

The Influence of Organizational Policy, Leadership and Job Characteristic to the Work Satisfaction and Its Implication to Organizational Commitment (A Study on Civil Servants in Ministry of Defense Republic of Indonesia)

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Abstract

Organizational commitment is a strong passion of employees to indentify him/her selves to the values, objectives, and targets of the organization. Organizational commitment is influenced by several factors, both internally and externally. The most important factor which influences the employee's' organizational commitment are organization policy, leadership, job characteristic, and job satisfaction. Job satisfaction, leadership and organizational policy are the external factors while job satisfaction is internal factor for employees. The significance of organizational commitment in building the organizational performance has important implication to the employees, organization and society in broad term. Strong employee's commitment will identify her/him selves to the objectives and organizational values, and has strong will to become a part of organization and agree to show extra behavior and bigger role.

Keywords: organizational policy, leadership, job characteristic, job satisfaction, organizational commitment

1. Introduction

Good public administration' implementation is required in every state institutions, and Kementerian Pertahanan Republik Indonesia (Kemhan RI) (Ministry of Defence Republic of Indonesia) is not exclude in the implementation. In the national and state living, the defence state of a country which is stable, adequate and dynamic become a non-negotiable need. In this frame of perspective, The Ministry of Defence was established as working unit of government which was given task in concerning of defence sector. The vision of Ministry of Defence is "Terwujudnya Pertahanan Negara yang Tangguh" ("Toward Strong National Defence") and its mission is "Menjaga Kedaulatan dan Keutuhan Wilayah Negara Kesatuan Republik Indonesia serta Keselamatan Bangsa" ("To Protect The Sovereignty and Unity of Teritory of the Uniting State of Republic of Indonesia and Nation Safety").

Based on Peraturan Menteri Pertahanan Nomor 16 Tahun 2010 Tentang Organisasi dan Tata Kerja Kementerian Pertahanan (Minister of Defence Regulation No. 16 Year 2010 on Organizational and Working Procedure of Ministry of Defence), The Ministry has task in organizing the defence effort in the government and to support the President in State Administration.

The condition of employees performance which is not optimum yet, is caused by , one of them, the lack of organizational commitment. Organizational commitment also has a meaning of strong willing of employee to involve in every organizational activity and agree to try their best for organizational interest; and strong willing to be always become a good member of organization.

Organizational policy which is percept according to the hope, need, and interest of employee tend to make the employee has more attention and loyal to the organization which make the policy. Contrary, organization policy which is percept negatively by the employee could make them become less in giving attention to the organization so that the employee less loyal to organization which could be manifested in various attitude and behaviour which is less supportive to the organization.

Leadership style also may influence the organizational commitment of the employee, especially if the showed leadership attitude in accordance with hope, expectation and need of the employee.

Job characteristic which is reflecting the task attributes in the job, such as skill variation, task identity, task importance, autonomy and feedback also has a potency to have influence on employee's organizational

commitment. Job characteristic in MoD is very militaristic in culture so that it may not fit to the employee which comes from civilian background.

In other hand, work satisfaction which is a representation of employee's feel which is very happy to the job and aspects around it, like salary, promotion, work partner, supervision, and job condition also has strong potency to influence the employee's organizational commitment.

Those phenomena also become interesting to be discussed in depth and comprehensive by doing scientific research in order to reveal the influence of organizational policy, leadership, and job characteristic to the job satisfaction and its implication to the employee's organizational commitment by taking research object in MoD Republic of Indonesia.

Based on the presentation above, it can be written that the research problems were how strong the influence of:

1. Organizational policy to employee's work satisfaction?
2. Leadership to employee's work satisfaction?
3. Job characteristic to employee's work satisfaction?
4. Organization policy to employee's organizational commitment?
5. Leadership to employee's organizational commitment?
6. Job characteristic to employee's organizational commitment?
7. Work satisfaction to employee's organizational commitment?
8. Organization policy to employee's organizational commitment mediated by work satisfaction?
9. Leadership to employee's organizational commitment mediated by work satisfaction?
10. Job characteristic to employee's organizational commitment mediated by work satisfaction?

