the Regional Secretariat of Boven Digoel Regency, totaling 89 employees. The sample in this study was taken using saturated or census samples so that the population in this study were 89 respondents.

Data source

Data was collected and collected from all decision makers in the planning and staffing departments. The resulting data sources are the result of a process carried out every year, which of course will not be the same for each area, depending on the extent of their knowledge and experience in carrying out the planning process. In this case, the implementation of planning management and leadership skills are the main factors.

Data collection technique

In accordance with the type of data, this study uses interview data collection methods, observation and documentation. These three data collection methods are characteristic of qualitative research. Bogdan and Biklen (2003) wrote that qualitative research and those that most embody the characteristics we just touched upon are participant observation and in-depth interviewing.

Thus, data collection by interview will be carried out by the method of key person or in-depth interviews (in-depth interviews), in the sense that all data sources will be interviewed and the results of the interviews will be documented for further qualitative analysis. Everything related to the employee planning process, including those related to objectives, initial steps starting from the analysis, planning process, calculation and organizing process, to actualizing and controlling analysis, will be questioned and will be documented for further qualitative analysis.

Data analysis technique

According to Azwar (2010) data analysis method is a method used to process and analyze research results to be used as a basis for drawing conclusions. Analysis of the data that has been obtained is intended as a way of organizing data in such a way that it can be read and interpreted.

Miles and Huberman, 1984 (in Sugiyono, 2008) suggest that activities in qualitative data analysis are carried out interactively and continue to completion, so that the data is saturated. Activities in data analysis, namely:

1. **Data reduction** (*data reduction*). Data reduction is to summarize all the data that has been obtained from the field, choose the main things, focus on the important things, look for themes and patterns. Thus the data that has been reduced will provide a clearer picture, and make it easier for researchers to carry out further data collection, and search for it if necessary.
2. **Presentation of data** (*display data*). Namely a description of an organized collection of information that will make it easier to understand what happened, plan the next work based on what has been understood. The most frequent presentation of data in qualitative research is narrative text.
3. **Conclusion / verification** (*conclusion drawing / verification*). The initial conclusions put forward are still provisional, and will change if no supporting evidence is found at the next data collection stage. However, if the conclusions put forward at an early stage are supported by valid and consistent evidence when the researcher returns to the field of collecting data, then the conclusions put forward are credible conclusions. The data analysis of this research uses an interactive model in which the components of data analysis (which include reduction, data presentation, and conclusion drawing) are interactively interconnected during and after data collection, Miles & Huberman 1984 (in Sugiyono, 2008).

Checking the Validity of Findings / Conclusions

Before analyzing and interpreting the data, the validity of the data was first performed. In this research, data validity will be checked using credibility criteria. To increase the level of credibility of the research results, data validity checking techniques are carried out. The validity of the data in this study was carried out with the participation extension technique in which the researcher lived in the research field until he obtained as much data as possible. With the extension of participation, the degree of confidence in the data collected can be increased.

The data obtained through observation, interviews and documentation are numerous and complex and still mixed, so that data reduction is made. In this reduction process, a selection is carried out to select relevant and meaningful data, which leads to problem solving, discovery, and meaning to answer questions. Likewise, the researcher's treatment of the transcript, the writer took it as research data, then the researcher would enter it into the research report.

The process of selecting data leads to problem solving, discovery, meaning, and is simply formulated, systematically arranged by highlighting more substantive matters. It is hoped that this way will provide a sharp abstraction of the meaning of the findings in the field.

RESEARCH RESULT

Description of Research Results

The results of the study consisted of a description of the research object, validity test, reliability test, description of respondent responses, and hypothesis testing and determinant coefficient.

The construct validity test shows how well the results obtained from the use of a measurement are in accordance with the theories used to define a construct, namely by looking at the correlation between the construct and the question items and the relationship with other variables, so that variable testing is used by looking at the outer loading value. .

The validity test in SmartPLS is assessed based on the loading factor indicators that measure the construct, the rule of thumb used for the initial research is the maximum factor if the value is ≥ 0.30 (level of minimum), for loading factor ± 0.40 is better and $> 0,50$ is considered very good. Or the range of statistical values is twice as large as the standard error values. The higher the loading factor value, the more important the role of loading is in interpreting the factor matrix.

the variables of commitment, trust, job satisfaction and performance each have a loading value (original sample) of factors above 0.5 and are categorized as very good (valid) and then hypothesis testing is carried out.

The reliability test in the Smart Partial Least Square is used to measure the accuracy, consistency and precision of a measuring instrument in measuring. The reliability test is measured by composite reliability. The cronbach alpha research variable consisting of a commitment of 0.984, Trust is 0.951, job satisfaction is 0.844 and performance is 0.819. All variables have a Cronbach's alpha value greater than 0.7 so that the construct in this study is declared reliable or valid.

