

The influence of personal and job characteristics on organizational commitment and employee work performance at state university

La influencia de las características personales y laborales en el compromiso organizacional y el desempeño laboral de los empleados en la universidad estatal

UMI Farhah, Nida¹
WARSITO, Chandra²
LUR Rochman, Kholil³
WIHUDA, Faizal⁴

Abstract

This study aims to analyze the influence of personal and job characteristics on organizational commitment, and employee work performance. Objects in this study are state university staffs with 175 participants. The sampling method used in this study is proportional stratified random sampling, which based on rank and class of civil servants within the state university. Results of the study could fill the gap on the particular subject study, in terms of the influence of individual characteristics, job characteristics on organizational commitment, and work performance

Key words: personal characteristics, job characteristics, organizational commitment, work performance

Resumen

Este estudio tiene como objetivo analizar la influencia de las características personales y laborales en el compromiso organizacional y el desempeño laboral de los empleados. Los objetos en este estudio son el personal de las universidades estatales con un total de 175 participantes. El método de muestreo utilizado en este estudio es el muestreo aleatorio estratificado proporcional, que se basa en el rango y la clase de los funcionarios dentro de la universidad estatal. Los resultados del estudio podrían llenar el vacío en el tema de estudio en particular, en términos de la influencia de las características individuales, las características del trabajo en el compromiso organizacional y el desempeño laboral.

Palabras clave: características personales, características del trabajo, compromiso organizacional, desempeño laboral

¹ Researcher. IAIN Purwokerto. nidaumi@iainpurwokerto.ac.id

² Lecturer. Faculty of Islamic Economics and Business. IAIN Purwokerto. chandra@iainpurwokerto.ac.id

³ Lecturer. Faculty of Da'wah. IAIN Purwokerto. cholil@iainpurwokerto.ac.id

⁴ Researcher. Al Irsyad Al Islamiyyah Purwokerto. faizalwihuda@gmail.com

1. Introduction

All of the educational institutions' leaders certainly have desires that all employees could execute their tasks at work properly. To assess if the performance is following the institution standard, the performance evaluation is usually applied. Therefore, performance evaluation is essential; in case this is not available, it would lead to unfavorable working conditions that would harm the institutions, along with the emergence of bad habits such as laziness and non-compliance activities. This empirical paper also shows the critical role of management, which is always, demanded the sustainability of an institution and facing the dynamics continuously.

Work performance is the result achieved by a person or groups within the organization under their respective job description, and this is in order to achieve organizational goals ethically and legally (Bernardin and Russell, 1993; Griffin, Neal and Parkerr, 2007; Borman and Motowidlo, 1997). While the performance itself, according to Schechner, (2004) is the result or output of a process. It also refers to achievement or work results. Gibson et al., (1997) explained that there are three variables groups, which affect someone's performance, which is personal variables such as skill, expertise, background, social status, experience, age, ethnic and gender. Secondly, the Organizational variable, such are resources, leadership, reward, structure, and design of work. Thirdly, the psychological variable includes perceptions, attitude, learning capability, character, and motivation.

While achievement, according to Weiner, (1985) is a person's success in conducting their job. In similar a vein, Poter and Lawler (1968) argued that performance is the successful role achievement gained by a person's action.

Personal characteristics are the part of the personality that is deeply attached to a person, and this characteristic could be predicted in facing a situation and task at work. Mathiue & Zajac (1990) states that personal characteristics are a person's perspective on different goals, need, and abilities that distinguish individuals from one to another. According to Darma (2005), several individual characteristics affect work performance includes age, gender, educational level, years of service, employee's work location, and work environments such as partners, supervisor, organization, rewards, and salary.

Al-Tit and Suifan (2015) stated that organizational commitment is influenced by personal characteristics consist of age, years of service, educational level, and gender. Dyne and Graham (2005) mentioned that either personal characteristics of someone who has married tend to perform better due to willingness to accept various forms of rewards, financially or non-financially, which shows the impact of greater responsibility to the family.