2. Literature Review

2.1. Theoretical Review

2.1.1 Public policy

Birkland (2011: 9) defined policy as “a statement by government of what it intends to do such as law, regulation, ruling, decision, order, or a combination of these”. Gerston (2010: 7) explained policy as “the combination of basic decisions, commitments, and actions made by those who hold or influence government positions or authority.” Other opinion showed that policy is “a set of actions by the government that includes, but is not limited to, making laws and is defined in terms of a common goal or purpose” (Cochran et al., 2011: 1).

According to Dunn (2003: 24) policy which is made by government is called public policy. The definition of public policy is complex dependency pattern from the collective choices which is inter-dependent, including the decisions to not to take action which is made by governmental body or office. Dye (1987: 3) expressed that public policy related to “whatever government chooses to do or not to do”.

According to Mondy, Sharplin & Flippo (1998: 95-96), several principles which may create adequate policy, are as follows: (1) The policy should be based on factual information; (2) Policy from supervised and supervisor should be inter-completing and not contrary to each other; (3) Policy from various sections or departments should be coordinated. (4) Policy should be clear, could be understood, and better in the form of written one; (5) Policy should be flexible and stable; and (6) policy should be able to reach wide area. This means that policy should be formulated carefully by considering implementation and its effects.

2.1.2 Leadership

According to Daft and Carcic (2008: 479), leadership is a ability to persuade people toward achieving of organizational objective. Greenberg and Baron (2008: 85), leadership is a process which is used by someone to persuade the member of group toward achieving group organizational objectives. Taylor (in Drafke, 2009: 460) defined leadership as ability to persuade other person activity by communication process toward achieving the objective. The similar definition on leadership was given by Starling (2008: 351), Robbins and Judge (2009: 356) Robbins and Coutler (2010: 173), Drafke (2009: 460), Kinicki and Kreitner (2010: 479), and Rost (and Daft, 2011: 5).

According to Joseph (2007: 25-28), a leader should have specific competency, which consists of: self direction, flexibility, team work, strategy, decision making, managing change, delegation, communication, negotiation, power and influence.

2.1.3 Job characteristic

Hackman and Oldham (in Luthans, 2010: 239) break down the job characteristic into five core dimensions, which are: skill variation, job identity, job significance, autonomy, and feedback. The most important is the idea from stages in critical psychology, in which: (1) Meaningful experience in work (2) Experience which is responsible to results (3) Knowledge on results (Griffin, 2007: 124).

2.1.4 Work satisfaction

According to Spector (1997: 2), work satisfaction reflects how people feel on their work and several aspects of it. This is in accordance with Werther's opinion (1996: 501) which stated that work satisfaction is a reflection of an employee's thinking about how far her/his work in whole is able to satisfy her/his need. In other words, work satisfaction is a feeling of an employee towards her/his work. For Wanous, Reiches and Hudy (in Baron, Byrne & Branscombe, 2006: 540), work satisfaction is an attitude about work or someone's work.

Spector (1997: 8) identifies nine elements of work satisfaction which become scale indicators on work satisfaction in The Job Satisfaction Survey, which are: salary, promotion, supervision, incentive, remuneration unit, work condition, work partner, work behaviour and communication. However, Luthans (2010: 142) identified five dimensions of work satisfaction, which are: the work itself, salary, chance of promotion, supervision and work partner.

2.1.5 Organizational commitment

Newstrom (2007: 207) identified organizational commitment as a level or degree of self-identification of an employee to organization and her/his willingness to continue her/his active participation in the organization. Luthans (2010: 147) stated that organizational commitment is a strong passion to always become a member of an organization; Bishop, Scott and Burroughs (2000: 2), stated that organizational commitment is a relative power from individual identification together and her/his involvement in organization. Armstrong (2006: 271-272) defined commitment as attachment and loyalty. The above definition in essence is not so different from the definition from Daft and Carcic (2008: 444), which is employee bonding to organization.

2.2. Empirical study (previous researches)

1. The influence of organization policy to work satisfaction

Thomas & Ganster (in Spector, 1997: 41) showed the influence of organization policy to work satisfaction. Furnham (2006: 314) also stated that one of the variables which has an impact on work satisfaction is organization policy and procedure. Another research by K. O'Rourke (2000: 1) also proved that organization policy has an influence on nurse's satisfaction.

2. The influence of leadership to work satisfaction

Rad and Yarmohammadian (2006: xi) proved that leadership also has an influence on employee satisfaction. A research by Griffith (2004: 333) also showed that transformational leadership has an influence on work satisfaction of school staff. A result from research by Menaker and Bahn (2008: 983) showed that the leader which always shows honesty has a strong influence on work satisfaction.