Research Object Overview

Description of Respondents' Responses

Respondents in this study were employees of the Regional Secretariat of Boven Digoel Regency, the sample in this study were 89 respondents with statements related to commitment, trust, job satisfaction, and performance. This can be described as follows:

Respondents' Responses

Descriptions of respondents' responses related to the Commitment variable (X1) Trust (X2), job satisfaction (Y1), performance (Y2), can be seen in the following table:

Table 1. Respondents Responses About commitment
 Description of the next respondent's response about commitment can be seen in the following table.

O	Statement	Average
	Affective Commitment	
	I feel very happy and part of the family at this agency	3,416
Continuance commitment		
	I find it difficult to leave this agency for fear of not getting job opportunities elsewhere	3,404
Normative Commitment		
	I feel that this institution has done a lot for my life	3,438

Source: Data Processing (2020)

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. The statement about "I feel that this agency has done a lot of services for my life" is a statement with the highest respondent value in the very high category which indicates that the indicator *Normative Commitment* very good. As

for the statement regarding "I find it difficult to leave this agency for fear of not getting job opportunities elsewhere. ". is the statement with the lowest respondent's response but still falls into the good category.

Descriptions of the next respondent's responses about trust can be seen in the following table.

Table 2. Respondents' Responses About Trust

O	Statement	Average
	Integrity	
	I work honestly and be true to a job	3,787
Ability		
2	I have knowledge and skills at work.	3,281
Consistency		
	At work I always have good judgment in handling situations.	3,576
Loyalty		
	In dealing with difficult situations you are able to be willing to protect and save face for co-workers	3,570
Openness		
	You are willing to share ideas and information freely with your colleagues	3,820

Source: Data Processing (2020)

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. The highest response is the statement about "You are willing to share ideas and information freely with your colleagues" with the average value of the respondents' responses that are in the good category. This shows that the indicator of Openness is very good. The lowest respondent's value was the statement about "I have knowledge and skills at work". Even though the respondent's response score for this statement is the lowest, this value is in the good category which indicates that the indicators of attention to detail are quite good.

Descriptions of the next respondent's responses about job satisfaction can be seen in the following table.

Table 3. Respondents Responses About job satisfaction

O	Statement	Average
	Job Satisfaction	
	I am satisfied with the work that is currently being done	3,685
Satisfaction Against Rewards		
	The salary I currently receive is satisfactory, in accordance with the workload and responsibilities I carry	3,876

Satisfaction With Colleagues		
	When needed, colleagues provide direct assistance in an effort to complete work on time	3,753

Source: Data Processing (2020)

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. A statement about "The salary I have received at this time is satisfactory, in accordance with the workload and responsibilities that I carry." is a statement with the highest respondent value in the very high category, which shows that the indicators of satisfaction with rewards are very good. As for the statement regarding "I am satisfied with the work that is currently being done" is the statement with the lowest respondent's response, but it has entered the very good category

Descriptions of the next respondent's responses about performance can be seen in the following table.

Table 4. Respondents' Responses About Performance

O	Statement	Average
	quality	
	I can complete office work properly and correctly	3,528
Quantity		
	I was able to complete additional work well in the allotted time	3,966
Implementation of duties		
	I am able to do the job accurately or without mistakes	3,865
Responsible		
	I always carry out the job given by my boss with full responsibility	3,663

Source: Data Processing (2020)

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. The statement about "I am able to complete additional work well within the specified time" is a statement with the highest respondent's value in the very high category. As for the statement regarding "I can complete office work properly and correctly " is a statement with the lowest respondent's response but has entered the very good category.

Discussion and Research Results

The effect of commitment on job satisfaction

Based on the results of statistical tests for the commitment variable, it is concluded that commitment partially has a positive and significant effect on job satisfaction. This shows that if the commitment is getting better, it will increase job satisfaction. The results also showed respondents' responses about commitment to job satisfaction which showed a high / good average response of respondents although there were still those who showed doubts and disagreement with the current perceived job satisfaction towards commitment. Based on the results of interviews and observations with employees who were met, it was said that the commitment at the Regional Secretariat office of Boven Diogel district was quite good but needed to be improved because there were some employees who had low work commitment so that it had an impact on job satisfaction.

The results of this study are supported with the opinion of Ferres et al in Janefi Alfiah (2013). Organizational trust is characterized by openness, care, reliability and identification of an organization to its employees. Trust in superiors is characterized by loyalty, openness and consistency of superiors towards their subordinates. And trust in coworkers is marked by integrity, competence, consistency, loyalty and openness between one employee and another. High trust in the company will increase employee job satisfaction

These results are also supported by research Janefi Alfiah (2013) entitled the effect of conflict on job satisfaction through trust. The results of the analysis show that trust has a positive and significant effect on employee job satisfaction.

The influence of trust on job satisfaction

The results showed that the trust variable had a positive and significant effect on employee job satisfaction. Based on these results, it shows that if the trust is getting better, it will increase employee job satisfaction. The results showed the respondents' responses about organizational commitment and employee job satisfaction which showed a high / good average response of respondents although there were still those who showed doubts, disagreed and strongly disagreed with the current perceived job satisfaction of trust. Based on the results of interviews with employees who were met, it was said that the trust in the Regional Secretariat of Boven Diogel district was not good enough so that there needed to be improvements so that it had an impact on job satisfaction.

