Influence Of Organizational Justice, Leadership Behavior, Trust Employee And Job Satisfaction To Organization Commitment Of PT. Bram

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ABSTRACT

Purpose of this research is to know the direct effect of organizational Justice, leadership behavior, employee trust and job satisfaction on employee’s organizational commitment of PT. BRAM. This research used the quantitative approach with survey method. The samples of this research were 110 employees selected randomly. The data were obtained by spreading questionnaire and analyzed with path analysis by supporting descriptive statistics. The results of the research concluded: organizational Justice, leadership behavior, employee trust and job satisfaction had a direct effect on employee's organizational commitment; organizational Justice, leadership behavior, and trust had a direct effect on employee's job satisfaction; As implication of this research finding PT BRAM have to improving employee's organizational commitment through leadership behavior, trust and job satisfaction.

Keywords: Organizational justice; leadership behavior; employee trust; job satisfaction; and organizational commitment.
INTRODUCTION

One of the successful management of employees in human capital requires organization commitment in every strategic implementation of the company to achieve optimal goals that have been determined in the company's strategic planning (Mariam & Ramli, 2017; Ramli, 2017).

With such conditions, each company strives to be consistent in determining the right direction for the company's strategic that carries the direction of success not only must be able to survive (Ramli, 2016b; Ramli & Sjahruddin, 2015) but also must be able to develop well in order to be able to compete with other companies (Ramli, 2016a; Ramli, 2012a). In determining the success of the company to remain consistent with the organization commitment, it is determined by one of them through organizational Just leadership leadership behavior in making corporate strategic decisions supported by employee trust and employee satisfaction as the initial indicator of success in achieving the company's targets (Mariam, 2016; Ramli, 2010).

PT. BRAM which is the object of this research is a company that is oriented towards coal mining business where the implementation of organizational commitments that sometimes occur changes that are determined by government policies, coal commodity prices and social conditions, this is what contributes to changes made by the company in order to follow the rhythm of this condition to the business of the company so that in theory sometimes it is not in line with what actually happened (Ramli, 2012b; Ramli, 2013). According to Colquitt, LePine and Wesson (2009), one indicator of organizational commitment is loyalty (loyalty) and love of the organization as indicated by the unwillingness of employees to leave the organization.

Organizational justice is the employee's perception of justice within the organization, which includes the perception of how decisions are made related to the distribution of results achieved by the organization to employees and their implementation of that decision. Schultz & Schultz (2006) view organizational justice as how fair employees feel they are treated by the company. This shows that when employees feel treated unfairly, their commitment to the organization will decrease. Likewise vice versa. Thus, organizational justice can influence employee organizational commitment.

Leadership behavior in company organizations is an important pillar for organizations, because leaders are a source of influence for the organization and the members in it.
When leadership behaviors in organizations displayed by leaders are perceived positively by members of the organization, it will lead to positive attitudes and behaviors among members of the organization.

According to Putri and Ramli (2017) that leaders must reduce work pressure on employees, so that job satisfaction increases. Similarly, job satisfaction also has an influence on organizational commitment. Feeling satisfied with various aspects of work can also trigger organizational commitment. Work that is suitable with educational background, adequate salary, fair promotion, clear career development, work partners and supportive working conditions, challenges that promise progress, and dialogic communication that takes place harmoniously will bring feelings of satisfaction and then encourage the growth of organizational commitment.

Things that are not much different are beliefs, which reflect a desire to anchor positive expectations on the other based on integrity, competence, consistency, loyalty, and high openness can also arouse employee organizational commitment. Employees who have high trust in other employees, especially company management will tend to have a high commitment to the company's organization.

From situational above, the organization commitment that has been done by the company that is expected to experience changes depends on the underlying aspects so that this raises a gap between the planning that the company has made and the actual occurrence so that this research is very interesting so that companies get added value and get the right strategic change in order to increase the company's profits, the results of which can be enjoyed by all parties.

**LITERATURE REVIEW**

**Organizational Justice**

Schultz & Schultz (2006), defines organizational justice as how fair employees feel they are treated by the company. If employees believe they are being treated unfairly, then performance, job satisfaction, and organizational commitment may decrease. In unfair circumstances, employees also experience high stress, and try to find another job. For Greenberg & Baron (2003), organizational justice is a person's perception of justice within the organization, which includes the perception of how decisions are made related to the distribution of results and perceptions of justice over the output itself.
Aamodt (2007) states that organizational justice has three forms. First, distributive justice, second, procedural justice, third, interactional justice. From the above description, it can be synthesized that organizational justice is the assessment of employees about the extent to which they are treated fairly by the organization in terms of indicators: distributive justice, procedural justice, and interactional justice.