3. The influence of job characteristic to work satisfaction

Research by Aldag, Barr and Brief (1981: 158) proved that job characteristic has an influence on work satisfaction.

4. The influence of organization policy to organizational commitment

Research by Koys (in Eisenberger, 1997: 813) proved that organization policy has a positive influence on organizational commitment.

5. The influence of leadership to organizational commitment

Research by Walumbwa *et al* (2005: 235) proved that a leader which plays transformative leadership has strong influence on organizational commitment of employee.

6. The influence of job characteristic to organizational commitment

Research by Buchanan; Eisenberger, Fasolo & LaMastro; Flynn & Tannenbaum; Harris, Hirschfeld, Field & Mossholder; Mathieu & Zajac; and Van Dyne, Graham & Dienesch (in Fang, 2001: 2) gave confidential support that work characteristic become predictor for organizational commitment. Research by Chang and Lee (2006: 201) also showed juga that job characteristic has significant positive influence to organizational commitment.

7. The influence of job satisfaction to organizational commitment

Research by Lincoln & Kalleberg; Mowday, Porter, & Steers; Mueller, Boyer, Price, & Iverson; and Williams & Hazer (in Slattery & Selvarajan, 2005: 4) proved that work satisfaction is antecedent from organizational commitment.

From above previous researches, none of them comprehensively studied the influence of organizational policy, leadership and job characteristic to the organizational commitment mediated by work satisfaction. This research was comprehensively studying organizational policy, leadership and job characteristic to organizational commitment mediated by work satisfaction by using SEM analysis and took research object in MoD Republic of Indonesia . This was the novelty of this research.

3. Concept of Research Frame

3.1 Thinking Frame

Conceptually, the relation between research variables can be depicted in thinking frame as follows:

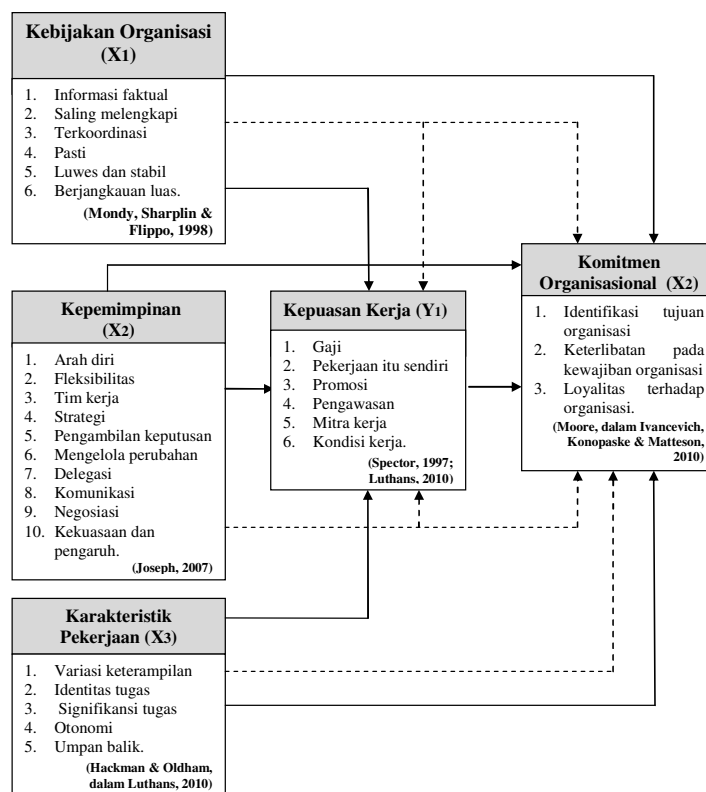


Figure 1. Thinking Frame of Research

Note:

Kebijakan organisasi : Organizational policy
 Informasi faktual : Factual information
 Skill variation :
 Karakteristik pekerjaan : Job characteristic
 Variasi keterampilan :