Job characteristics refer to the nature of job tasks, which includes responsibility, task variety, and satisfaction level gained from the task itself (Subyantoro, 2009). Simamora (2001) stated that job characteristics are an approach to job enrichment. The result of this study shows that there is a positive influence between job characteristics and organizational commitment (Ünüvar, 2006; Faraji, Ramazani, Hedaiati, Aliabadi, Elhamirad, & Valiee, 2015). Stoner, Edward, and Gilbert (1996) also wrote that employee Work Performance depends on a person's skill. Demerouti, (2006) concluded that there is a positive relationship between job characteristics with employee work performance.

Organizational commitment is a relative strength of an individual's identification with an organization, and an individual's involvement in an organization (Mowday, Porter and Steers 1982). Factors that influence this organizational commitment are personal characteristics and job characteristics (Maghfiroh, 2012). Organizational commitment reflects how personal identification of a person with an organization along with the goals that must be achieved (Angelo and Robert, 2004).

Greenberg and Baron (2003) stated that organizational commitment is a psychological status that identifies the employee relationship with the organization. It influences a person's decision to continue their membership within the organization or not. Organizational commitment is an employee orientation on the work-result. This

research illustrated how an employee is concerned about his/her work, whether the work itself provides satisfactory and status they required.

This study aims to analyze the effect of personal characteristics, job characteristics on organizational commitment, and work-performance of a state university employee. The result of this study is expected to provide data on this particular subject, which is not widely available. On the practical level, this research is useful for practitioners and managers who work within an educational institution, particularly in making policies related to the personal characteristics and job characteristics concerning the organizational commitment and work performance.

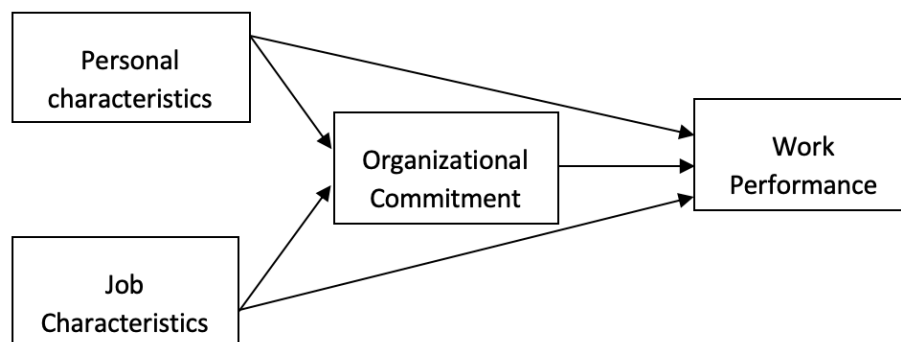
2. Literature Review and Hypothesis Development

From the theory side, this research enriches the concept of Organizational Citizenship Behavior, abbreviated as OCB proposed by Organ (1988). In OCB, the personal behavior of exerting effort beyond their job description is discretionary. In other words, although it is not recognized by the reward system, either directly or explicitly, many of these theories argued that this activity promotes organizational performance effectively.

This study also intended to give contribute to the Podsakoff Meta-analysis (Podsakoff, Whiting, Podsakoff & Blume, 2009), which collected and analyzed of more than 500 research paper associated with organizational citizenship behavior but still unable to uncover the significant reason of why the OCB phenomenon occurred.

Based on that description, the relationship between the variables of personal and job characteristics, with the organizational commitment and the work performance is illustrated by the following model:

Figure 1
Model of the Study



2.1. Hypothesis

1. Personal Characteristics

The individual characteristics variable, which is expected to increase the work performance, require commitments that must be agreed upon by the employee. Besides, skill, self-confidence, and appreciation also have an impact on performance improvement. Research conducted by Lee and Lee (2000) concluded that personal characteristics influence organizational commitment includes age, years of service, level of education, and gender.

As stated before, Dyne and Graham (2005) argued that personal characteristics of someone who has married tend to perform better due to willingness to accept various forms of rewards, financially or non-financially, which shows the impact of greater responsibility to the family. Furthermore, the personal characteristics of each human resource differ from one to another. According to Mathiue & Zajac (1990), personal characteristics are consist of age, gender, years of service, educational level, race, nation, and personality. According to Robbins and Judge

(2013), most of the character information could be obtained from data available in an employee's file, and thus, the factors within it are more comfortable to define. Personal characteristics factors, according to Robbins and Judge (2013), including age, sex, marital status, number of family dependents, and years of service. As in someone's biographical characteristics, people could be analyzed from their age, gender, marital status, number of family dependents, and years of service. According to Morrow, it stated that organizational commitment is influenced by personal characteristics, includes age, years of service, educational level, and gender (Prayitno, 2005). The stated first alternative hypothesis is :

H1: Personal characteristics have a significant influence on employee's work performance.

