

# Direct And Indirect Effect Of Leadership, Job Satisfaction, Organization Commitment, And Organizational Citizenship Behavior On Employee Service Performance In General Hospital Of Talaud Isles Regency North Sulawesi

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### Abstract

The aims of the research is to determine the direction and the extent of the hospital leadership on job satisfaction, organizational commitment, organizational citizenship behavior and employee service performance at the type C regency general hospital of the Talaud isles regency, north Sulawesi province. The research employed the civil servant employee working at the hospital H. also employed a survey sampling technique with structural questionnaires, using a likert type scale with five ranks. The data of 130 civil servant employee respondents was the collected from type C regency general hospital of Talaud isles regency analyzed with structural equation Model (SEM) analysis with Amos 22.0 version and SPSS program of 22.00 version. The result and the findings of the research indicated that there is an indirect, positive and significant influence of hospital leadership on employee service performance through job satisfaction and organizational citizenship behavior.

**Keywords:** *leadership, job satisfaction, organizational commitment, organizational citizenship behavior, employee service performance*

### 1. Introduction

Hospital is a health services business, one of which is based on the principle of trust so that the problem of quality of service patient and patient loyalty become one of the factors that determine success.

Quality of service is determined by several factors such as employees, technology, and customer engagement are expected to contribute to the quality of service that is created.

Basic function of hospital which health recovery community members, either through inpatient, outpatient, and maintenance consultation, or the health care of community members. The hospital is a place of medical support services, installation services and medical care service in outpatient and inpatient.

Table 1 : Availability of Health Facilities and Equipment North Sulawesi Province

No.	Class Hospital	Hospital		BED	
		Amount	%	Amount	%
1	Hospital Without Classes	6	22,22	314	8,21
2	D Grade Hospitals	3	11,11	175	4,57
3	C Grade Hospitals	14	51,85	1721	44,97
4	B Grade Hospitals	3	11,11	872	22,79
5	A Grade Hospitals	1	3,7	475	19,47
<b>Total</b>		<b>27</b>	<b>100</b>	<b>3827</b>	<b>100</b>

North Sulawesi as one of the provinces in Indonesia, has facilities and adequate health facilities classified. Data in table 1 shows the number of hospital beds and the number of classes with the following details :

Hospital without classless as 6 (22.22%) and 314 units bed (8,21%), (b) hospital type D as 3 (11.11%) and 175 units bed (4,57%). (c). hospital type C as 14 (51.85%) and 1721 units bed (44.97%), (d) hospital type B as 3 (11,11%) and 872 units bed (22,79%), and (e) Hospital type A as 1 (3.71%) and 475 units bed (19,47%).

Table 2 : Hospital Activity Data Service In North Sulawesi Province.

No	TYPE OF SERVICE	PATIENT	
		Amount	%
1	The initial quarter of hospitalization patients	694	0,08
2	Early Administration	62,954	7,45
3	Hospitalized patients our alive	60,849	7,20
4	Hospitalized patients die exit	1,923	0,23
5	Long treated	228,161	26,99
6	End of the quarter hospitalized patients	876	0,11
7	Day care	291,689	34,51
8	New outpatients visits	69,263	8,19
9	Repeated out patties visits	128,206	15,24
<b>Total</b>		<b>845,206</b>	<b>100</b>

Source : North Sulawesi Provincial Health Office (Data Processed), 2014  
Data in table 2 show

s the activities of hospital services with the following details : (a). The patient's initial hospitalization quarter as many as 649 people (0.08%), (b) early admission of 62.849 people (7.45%), (c). Hospitalized patients out alive 60.849 people (7.20%), (d). Hospitalized patients die off 1.923 people (0.23%), (e). Take long cared for 228.161 people (26.99%), (f). Quarter final patient hospitalized 876 people (0.11%). (g). Day care 291.689 people (34.51%), (h). New outpatient visits 69.263 people (8.19%), and (i). repeated outpatient visits 128.797 people (15.24%)

Data activates of public hospital services specifically in the province of North Sulawesi in 2014 shows that the BOR (Bed occupy Rate) which is equal to 52.4%, LOS 3.6%, TOI 7.7%, GOR 30.6%. and average visits is as much as 189 times per day.

This means that the level of service that has been achieved by a public hospital in North Sulawesi is still in the range of 50%, or less than the standard reference point value by 70-85% (Ministry of Health RI, 2014).

The standard value resulting from a comparison between the number of patients who stayed with the number of hospital operating costs.

Lack of health services by general hospital in North Sulawesi is closely tied to the availability and capability of health resources. Health office in North Sulawesi (2014) reported that health workers owned the area that as many as 270.840 people consisting of 266.575 people scattered in the area, and 2.371 people in the central of North Sulawesi provincial government. These figures shows that the ratio of physicians to population which is equal to 1:13000 or relatively very low. The number of health workers is low and is accompanied by a health human resource capabilities are also low can be a factor causing low quality of health care. Which is given to the public.