Saling melengkapi identity	: Take and give	Identitas tugas	: Task
Terkoordinir	: Coordinated	Otonomi	:
Autonomy Pasti	: Sure	Umpan balik	:
Feedback			
Luwes dan stabil	: Flexible and stable		
Berjangkauan luas satisfaction	: Could reach wide area	Kepuasan kerja	: Work
			Gaji
Kepemimpinan	: Salary		
Arah diri	: Leadership	Pekerjaan itu sendiri	: The job itself
Promotion	: Self direction	Promosi	:
Fleksibilitas	: Flexibility	Pengawasan	:
Supervision			
Tim kerja	: Team work	Mitra kerja	
: Work partner			
Strategi	: Strategy	Kondisi kerja	: Job
condition			
Pengambilan keputusan	: Making decision		
Mengelola perubahan	: Changing management	Komitmen organisasional	: Organizational commitment
Delagasi	: Delegate	Identifikasi tujuan organisasi	:
Identification of			
Komunikasi	: Communication		
organization's objective			
Negosiasi	: Negotiation	Keterlibatan pada kewajiban organisasi:	
Involvement in			
Kekuasaan dan pengaruh: Power and influence			
organizational duty			
organisasi: Loyalty to organization			Loyalitas terhadap

Based on thinking frame of research above, the hypothetical model of research could be constructed as follows:

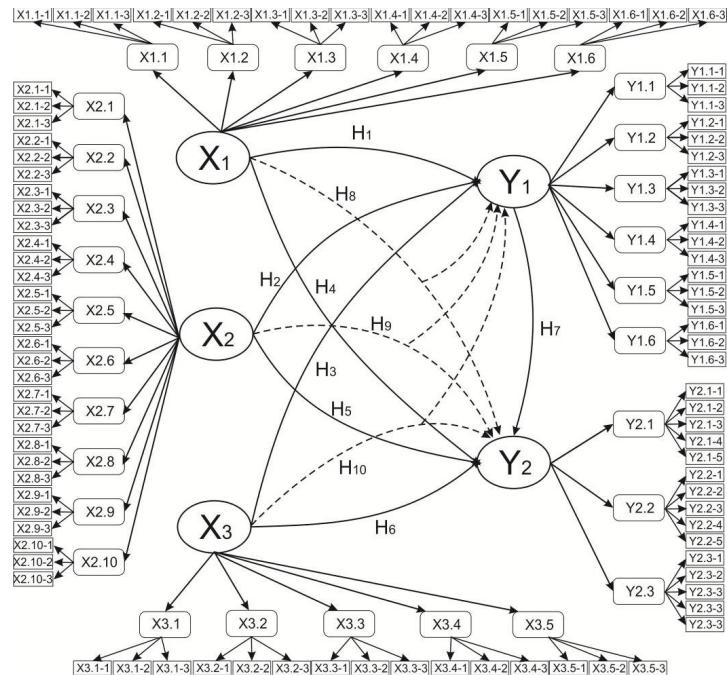


Figure 2. Hypothetical Model of Research

Note:

X1 = Organizational Policy X2 = Leadership X3 = Work Characteristic
 Y1 = Work Satisfaction Y2 = Organizational Commitment

3.2 Research Hypothesis

Based on research thinking frame and hypothetical model of research above, research hypothesis could be presented as follows:

- H1: Organizational policy has influence to employee's work satisfaction.
- H2: Leadership has influence to employee's work satisfaction.
- H3: Job characteristic has influence to employee's work satisfaction.
- H4: Organizational policy has influence to employee's organizational commitment.
- H5: Leadership has influence to employee's organizational commitment.
- H6: Leadership has influence to employee's organizational commitment.
- H7: Work satisfaction has influence to employee's organizational commitment.
- H8: Organizational policy has influence to employee's organizational commitment mediated by employee's work satisfaction.
- H9: Leadership has influence to employee's organizational commitment mediated by employee's work satisfaction.
- H10: Job characteristic has influence to employee's organizational commitment mediated by employee's work satisfaction.

4. Research Methods

The research was conducted in Ministry of Defence Republic of Indonesia by using quantitative approach with statistical method as a tool to analyze and make decision (conclusion). Research methods which was used is survey methods (McMillan & Schumacher, 2006: 233).

The research population were Pegawai Negeri Sipil (PNS) Golongan III (civil servants Level III) with minimum education of D1 (Diploma 1) in MoD Republic of Indonesia as many as 964 people. The quantity of sample was decided by using Slovin formula and counted for 283 employees. Sample taking was done by employing proportionate simple random sampling. Questioner which was constructed based on instrument

corridor was used in method for gathering information. Measurement using Likert scale with five alternative answers, which was: strongly agree (score 5), agree (score 4), not quite agree (score 3), not agree (score 2) and strongly not agree (score 1).