2. Job Characteristics

Job characteristics are the basis for organizational productivity and job satisfaction, which its design plays a vital role in supporting the success and organizational survival. Under the conditions of increasing competition, well-designed jobs would be able to attract and retain employees as they also provide the motivation that ultimately results in quality products and services.

Filer, Randall and Peter (1988) explains that job characteristics are internal aspects of a job that refers to the contents and conditions of the job itself. Jernigan and Beggs (2010) argued that intrinsically satisfying work would be more motivating for many people than unsatisfactory work, and vice versa.

According to Hackman and Lawler (1971), job characteristics is an internal aspect of work itself, from variations of skill-requirement, procedures, the clarity of job description, importance level of the job, to the authority and responsibilities as well as feedback of the task.

Based on the description, the second alternative hypothesis could be arranged as follows:

H2: Job characteristics have a significant influence on work performance

3. Personal Characteristics, Job Characteristics with Organizational Commitment and Employee Work performance Variable

Job characteristics are the nature of a task, which consists of responsibilities, types of work, and level of satisfaction from the task. Employee commitments towards an organization could be used as primary support for the sustainability of an organization, and the characteristics of the job itself influence it.

The result from studies conducted by Purwaningsih (2008) stated that there is a positive relationship between job characteristics and organizational commitments. As also concluded by Ünüva (2006) that job characteristics have a positive relationship with organizational commitments. Robbins (2008) explained that there are three critical theories related to job characteristics, which are the requisite task attributes theory; job characteristics model theory, and social information-processing model.

The results of these studies indicated that employees with high-level of job requirements and more precise job descriptions would be considered that their job is more meaningful. In addition, with a high level of autonomy, which resulted in the sense of greater responsibility, mainly if adequate feedback is provided, an employee would have a better understanding of their roles and functions. Moreover, this sense of meaningfulness, responsibility, and understanding would later result in better motivation and job satisfaction.

The five dimensions of job characteristics eventually would affect three psychological conditions that are important to the employee. These are work meaningfulness, responsibility, and the information of work-results. Finally, these variables would result in internal motivation, Work Performance, and Job satisfaction.

In the model theory of job characteristics, the growth-needs of the employee plays an essential role. For this high-level growth-needs case, it shows an increasing effect on personal output at work, which are work performance, job satisfaction, and quality of work.

Based on the description, three additional hypothesis are proposed as follows:

H3: Personal characteristics have a significant influence on organizational commitment

H4: Job characteristics have a significant influence on organizational commitment

H5: Organizational commitment has a significant influence on work performance

3. Methodology

This research is a case study and using the survey as a sampling method. Survey research is a study that takes a sample from the population and uses its data for analysis Hair, Black, Babin and Anderson, (2014). The study took place at the state university in Central Java, from 6 June to September 6, 2019. Objects in this study are university employees, with status as civil servants. The sampling process is stratified random sampling and the samples were obtained by a questionnaire based on a population of 175 employees. Data is measured in 5 points bipolar adjective scale (Ferdinand, 2005). Validity test is conducted by *confirmatory factor analysis* (CFA) with analysis of moment structures (AMOS) program. The model theory, along with the data, is analyzed using AMOS Structural Equation Modelling (SEM).

4. Result

4.1. Data description

The respondents in this research are employees at state universities. The results of the study are set in accordance with each variable.