**Leadership Behavior**

Andrew J. Burin (2007) gives an understanding of behavior as a result of interactions between individuals and their environment. Or individual responses to environmental stimuli in the form of words or actions. Greenberg & Baron (2003) defines leadership as a process used by someone to influence group members toward achieving the goals of an organization group. Then according to Kinicki & Kreitner (2008), leadership is the ability to influence people toward achieving goals. Whereas according to Joseph (2007) there are a number of important indicators to measure leadership behavior, namely: flexibility, work team, strategy, decision making, managing change, delegation, negotiation, supervision, planning and organizing, controlling, and consulting.

**Employee Trust**

As a concept, according to Colquitt, LePine, & Wesson (2009) trust as a desire to depend on an authority based on positive expectations of the actions and attention of the authorities. Robbins (2001) mentions five key dimensions in the concept of trust that can be used as indicators to measure trust, namely: (1) Integrity, (2) Competence, (3) Consistency, (4) Loyalty, and (5) Openness. Openness, according to DeVito (2001), refers to three aspects of openness in interpersonal communication, which include: (1) willingness to self disclosure provided that disclosure is adequate; (2) willingness to act honestly with other people’s messages; and (3) have clear feelings and thoughts. This means that trust can be measured through indicators: integrity, competence, consistency, loyalty, and openness. In other words, trust must be built and based on: integrity, competence, consistency, loyalty, and openness.
Job Satisfaction
According to Spector (2005), job satisfaction is how people feel about their work and various aspects of their work.
A similar definition is stated by Robbins (2001) that job satisfaction is a positive feeling about someone's work that arises from the assessment of its characteristics. While Nelson and Quick (2006) suggest that job satisfaction is a positive or pleasant emotional condition that arises from work assessment or work experience.
From some of these definitions, it can be seen that job satisfaction is a condition of pleasant feelings for someone who emerges as a result of his perception or experience of work and aspects contained in it, such as (1) Work itself: (2) Wages, (3) Promotion opportunities, (4) Supervision and (5) Work partners
Spector mentions nine elements of job satisfaction that are used as indicators of the scale of job satisfaction (The Job Satisfaction Survey), are Wages, Promotions, Supervision, Benefits, Unit Rewards, Working Conditions, Partners, Nature of Work and Communication.
From the description above, it can be synthesized that job satisfaction is a condition of pleasant feeling for employees that arises as a result of their perception or experience of work which includes aspects: the job itself, wages / salaries, promotions, partners, working conditions, challenges, and communication

Organization Commitment
Benkhoff (1997) defines commitment as the degree of employee care and its contribution to organizational success. Meanwhile Greenberg holds that organizations are a structured social system consisting of groups and individuals working together to meet agreed objectives.
Colquitt, LePine, & Wesson (2009) provides a definition of organizational commitment as the strength of employees in identifying their involvement in the organization, which is characterized by acceptance of the values and goals of the organization, readiness and willingness to strive seriously in the name of the organization and the desire to maintain membership in the organization (being part of the organization).
In line with this, quoted by Ivancevich, Konopaske and Matteson (2005) identified three aspects of organizational commitment, namely: (1) a sense of identification with
organizational goals, (2) a feeling of involvement in organizational obligations, and (3) a feeling of loyalty to the organization. Based on the description above, it can be synthesized that organizational commitment is the strong desire of employees to identify themselves through involvement and active participation in various organizational activities, which are measured by indicators: identification of organizational values and objectives, involvement in various organizational obligations and duties, and permanent desires stay in the organization.

**Relevant Research Results**

Research on the influence of organizational justice on organizational commitment was carried out by Leow & Khong (2009) in Penang, Selangor. The results of his study concluded that distributive justice, procedural justice, and interactional justice had a significant relationship with affective commitment and normative commitment. Research on the influence of leadership on organizational commitment is carried out by Walumbwa et al. (2005), the results of which show that a leader who plays transformative leadership has a strong influence on employee organizational commitment. Research on the influence of trust in organizational commitment is carried out by Kursad (2008), whose results show that employee trust has a positive and significant effect on organizational commitment. Research on the effect of job satisfaction on organizational commitment was carried out by Tsai & Huang (2008), whose results showed that job satisfaction had an influence on organizational commitment. Research related to the influence of organizational justice on job satisfaction was carried out by Elanain (2010), whose results showed that distributive justice and procedural justice proved to have a positive relationship with job satisfaction. Research on the influence of leadership on job satisfaction is carried out among others by Menaker and Bahn (2008), whose results show that leaders who often show honesty have a strong influence on job satisfaction. The Genetzky-Haugen (2010) study shows that organizational justice can be a predictor and influencer of trust in the organization.
RESEARCH METHODS

The purpose of this study was to determine the direct effect of organizational justice, leadership behavior, trust, job satisfaction on organizational commitment. The target population in this study were PT. BRAM employees. While the reachable population as a sampling frame were 110 staff level staff. This study uses a survey method, namely research aimed at studying large and small populations by selecting and reviewing selected samples from the population to find the incidence, distribution, and relative interrelation of the variables studied. In this case, surveys are conducted to study attitudes, beliefs, values, demographics, behavior, opinions, habits, desires, ideas and other types of information obtained from employees of PT. BRAM using a questionnaire.