Respondent profile which was chosen as research respondents were mainly males, as many as 162 men (57,2%), while the female respondent was counted for 121 women (42,8%). And, based on their ages, it was known that most of respondents were between 41 – 50 years old (45,6%), followed by respondents in ages of 31 – 40 years old (24,4%), ages > 50 years old (19,4%), and finally ages ≤ 30 years old (10,6%). Based on the educational background, most of the respondents has Strata 1 (Undergraduate) degree (62,9%), followed by Strata 2 (Magister) degree (25,1%), Diploma degree (10,6%), and Strata 3 (Doctoral) degree (1,4%). Based on marital status, most of the respondent were married one (90,1%), while the single has percentage of 9,9%. Finally, based on work experience, most of respondent already work for > 20 years (45,2%), followed by 15 – 20 year experience (16,6%), ≤ 5 year experience (14,5%), 11 – 15 year experience (14,1%), and 6 – 10 year experience (9,5%).

5. Hypothesis test

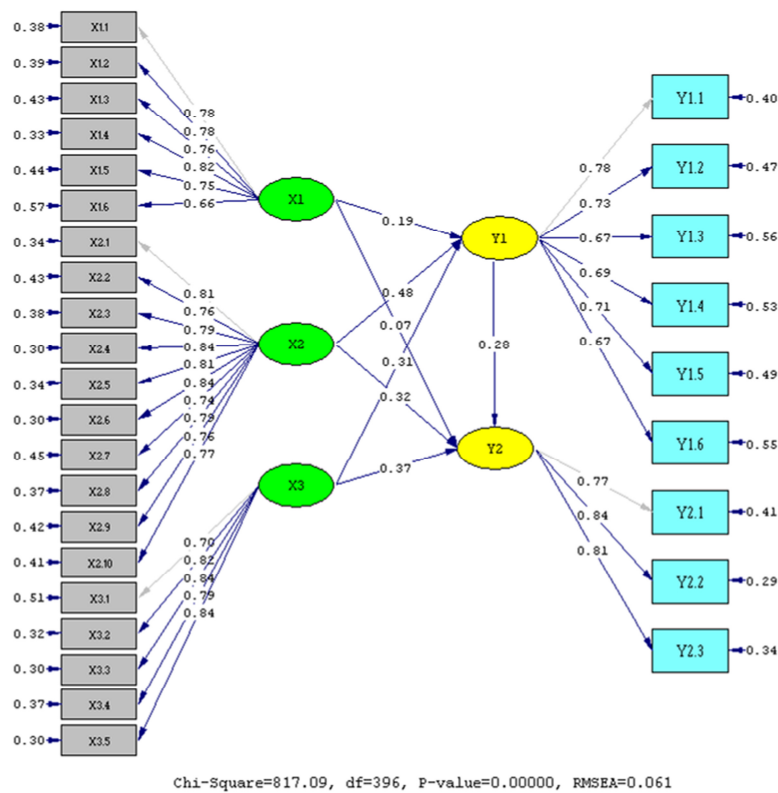


Figure 3. Line Coefficient Influence of Organizational Policy, Leadership and Job Characteristic to Work Satisfaction and Its Implication on Organizational Commitment

Hypothesis test was done by SEM and the processing was done by using LISREL 8.8 program. The result from data processing using LISREL was presented on line coefficient model and t-count as above.