Table 1
Data Description of personal characteristic variable

Dimension	Score	Frequency	Percentage (%)
Skill	2	37	5,29
	3	185	26,43
	4	313	44,71
	5	165	23,57
	Total	700	100,00
Education	2	17	4,86
	3	97	27,71
	4	143	40,86
	5	93	26,57
	Total	350	100,00
Work Experience	2	32	6,10
	3	161	30,67
	4	221	42,10
	5	111	21,14
	Total	525	100,00

Table 2
Data Description of Job Characteristics Variable

Dimension	Score	Frequency	Percentage (%)
Responsibility	2	31	5,90
	3	146	27,81
	4	224	42,67
	5	124	23,62
	Total	525	100,00
Job Variation	2	18	5,14
	3	115	32,86
	4	145	41,43
	5	72	20,57
	Total	350	100,00
Workload	2	31	5,90
	3	143	27,24
	4	232	44,19
	5	119	22,67
	Total	525	100,00

Table 3
Data Description of Organizational Commitment Variable

Dimension	Score	Frequency	Percentage (%)
Sense of Belonging	2	24	4,57
	3	157	29,90
	4	238	45,33
	5	106	20,19
	Total	525	100,00
Attachment to Workplace	2	7	4,00
	3	69	39,43
	4	66	37,71
	5	33	18,86
	Total	175	100,00
Meaning of Organization	2	10	5,71
	3	54	30,86
	4	65	37,14
	5	46	26,29
	Total	175	100,00
Career Pleasure	2	11	6,29
	3	52	29,71
	4	73	41,71
	5	39	22,29
	Total	175	100,00
Pride	2	11	6,29
	3	46	26,29
	4	77	44,00
	5	41	23,43
	Total	175	100,00
Disadvantages	2	10	5,71

Dimension	Score	Frequency	Percentage (%)
	3	54	30,86
	4	66	37,71
	5	45	25,71
	Total	175	100,00

Table 4
Data Description of Work Performance, Loyalty, Results, Honesty, Discipline, Creativity, and Collaboration

Dimension	Score	Frequency	Percentage (%)
Loyalty	2	6	3,43
	3	51	29,14
	4	74	42,29
	5	44	25,14
	Total	175	100,00
Result	2	5	2,86
	3	51	29,14
	4	81	46,29
	5	38	21,71
	Total	175	100,00
Honesty	2	8	4,57
	3	58	33,14
	4	83	47,43
	5	26	14,86
	Total	175	100,00
Discipline	2	9	5,14
	3	48	27,43
	4	83	47,43
	5	35	20,00
	Total	175	100,00
Creativity	2	15	8,57
	3	42	24,00
	4	71	40,57
	5	47	26,86
	Total	175	100,00
Collaboration	2	8	4,57
	3	52	29,71
	4	67	38,29
	5	48	27,43
	Total	175	100,00

Table 5
Data Description of Work Performance, Leadership, Personality, Initiative, and Skill Variable

Dimension	Score	Frequency	Percentage (%)
Leadership	2	14	8,00
	3	43	24,57
	4	80	45,71
	5	38	21,71

Dimension	Score	Frequency	Percentage (%)
	Total	175	100,00
Personality	2	9	5,14
	3	42	24,00
	4	67	38,29
	5	57	32,57
	Total	175	100,00
Initiative	2	15	8,57
	3	50	28,57
	4	68	38,86
	5	42	24,00
	Total	175	100,00
Skill	2	6	3,43
	3	48	27,43
	4	82	46,86
	5	39	22,29
	Total	175	100,00

A. Assumption of Structural Equation Modelling (SEM) Analysis

a. Validity and Reliability Test

1) Convergent Validity

Table 6
Result from Convergent Validity Test

Variable	Variance extracted (AVE)	Square Root AVE
Personal Characteristics (KI)	0,903	0,950
Job Characteristics (KP)	0,904	0,951
Organizational Commitment (KO)	0,897	0,947
Work Performance (K)	0,932	0,966

2) Discriminant Validity

Table 7
The result from Discriminant Validity

	KI	KP	KO	K
KI	0,903			
KP	0,891	0,904		
KO	0,896	0,870	0,897	
K	0,889	0,872	0,873	0,932

Note: The underlined number is the root of AVE

b. Reliability and Variance Extract Test

1) Reliability Test

Table 8
The result from construct reliability

Variable	Construct reliability
Personal Characteristics	0,988
Job Characteristics	0,987
Organizational Commitment	0,986
Work Performance	0,993