RESEARCH RESULTS AND DISCUSSION

Direct Effect of Organizational Justice on Organizational Commitment

The results of hypothesis testing indicate that organizational justice has a positive and significant effect on organizational commitment. These results indicate that organizations or companies that can practice the principles of justice within the organization will have implications for increasing organizational commitment. Employees who have commitments include the acceptance of organizational values and promoting achievement of organizational goals, being involved and actively participating in various organizational activities, and are loyal to the organization.

The results of this study mean supporting previous findings such as those conducted by Leow & Khong (2009) in Penang, Selangor. The results of his study concluded that distributive justice, procedural justice, and interactional justice had a significant relationship with affective commitment and normative commitment. Similarly, the study of Olkkonen & Lipponen (2006) also shows that distributive justice, procedural justice, and interactional justice have a relationship with the identification of organizations which is one indicator of organizational commitment. Thus the results of this study further strengthen previous findings that prove that organizational justice has an influence on organizational commitment.
Direct Effect of Leadership Behavior on Organizational Commitment
The results of the next hypothesis testing show that leadership behavior has a positive and significant effect on employee organizational commitment. These findings indicate that the ability of a leader to show positive behaviors that meet employee expectations, will have implications for increasing organizational commitment. The influence of leadership behavior on organizational commitment can occur because the existence of leadership in organizations is very vital. Without effective leadership, the organization will stagnate and not run. Vitality is related to the existence of organizations as a collection of people who work together to achieve common goals which in reality require the presence of a leader.

Previous research conducted by Walumbwa et al. (2005), the results also show that a leader who plays transformative leadership has a strong influence on employee organizational commitment. Thus the results of this study provide confirmation that leadership behavior has an influence on organizational commitment. Thus, the results of this study further strengthen the results of previous studies on the influence of leadership behavior on organizational commitment.

Direct Effect of Trust in Organizational Commitment
This study shows the findings that trust has a direct effect on organizational commitment. The effect is positive, which means that the higher employee trust will influence the increase in employee organizational commitment. The positive influence of trust in organizational commitment can be caused because in the reality of organizational life, trust is needed, especially if trust is interpreted as wanting to anchor positive expectations to other parties who have high integrity, competence, consistency, loyalty, and openness. These aspects are important capital for someone to be trusted.

Previous research has also proven that trust affects organizational commitment as carried out by Kursad (2008), whose results show that trust has a positive and significant effect on organizational commitment. Thus the results of this study support the results of previous studies about the effect of trust in organizational commitment.

Direct Effect of Job Satisfaction on Organizational Commitments
The results of hypothesis testing indicate that job satisfaction has a positive effect on organizational commitment. This positive influence shows that high job satisfaction will
have implications for increasing organizational commitment. This finding is understandable because commitment is built when the aspects contained in the work, such as wages, employment, promotion, supervision, work partners, and working conditions, are perceived and felt positively by members of the organization (employees) to satisfy themselves. While if employees do not feel satisfaction in working, there will be reluctance to participate in organizational activities, feel they have no moral obligation to realize organizational goals, and tend to think about moving to work in another company.

Facts revealed from the results of previous studies also show that job satisfaction affects organizational commitment. The research of Tsai & Huang (2010) results showed that job satisfaction has an influence on organizational commitment showing the same results that job satisfaction is an antecedent or variable that influences organizational commitment. Thus the results of this study support previous findings about the effect of trust in organizational commitment.

Direct Effect of Organizational Justice on Job Satisfaction

In testing the hypothesis it is also tested that organizational justice has a positive direct effect on job satisfaction, so employees who feel treated fairly by their organizations will lead to satisfaction in work. This empirical fact is a natural thing, because every employee wants to be treated fairly. Justice in organizations is demanded by employees, both distributive justice, procedural justice and interactional justice. When employees are treated unfairly by the organization, employees will tend to be disappointed. Conversely, when employees are treated fairly, employees will tend to be satisfied. When justice concerns many aspects of work, then justice will affect employee job satisfaction. Workplace excitement in this sense is a condition of pleasant feelings for employees that arise as a result of their perceptions or experiences of work, which can include aspects: the work itself, wages / salaries, promotions, partners, working conditions, challenges, and communication.

The results of this study mean supporting the results of previous studies that show evidence that organizational justice has an influence on job satisfaction. In Elanain's research it was proven that distributive justice and procedural justice had a positive relationship with job satisfaction. McCain, Tsai & Bellino's (2010) study in the United
States also showed that distributive justice and procedural justice directly proved to have a positive influence on employee job satisfaction. Thus it is very clear that organizational justice has an effect on job satisfaction.