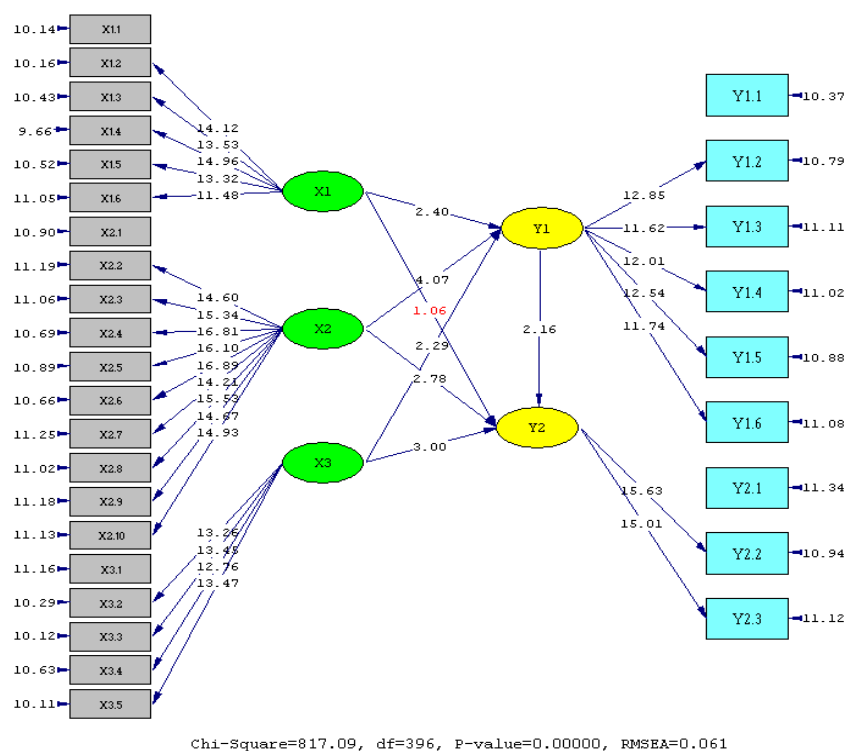


Figure 4. t-count Influence of Organizational Policy, Leadership and Job Characteristic to Job Satisfaction and Its Implication to Organizational Commitment

The calculation result from line coefficient and t-count to decide whether the hypothesis is accepted or declined was presented in the table below:

Table 1. Conclusion from Calculation Results Line Coefficient (t-count)

Influence	Line Coefficient	t-count	t-table	Hypothesis Conclusion
H1 : X1 → Y1	0,19	2,40	1,96	Accepted
H2 : X2 → Y1	0,48	4,07	1,96	Accepted
H3 : X3 → Y1	0,31	2,29	1,96	Accepted
H4 : X1 → Y2	0,07 ^{ns}	1,06	1,96	Declined
H5 : X2 → Y2	0,32	2,78	1,96	Accepted
H6 : X3 → Y2	0,37	3,00	1,96	Accepted
H7 : Y1 → Y2	0,28	2,16	1,96	Accepted
H8 : X1 → Y1 → Y2	0,05 ^{ns}	1,56	1,96	Declined
H9 : X2 → Y1 → Y2	0,13 ^{ns}	1,88	1,96	Declined
H10 : X3 → Y1 → Y2	0,09 ^{ns}	1,66	1,96	Declined

^{ns} = Nonsignificant/hypothesis was declined (t-count < t-table)

6 Discussion

6.1 Influence of Organizational Policy to Work Satisfaction

Organizational policy is a factor which becomes important object in organization, especially for employee or worker. This is caused by policy which was made by organization will have direct or indirect impacts to employee or worker, and will influence their future. In this research, it was proved that one of the impacts or significant influence of organizational policy was employee's work satisfaction. The finding became clear indication of the importance of organizational policy in increasing employee's work satisfaction.

Organizational policy which was made for existence and survival of organization interest, which was manifested in organization's vision, mission, strategic planning, objective, target and organization's rule.

6.2 *Influence of Leadership to Work Satisfaction*

Leadership in the research also gave a proof that it has significant role in determining the level of work satisfaction. Leadership in the organization has central role in persuade the employee's attitude and behaviour. Leadership, in short, is ability to persuade the employee, so that in the process in giving briefing or influence, the leader always shows attitude which in line with chosen leadership approach. Leader attitudes during process of giving the influence gave important impact to organization member attitude to organization. If showed attitude is percept positively by employee, then it will also generate positive attitude toward organization. Vice versa, if showed attitude is percept negatively, then negative attitude toward organization from its member will occur.

6.3 *The Influence of Work Characteristic toward Work Satisfaction*

Job characteristic in the research also shows significant influence to work satisfaction. The results gave underline that high quality job characteristic will gave implication to increasing of work satisfaction.

Job characteristic aspect such as skill variation will push employee to acquire many skills so that it will not get boring when in the work. Another aspect such as job significance also gives contribution to work satisfaction creation. Employee which percept her/his job could give advantages to other people, then proud and enjoy the work will occur so that employee will have satisfaction feeling in work. Also another attributes such as task identity, autonomy, and feedback, also important to generate work satisfaction.