2) Variance Extract

Table 9
The result from Variance Extract

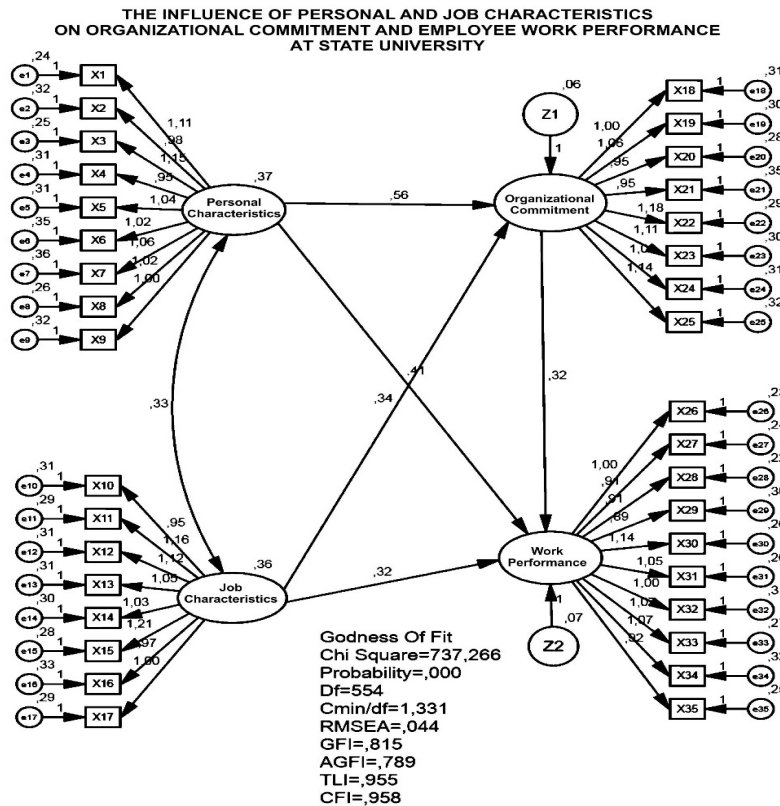
Variable	Variance extracted (AVE)
Personal Characteristics (KI)	0,903
Job Characteristics (KP)	0,904
Organizational Commitment (KO)	0,897
Work Performance (K)	0,932

Table 10
Results from Structural Equation Modelling Analysis

Variable		Estimate	S.E.	C.R.	P
Organizational Commitment	Personal Characteristics	0,584	0,133	4,241	0,000
Organizational Commitment	Job Characteristics	0,35	0,126	2,731	0,006
Work Performance	Organizational Commitment	0,282	0,141	2,249	0,025
Work Performance	Personal Characteristics	0,378	0,153	2,694	0,007
Work Performance	Job Characteristics	0,29	0,135	2,370	0,018
X9	Personal Characteristics	0,733			
X8	Personal Characteristics	0,777	0,099	10,328	0,000
X7	Personal Characteristics	0,732	0,109	9,752	0,000
X6	Personal Characteristics	0,727	0,106	9,679	0,000
X5	Personal Characteristics	0,749	0,104	9,983	0,000
X4	Personal Characteristics	0,723	0,099	9,611	0,000
X3	Personal Characteristics	0,817	0,106	10,92	0,000
X2	Personal Characteristics	0,727	0,102	9,623	0,000
X1	Personal Characteristics	0,809	0,102	10,828	0,000
X17	Job Characteristics	0,747			
X16	Job Characteristics	0,714	0,102	9,533	0,000
X15	Job Characteristics	0,806	0,11	11,025	0,000
X14	Job Characteristics	0,75	0,102	10,095	0,000
X13	Job Characteristics	0,75	0,103	10,163	0,000
X12	Job Characteristics	0,771	0,108	10,427	0,000
X11	Job Characteristics	0,788	0,108	10,691	0,000
X10	Job Characteristics	0,715	0,099	9,566	0,000
X18	Organizational Commitment	0,728			
X19	Organizational Commitment	0,755	0,107	9,885	0,000
X20	Organizational Commitment	0,732	0,099	9,625	0,000
X21	Organizational Commitment	0,689	0,106	8,906	0,000
X22	Organizational Commitment	0,79	0,114	10,276	0,000
X23	Organizational Commitment	0,765	0,111	9,979	0,000