Direct Effect of Leadership Behavior on Job Satisfaction
The results of the next hypothesis testing show that leadership behavior has a positive and significant effect on job satisfaction. This finding suggests that leadership behavior that is well perceived by employees will have implications for increasing job satisfaction. The results of research like this can be understood, because the leader is a representation of the organization. This is due to the leadership's strategic role as the authority of the organization. As the authority holder, the leader has the power and authority of the ambassador that is not owned by other employees. With good will of power and authority, the leader has a huge influence on subordinates.

The same results with this study are shown by several previous studies such as those conducted by Menaker and Bahn (2008), whose results show that leaders who often show honesty have a strong influence on job satisfaction. Leadership also has an influence on employee job satisfaction. While Griffith (2004) research also shows that transformational leadership has an influence on work satisfaction of school staff.

Direct Influence of Trust in Job Satisfaction
This research shows the findings that empirically trust directly influences job satisfaction. Its influence is positive so that the higher employee confidence will be accompanied by an increase in job satisfaction. This means that trust as a desire to depend on other parties based on positive expectations for the actions and attention of other parties in the form of integrity, competence, consistency, loyalty, and openness can encourage job satisfaction.

Previous research has also proven the important role of trust in increasing job satisfaction. The research conducted by Lee, et. al. (2008) whose results show that trust is a key factor for job satisfaction. Thus the results of this study further strengthen the results of previous studies about the effect of trust in organizational commitment.
Direct Effects of Organizational Justice on Trust
Organizational justice from the results of testing tested hypotheses has a positive direct influence on trust. Organizations that can treat their employees fairly will have an impact on increasing employee confidence. In a theoretical perspective, organizational justice is the assessment of employees about the extent to which they are treated fairly by the organization, both seen from distributive justice, procedural justice, and interactional justice.
Previous research also shows the same results, namely organizational justice has an effect on trust. The research referred to as done by Genetzky-Haugen (2010) which shows that organizational justice can be a predictor and influencer (influencer) of organizational trust. Thus, the results of the study further strengthen previous research which confirms that organizational justice has an influence on employee trust.

Direct Effect of Leadership Behavior on Trust
This research proves the significance of leadership behavior in influencing trust. The influence is positive so that the more positive behavior shown by the leader in carrying out his leadership will have an impact on increasing employee confidence. The results of this study are a logical consequence of the relationship between the leader and his subordinates. This leader is a central figure whose behavior is a subordinate’s reference in speaking, thinking, behaving and behaving. The central position is built because of the power of influence that the leadership has as the authority of the organization.

CONCLUSION
From the results of the analysis and discussion described above, the findings of this study are as follows:
1. Organizational justice has a positive direct effect on employee organizational commitment, meaning that organizations that can realize a sense of justice within the organization result in increased employee organizational commitment.
2. Leadership behavior has a direct positive effect on employee organizational commitment, meaning that leadership behavior that is in accordance with the expectations and needs of employees results in increased employee organizational commitment.
3. Trust has a positive direct effect on employee organizational commitment, meaning that high trust results in increased employee organizational commitment.

4. Job satisfaction has a positive direct effect on employee organizational commitment, meaning that high job satisfaction results in increased employee organizational commitment.

5. Justice of the organization has a positive direct effect on employee job satisfaction, meaning that organizations that can realize a sense of justice within the organization result in an increase in employee job satisfaction.

6. Leadership behavior has a positive direct effect on employee job satisfaction, meaning that leadership behavior that is in accordance with the expectations and needs of employees results in an increase in employee job satisfaction.

7. Trust has a positive direct effect on employee job satisfaction, meaning that high trust results in an increase in employee job satisfaction.

8. Organizational justice has a positive direct effect on employee trust, meaning that organizations that can realize a sense of justice within the organization result in increased employee confidence.

9. Leadership behavior has a positive direct effect on employee trust, meaning that leadership behavior that is in accordance with the expectations and needs of employees results in increased employee confidence.

Based on the description above, some suggestions can be recommended as follows:

1. Increasing the quality of procedural justice by involving many employees in the decision making process

2. Flexible organizational leadership development by practicing democratic leadership.

3. Increasing the integrity of the company by increasing the capabilities and competencies of all levels of leadership and management.

4. Making job descriptions of employees who have many skill variations, have significance, and provide enough autonomy for employees.

5. Enforcement of interactional justice that can be done by providing fair treatment, especially from the leadership.

6. Delegation of managerial tasks to employees to provide trust to employees.
7. Increased leadership capacity in planning, organizing, controlling the company and managing change
8. Increasing the quality of distributive justice by setting wages or salaries fairly,
9. Increasing the consistency of companies in implementing various organizational decisions, policies and regulations.

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