6.4 *The Influence of Organizational policy to Organizational Commitment*

The result of statistical test was shown that organizational policy has significant influence to organizational commitment. The finding from the research showed that the policies made by organization were not significantly influence organizational commitment. The empirical facts could give a picture that employees were not too take serious the policies made by their organization, so that any policies made by organization have tendency to be followed. This fact could be attributed to the status of the employee, i.e Pegawai Negeri Sipil (PNS) (Civil Servant). PNS tended to be synonymed as abdi negara (state servants), so that should follow every policy adopted by their institution. And, the commitment from PNS already implanted in their memory since the very early days of work.

6.5 *The Influence of Leadership to Organizational*

Leadership has significant impact to the organizational commitment. Leadership factors could be a factor which influence organizational commitment because the leader much influenced the policies in the organization and also have direct interaction with employee or worker. In the dynamic of organization, the leader is a vital elements, leader ability which was showed in self direction, flexibility, team work, strategy, decision making, management of changes, delegation, communication, negotiation, power and influence will give direct or indirect implication to the employee attitude and behaviour.

6.6 *The Influence of Job Characteristic to Organizational Commitment*

Job characteristic has positive influence to organizational commitment. The results showed that job characteristic which fulfil skill variation aspects, task identity, task significance, autonomy, and feedback, will give contribution on increasing of organizational commitment significantly.

6.7 *The Influence of Work Satisfaction to Organizational Commitment*

Work satisfaction has possitive and significant influence on organizational commitment. The finding show that high work satisfaction will give positive implication to the increase of organizational commitment. The results was understandable because commitment is built if the aspects in the work such as salary, job, promotion, supervisory, work partner, and work condition was percept and felt positively by organizational member (employee) so that it can satisfies her/him self. If work aspect was percept positively and it lead to happy feeling,

and then it will make the employee to give commitment to the organization.

6.8 *The Influence of Organizational Policy to the Organizational Commitment Mediated by Work Satisfaction*

Organization policy didn't influence the organizational commitment of employee mediated by work satisfaction. This means that existence of work satisfaction in the employee didn't influence significantly to the level of influence of organization policy to the organizational commitment. By referring to the results of hypothesis test on direct influence of organization policy to organizational commitment, then there was no indirect influence could be understood. This was caused by organizational policy didn't significantly influence to organizational commitment, eventhough mediated by work satisfaction, the influence still was not significant. Therefore, the position of work satisfaction variable can't significantly intervene influence of organization policy variable to organizational commitment.

6.9 *The Influence of Leadership to Organizational Commitment Mediated by Work Satisfaction*

Leadership didn't influence organizational commitment of employee mediated by work satisfaction. This means that variable of work satisfaction didn't influence significantly on the level of influence of leadership to organizational commitment. The condition may be caused by leadership factor which related directly without supported by work satisfaction factor, so that the level of work satisfaction didn't influence the level of leadership influence to organizational commitment. Therefore position of work satisfaction variable can't significantly intervene influence of leadership variable to organizational commitment.

6.10 *The Influence of Job Characteristic to Organizational Commitment Mediated by Work Satisfaction*

The influence of job characteristic to organizational commitment mediated by work satisfaction in statistical test was proved insignificant. With the above results, variable work satisfaction didn't influence significantly to the level of influence of job characteristic to organizational commitment. As explained before the result may occur because job characteristic factor may be directly related to organizational commitment without need to be mediated by work satisfaction factor, so that level of work satisfaction didn't influence level of influence of job characteristic to organizational commitment. Therefore position of work satisfaction variable didn't significantly intervene influence of job characteristic variable to organizational commitment.

7. Conclusion

Based on research results as presented above, it can be conclude as follow:

- a. Organizational policy has significant influence to work satisfaction of employe in MoD.
- b. Leadership has significant influence to job satisfaction of MoD employees.
- c. Job characteristic has significant influence to job satisfaction of MoD employees.
- d. Organizational policy has no significant influence to organizational commitment of MoD employees.
- e. Leadership has significant influence to organizational commitment of MoD employees.
- f. Job characteristic has significant influence to organizational commitment of MoD employees.
- g. Job satisfaction has significant influence to organizational commitment of MoD employees.
- h. Organizational policy has no significant influence to organizational commitment of MoD employees mediated by work satisfaction.
- i. Influence from leadership has significant influence to organizational commitment of MoD employees mediated by work satisfaction.
- j. Job characteristic has no significant influence to organizational commitment of MoD employees mediated by work satisfaction.

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