Variable		Estimate	S.E.	C.R.	P
X24	Organizational Commitment	0,756	0,111	9,827	0,000
X25	Organizational Commitment	0,768	0,114	9,942	0,000
X26	Work Performance	0,813			
X27	Work Performance	0,78	0,076	12,018	0,000
X28	Work Performance	0,788	0,075	12,1	0,000
X29	Work Performance	0,737	0,081	10,999	0,000
X30	Work Performance	0,83	0,088	12,994	0,000
X31	Work Performance	0,808	0,083	12,57	0,000
X32	Work Performance	0,767	0,086	11,594	0,000
X33	Work Performance	0,808	0,085	12,579	0,000
X34	Work Performance	0,781	0,089	11,924	0,000
X35	Work Performance	0,777	0,078	11,831	0,000

Figure 4.1
Structural Equation Modelling Result



Based on the Figure 4.1 and Table 10, The Structural equation constructed from substructure 1 as follows:

$$KO = 0,584 KI + 0,350 KP + Z_1$$

$$K = 0,282KO + 0,378KI + 0,290 KP + Z_2$$

where:

- K = Work Performance
- KO = Organizational Commitment
- KI = Personal Characteristics
- KP = Job Characteristics

5. Discussion

a. Discussion of first Hypothesis

The result of the first hypothesis test in this study showed that the personal characteristics had a positive influence on the work performance variable. It shows that the personal characteristics of the university staff can influence work performance. Personal characteristics are measured by expertise, level of education, and work experience. The result showed that most of the personal characteristics have a high level of the score; it shows that employee has sufficient expertise, educational level, and work experience to execute the work tasks. It was followed by an increase in work performance, which shown by loyalty, work results, honesty, discipline, creativity, collaboration, leadership, personality, initiative, and skills. Personal characteristics that are expected are proven to contribute to work performance.

Either result of this study supports previous research, for example, Dyne and Graham (2005), which stated that the personal characteristics of someone who has married, tend to perform better due to willingness to accept a various form of rewards, financially or non-financially, which shows the impact of greater responsibility to the family.

The result is also consistent with the study of Stoner *et al.*, (1996), which shows that work performance depends on a person's skill and abilities.

b. Discussion of Second Hypothesis

The result shows that job characteristics have a positive influence on work performance. It shows that the work characteristics at the university can influence the work performance of the employee in it. The job characteristics variable is measured by analyzing the responsibility, variety of tasks, and workload of an employee.

The high level of the score in this variable indicates that the employee within this institution tends to have moral responsibilities, experiencing a variety of jobs and do not have excessive workload. It resulted in an increase in work performance level indicated by the level of loyalty, work result, honesty, discipline, creativity, collaboration, leadership, personality, initiative, and skills.

The result of this study supports previous research conducted by Mutiara and Panggabean (2001), which identified five important job characteristics or job characteristics model term, consist of a variety of skills, task identity, task meaning, autonomy, and feedback. It was also consistent with research conducted by Butler (2007) which concluded that there is a positive relationship between job characteristics and work performance.

c. Discussion of Third Hypothesis

The result shows that personal characteristics have a positive influence on organizational commitment. It shows that specific personal characteristics within the university staff could affect the organizational commitment. Personal characteristics are measured by analyzing skills, level of education, and work experience. A high level of data illustrated that employees within this institution possessed sufficient skills, educational level, and work experience to finish the everyday task. It contributes to organizational commitment, indicated by a sense of belonging, as the willingness to give resolution on organizational issues, a feeling of unable to leave the organization, proud to be part of the organization, and feels loss if leaving the organization.

This research is supporting the previous research conducted by Indartono and Wulandari (2014). which concluded that personal characteristics influence organizational commitment includes age, years of service, educational level, and gender.

d. Discussion of fourth hypothesis

The result of the study shows that job characteristics have a positive influence on organizational commitment. It illustrated that job characteristics within the university have an impact on organizational commitment. Job

characteristics in this study are measured by analyzing responsibility, task variety, and workload. It means that the higher level of responsibility, task variety, and workload would have a positive influence on Work Performance. The sense of belonging indicates this impact, willingness to be part of the solution on resolving organizational issues, unable to leave the organization, feeling that the organizational is matters and important, feel happy to have a career within the organization and feel proud to be part of an organization and feel lost if they have to leave the organization.