Redman and Smap (1992) explained that the provision of good health services to the public, then a health worker must have the competence eight mainstay, namely : (a) self - management, (b). The desire to excel, (c). Human relations skills, (d). Serving skills, (d). Professional

technical skills, (e). Managerial skills, (f). Responsible, and (g). Have the insight to think globally.

From the perspective of behavior and attitudes, competencies reliably must a health worker in providing excellent services to the community, namely : (a). Leadership competencies and self management skill of human relations, (b). Job satisfaction, the desire to excel. (c). Organization commitment which has professional technical skills and managerial skills, (d). Citizenship behavior insight that has global thinking, and (e). The performance of services which have the skills to serve and be responsible.

Jukl (1994), explained that effective leaders are able to influence the leaders of his followers to have a greater optimism, confidence, and commitment to the purpose and missions of the organization.

Job satisfaction is basically about what makes a person happy in their work or out of work because of happiness disturbed. Factors that affect employed satisfaction significantly including related factors to the work it-self, working conditions, leadership style, coworkers, supervision, promotion of small and large salaries or wages. Pinder (1984), stated that one of the factors that caused job dissatisfaction that is the nature of providers who do not want to hear complains, and not willing to help when needed.

Organizational commitment is an important concern in many studies as a significant impact on work behaviors such as performance, job satisfaction, employee obsession, and employee turn-over. Scooter (2000), states that workers with high organizational commitment will be more oriented to work. Scooter also noted that workers who have high organizational commitment will tend to be happy to help and can work together.

The loyalty of an employee who exceeds the scope of duty called organization citizenship behavior (OCB). Someah and Zhary (2004) stated that the organizational citizenship behavior is the behavior of employee who do not appear, either to colleagues and to the organization where such behavior exceeds the standard of behavior of organizations. This means that the higher the organizational citizenship behavior given by an employee, the higher the quality of services provided conversely.

The success of an organizations is determined by two main factors namely human resources and facilities and supporting infrastructure. Of two main factors, the human resources is the most important. The quality of human resources within the organization can be measured by the performance of employee, for example the level of productivity, absenteeism and deviant behavior. High level of productivity, lower absenteeism, and low deviant behavior indicated a high service performance.

Gibert (1977), defining performance as the ability of an employee to work in accordance duties and functions. Thus, the services performance of an employee can be measured

through the work, the results of the task, or the result of activities within a certain time.

The hospital as an organization that works to provide health care services to the community in the form of promotive, preventive, curative, and rehabilitative expected with optimally function. However, low levels of BOR (Bed Occupancy Rate) that achieved by hospitals in North Sulawesi can be used as illustration that the services performance of the relevant hospital low. From the perspective of human resources, leadership impact directly or indirectly on the performance of the service employees of the hospital. Indirectly, leadership skills can affect the performance of services through a hospital employee job satisfaction, organizational commitment and organizational citizenship behavior.

### **The Cortical Foundation**

#### *Leadership*

Yukl (1989) explained that the leadership emerging among those that involve the use of influence, and are used to achieve the objective. Influence means, the relationship between people are not passive, and designed to achieve several objectives, including the outcome or the performance of services. Daft (2003) define leadership as the ability to influence people to achieve goals thus, the leadership has the characteristics of reciprocity, appeared atang the people, and activity different people from administrative work with paper or problem-solving activities and dynamic nature and involves the use of authority. (Kouzes and Posner (1990))

One of the main differences between the characteristic of managers and leaders with regard to the source of authority and level of fulfillment caused among his followers. Mintzberg (1983) explains that power is the ability that has the potential to influence the behavior of others. Power of manager coming from a position of individuals in an organizations. Leadership power comes from private sources that are not invested in the organizations, such as interests, goals, and personal values. French. Jr. and Raven (1960) describes five sources of power in the organization, namely : (a). Legitimate power comes from formal management position in the organization, (b). Reward power comes from the power to given an awards to someone else. (c).coercive power refers to the power to punish or recommending punishment. (d). Expert power derived from specialized knowledge or skills of a leader with regard to the task carried out by the followers, and (e). Referent power derived from the characteristics of a leader that evokes personality reactions introduction followers are most often caused by power experts and power of spur is commitment. Commitment means that employees will share viewpoints and leaders enthusiastically execute instructions.

Indicators of leadership measured in this study are : (a). Ability to inspire, (b). The ability to make employees perform, and (c). Capabilities in planning.

#### *Job Satisfaction*

Job satisfaction refers to an individuals general attitude towards work. A person with a high level of job satisfaction showed a positive attitude towards work. On the contrary, a person who is not satisfied with his work showed a negative attitude towards work. Robbins (2006) stated that job satisfaction is an expression of feelings and attitudes that positive and negative to his work. Wexley and Yukl (2005) define job satisfaction as workers feel the way a job. Luthaus (2006) states that job satisfaction is an emotional state that is happy or positive emotions derived from assesment work or someone work experience.

Hunter and Tietyan (1997) describes the impact of job satisfaction to loyalty and productivity of the organizations.