The effect of commitment on performance

Based on the results of statistical tests for the variable commitment to performance it is concluded that commitment partially has a significant effect on performance. Based on these results, it shows that if the commitment is getting better, it will improve performance. The results showed that the respondents' responses about commitment and performance showed a high / good average response of respondents although there were still those who showed doubts, disagreed and strongly disagreed with the current perceived performance towards commitment.

This is in accordance with the theory put forward by Schein (2011: 85) that another factor that affects performance is employee commitment to the organization. Nyhan stated in Nurandini & Lataruva (2014) that high employee commitment to the organization will increase performance and reduce absenteeism levels.

These results are also supported by research Nurandini & Lataruva (2014) with the title Analysis of the influence of organizational commitment on employee performance (a study on employees of PERUMNAS Jakarta). The results showed that commitment has a positive and significant effect on employee performance.

The effect of trust on performance

Based on the results of statistical tests for the trust variable on performance it is concluded that partially trust has a significant effect on performance. Based on these results, it shows that if the trust is getting better, it will improve performance. The results showed that the respondents' responses about trust and performance showed a high / good average response of respondents although there were still those who showed doubts, disagreed and strongly disagreed with the current perceived performance of trust. Based on the results of interviews and observations with employees met, it is said that for performance-related beliefs, it shows that employees at the Regional Secretariat of Boven Regency have low trust so that it has an impact on their performance at work.

These results are also supported by research Sriwidodo, U., & Sugito, B. (2012). with the title The Effect of Leadership, Trust and Job Satisfaction on Employee Performance. The results showed that trust had a significant effect on employee performance.

Effect of job satisfaction on performance.

Based on the results of statistical tests for variables Job satisfaction on performance concluded that job satisfaction partially has a significant effect on performance. Based on these results, it shows that if job satisfaction is getting better, it will increase performance. The results showed that respondents' responses about job satisfaction with performance showed a high / good average response of respondents although there were still those who showed doubts, disagreed and strongly disagreed with the current perceived performance of job satisfaction.

These results are in line with the theory put forward by Robbins in Ayu Desi Indrawati (2013) which states that satisfied employees are more likely to speak positively about the organization, help others, and make their job performance exceed normal estimates. These results are also supported by the research of Ayu Desi Indrawati (2013) entitled The effect of job satisfaction on employee performance and customer satisfaction at private hospitals in Denpasar. The results of the analysis show that job satisfaction has a positive and significant effect on performance.

The effect of commitment on job satisfaction and performance.

The research results show that the commitment variable has a positive and significant effect on the performance variable if it is mediated by job satisfaction. Based on these results, it shows that if commitment is getting better, it will improve performance if it is mediated by job satisfaction. The results of the study show that respondents' responses about commitment, job satisfaction and performance indicate a high / good average response rate of respondents although there are still those who show doubtful responses,

The influence of trust on job satisfaction and performance.

The results of the study show that the trust variable has a positive and significant effect on the performance variable if it is mediated by job satisfaction. Based on these results, it shows that if trust is getting better, it will improve performance if it is mediated by job satisfaction. The results showed that respondents' responses about trust, job satisfaction and performance indicated a high / good average response of respondents although there were still those who showed doubts, disagreed and strongly disagreed with job satisfaction and performance that is currently being felt on trust.

CONCLUSION

Based on the results of this study, the following conclusions can be drawn:

The commitment variable partially has a positive and significant effect on job satisfaction at the Regional Secretariat of Boven Digoel district, which means that the better the commitment, the increase in employee job satisfaction.

The trust variable partially has a positive and significant effect on job satisfaction at the Regional Secretariat of Boven Digoel Regency, which means that the better the trust in the Regional Secretariat of Boven Digoel Regency, the better job satisfaction of employees is.

The commitment variable partially has a positive and significant effect on performance at the Regional Secretariat of Boven Digoel district, which means that the better the commitment, the better the performance.

The trust variable partially has a significant positive effect on the performance of the Regional Secretariat of Boven Digoel Regency, which means that the better the trust in the Regional Secretariat of the Boven Digoel Regency, the better the employee performance will not be.

Job satisfaction variables have a positive and significant effect on employee performance in Boven Digoel district, which means that the better job satisfaction of employees at the Regional Secretariat of Boven Digoel district, the better the performance.

The commitment variable has a positive and significant effect on performance at the Regional Secretariat of Boven Digoel Regency if it is mediated by job satisfaction, which means that the better the commitment at the Regional Secretariat of Boven Digoel Regency will improve performance if it is mediated by job satisfaction.

The trust variable has a positive and significant effect on the performance of the Regional Secretariat of Boven Digoel district, if it is mediated by job satisfaction, which means that the better trust in the Regional Secretariat of Boven Digoel district will increase work performance if it is mediated by job satisfaction.

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