This result supports the previous study conducted by Ünüvar (2006), which concluded that job characteristics have a positive influence on organizational commitment.

e. Discussion of the Fifth Hypothesis

The result from the last hypothesis stated that organizational commitment has a significant influence on Work Performance. Result data shows that there is a positive and significant influence of organizational commitment on work performance. It means that the stronger organizational commitment is, the better Work Performance could be. It could be seen from the score of organizational commitment

A result of this study shows that there is a high level of score regarding organizational commitment and work performance. The high level of work performance is an indication of strong organizational commitment. The result of the data also shows that there is a positive and significant influence of organizational commitment on work performance.

This result is consistent with the study conducted by Mayer, Davis, dan Schoorman (1995) which applied to 330 financial employees in the United States. This study concluded that there is a positive correlation between personal commitments with the organizational commitment towards the work performance level. Study of Kawadaa and Levine (2014) concluded that the high level of productivity in Japanese companies is supported by the high level of human resources commitment within it.

6. Conclusion

The study concluded that personal characteristics and job characteristics variables have a significant effect on the work performance of state university employees. The personal characteristics variable has a significant effect on organizational commitment, as also job characteristics have a significant influence on organizational commitment. Moreover, Organizational commitment also has a significant influence on the Work Performance variable.

This study suggests that organizational commitment could be increase by upgrading the personal and job characteristics of a state university employee. Meanwhile, work performance could be improved by increasing personal and job characteristics and organizational commitment. Further research could be carried out by distinguishing the object of the study between administration staff and lecturers.

Bibliographic References

Al-Tit, A. A., & Suifan, T. S. (2015). The mediating role of job characteristics in the relationship between organizational commitment and job satisfaction. *International Journal of Business and Management*, 10(9), 215. <https://doi.org/10.5539/ijbm.v10n9p215>

Angelo, K., & Robert, K. (2004). *Organizational Behavior*, McGrawHill. Inc, New York.

Bernardin, H. J., & Russell, J. E. A. *Human Resource Management: An Experiential Approach*. 1993.

- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human performance*, 10(2), 99-109.
https://doi.org/10.1207/s15327043hup1002_3
- Butler, A. B. (2007). Job characteristics and college performance and attitudes: A model of work-school conflict and facilitation. *Journal of Applied Psychology*, 92(2), 500.
<https://doi.org/10.1037/0021-9010.92.2.500>.
- Darma, Surya, 2005. *Manajemen Work Performance: Falsafah, Teori dan Penerapannya*. Pustaka Pelajar, Yogyakarta.
- Demerouti, E. (2006). Job characteristics, flow, and performance: The moderating role of conscientiousness. *Journal of occupational health psychology*, 11(3), 266.
<https://doi.org/10.1037/1076-8998.11.3.266>
- Dyne V.L. and Graham J.W. 2005. Organizational Citizenship Behavior: Construct Redefinition Measurement and Validation. *Academy Management Journal*, 37, (4), 765 - 802. <https://doi.org/10.2307/256600>.
- Faraji, O., Ramazani, A. A., Hedaiati, P., Aliabadi, A., Elhamirad, S., & Valiee, S. (2015). Relationship between job characteristics and organizational commitment: A descriptive analytical study. *Iranian Red Crescent Medical Journal*, 17(11).
<https://doi.org/10.5812/ircmj.19815>.
- Ferdinand, Agusty. 2005. *Structural Equation Modeling dalam penelitian Penelitian manajemen*, BP Undip, Semarang.
- Filer, Randall and Peter A. Petri (1988) "A Job-Characteristics Theory of Retirement," *Review of Economics and Statistics*, Vol. 70(1) pp123-129. <https://doi.org/10.2307/1928158>.
- Gibson, et.al, 1997, *Perilaku, Struktur, Proses*, Alih Bahasa Nunuk Adiarni, Erlangga, Jakarta.
- Greenberg, J., and Baron R.A. 2003. *Behavior in Organization*. Eighth Edition. Prentice Hall. Pearson Education International. Australia.
- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of management journal*, 50(2), 327-347.
<https://doi.org/10.5465/amj.2007.24634438>.
- Hackman, J. R., & Lawler, E. E. (1971). Employee reactions to job characteristics. *Journal of applied psychology*, 55(3), 259. <https://doi.org/10.1037/h0031152>.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis: Pearson new international edition*. Essex: Pearson Education Limited.
- Indartono, S., & Wulandari, S. Z. (2014). Moderation effect of gender on workplace spirituality and commitment relationship: case of Indonesian ethics. *Asian Journal of Business Ethics*, 3(1), 65-81.
<https://doi.org/10.1007/s13520-013-0032-1>.
- Jernigan, E., & Beggs, J. (2010). Substitutes for leadership and job satisfaction: is there a relationship?. *Journal of Organizational Culture, Communications and Conflict*, 14(2), 97.
- Kawada, H., & Levine, S. B. (2014). *Human resources in Japanese industrial development*. Princeton University Press.

- Lee, M. J., & Lee, Y. K. (2000). Effects of job characteristics, job performance and organizational commitment on job satisfaction of hospital dietitians in the Taegu Kyungpook area. *Korean J Community Nutr*, 5(4), 672.
- Maghfiroh, Siti. 2012. Pengaruh Komitmen Organisasi, Budaya Organisasi, dan Keterlibatan Kerja terhadap Work Performance Karyawan Baitul Maal Wat Tamil (BMT). *Media Riset Akuntansi*. Vol. 2 Feb 2012.
- Mathiue, J, E & Zajac, D. 1990. A Riview and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Buletin*. 108, 171 - 194. <https://doi.org/10.1037/0033-2909.108.2.171>.
- Mayer, R.C, J.H.Davis, dan F.D.Schoorman. 1995. "An integrative model of organizational trust". *The Academi of Management Review*, 20, 709-734. <https://doi.org/10.5465/amr.1995.9508080335>.
- Mowday RT, Steers RM, Porter LW. 1982. The measurement of organizational commitment. *J. Voc. Behav*, 14: 224-247 [https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1)
- Mutiara, S. Panggabean, 2001, *Manajemen Sumber Daya Manusia*, Bogor: Ghalia Indonesia.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviours: a meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141. <https://doi.org/10.1037/e518442013-522>.
- Poter, L. W., & Lawler, E. E. (1968). *Managerial attitude and performance*. Homewood, Irwin..
- Prayitno, W. Y. 2005. *Budaya Kerja, Kemampuan dan Komitmen Pegawai Negeri Sipil di Biro Kepegawaian Sekretariat Daerah Provinsi Jawa Timur*. Tesis (Tidak Diterbitkan). Surabaya: Universitas Airlangga.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior*. Pearson education limited.
- Robbins, Stephen P. dan Timothy A. Judge. 2008. *Perilaku Organisasi* Edisi ke-12, Jakarta: Salemba Empat.
- Schechner, R. (2004). *Performance theory*. Routledge. <https://doi.org/10.4324/9780203426630>.
- Simamora, Henry, 2001, *Manajemen Sumber Daya Manusia*, Edisi Kedua, Cetakan Ketiga, Bagian Penerbitan STIE YKPN, Yogyakarta.
- Stoner, J. A., Edward, F. R., & Gilbert, D. R. (1996). *Manajemen* (transl. Alexander Sindoro, Indonesian edition). Jakarta: Prenhallindo.
- Subyantoro, Arief. 2009. *Karakteristik Individu, Karakteristik Pekerjaan, Karakteristik Organisasi dan Kepuasan Kerja Pengurus yang Dimediasi oleh Motivasi Kerja (Studi pada Pengurus KUD di Kabupaten Sleman)*. Fakultas Ekonomi UPN "Veteran" Yogyakarta.
- Ünüvar, T. G. (2006). *An integrative model of job characteristics, job satisfaction, organizational commitment, and organizational citizenship behavior*. Unpublished Ph. D. dissertation, ODTU Sosyal Bilimler Enstitüsü..
- Weiner, B. (1985). An attributional theory of achievement motivation and emotion. *Psychological review*, 92(4), 548. <https://doi.org/10.1037/0033-295X.92.4.548>