Organ and Ryan (1995) states that perceived job satisfaction an employee is the basic of organization citizenship behavior. Which means, with the fulfillment of job satisfaction, the employee will work wholeheartedly and in turn increase the effectiveness of the organization it self. In accordance with purpose of research, measurement of job satisfaction are conducted using six indicators, namely : (a) The nature of the job self. (b) Conditions of employment, (c) Salaries and other wages. (d) Coworkers. (e) Safety and job secure, and promotion and punishment.

#### *Organization Commitment*

Organization commitment is a situation where an employee is favoring a particular organization and it's goals and desires. Robbins and Judge (2007) define organization commitment as a high job involvement and partiality of an individual to his work. Griffin (2004) explain that organizational commitment is an attitude that reflects the extent to which an individual knows and tied to the organizations. Which means, an individual who has committed is likely to see himself as a true member of the organization. Luthanus (2006) describes the organization's commitment as a gesture reflecting employees' loyalty to his organization as well as a continuous process in which members express concern for organization, success and sustainable progress.

Mayer and Allen (1991) suggests three dimensions of organizational commitment that can be use as an indicator of an employee's responsibility towards the organization, namely : (a) Affective commitment referring to the emotional attraction, identification and high involvement of an employee of the organization due to his experience in the organization are consistent with expectations and basic needs can be satisfied. (b) Continuous commitment refers to the loss that will be felt in the employment or change jobs in other organizations, and, (c) Normative commitment refers to a feeling of obligation to remain in the organization because such action is the right thing to do.

#### *Organization Citizenship Behavior (OCB)*

A good Organizational Citizenship Behavior shown when employees want to do a extra-role performance than intra-role performance (Garay,2006). Organ and Bateman calling extra-role performance with the term Organizational leadership Behavior. Mean while, George and Betten Kruse (1990) calling extra-role performance with Professional Behavior Organizations. Spector (2006) define OCB as behavior beyond the formal requirements of jobs that provide benefits to the organizations. Employees who demonstrate such behavior will benefit the organizations. Employee who demonstrate these behaviors contribute positively to the organization through behavior beyond the job description, as well as employees continue implement appropriate job responsibilities. Luthanus (2006) define OCB as behavior choice and individual initiative, not related to the reward system of formal organization but shows the effectiveness of the organizations. By Organ (1988), OCB consists of five dimensions : (a) Altruism, behavioral help ease the work targeted at individuals within the organization. (b) Courtesy to help a coworker prevent problems in connection with his employment by giving consultations and information and respect their needs. (c) Sport man ship, is tolerance at a less than ideal situation at work without complaining. (d) Civic victiano, that is involved in the organization's activities and care for the survival of the organizations, and (e) is doing things that benefits organizations such as compliance with regulatory organizations.

**Employee Service Performance**

Amstrong and Baron (1998) stated that the performance is doing the work and the result achieved form such work. The performance of which is an explanation of what is done and how to do things. Mangkunegara (2000) stated that the term of performance is derived form the actual job performance or the performance. Job performance can be interpreted as the actual performance or achievements achieved in executing duties in accordance with the responsibilities assigned to him. Veithzal and Rivai (2011) stating that the service performance can be measured by five factors : (a) Work quality, (b) Punctuality, (c) Reduction of losses, (d) Supervision needs and, (e) Interpersonal relations.

Baldauf et al (2001) in their study found that employees of the company's efforts to establish good relations with costumers will be able to improve the achievement of results obtained by these employees, and it turn can contributed to organizational effectiveness. Chang and Chen (1998) which examines that relationship between market orientation of service quality and corporate performance managed to show that the behavior of the employees service positively impact performance. Improvement of company, in particular the performance of the company's of company, in particular the performance of the company's profitability.

**Conceptual Frame Work And Hypotheses**

*Conceptual Frame Work*

Conceptual frame work or theatrical framework is the foundation for a research. Conceptual framework is often also referred to as a research paradigm is built in the from of a network of associations that are prepared, describe and elaboration logically about the causal relationship between the construct the research problem situations, and identified through a literature survey process and tracking the result of previous research.

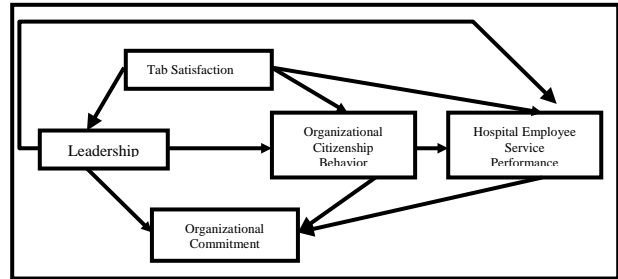


Figure 1 : Conceptual frame work of the relationship between leadership, job satisfaction, organizational commitment, organizational citizenship behavior and hospital employee service performance.

Formulation research paradigm or conceptual framework research as can be seen in Picture 1 indicates two things as follows : (a) Leadership directly positively and significantly affects the performance employees of public hospitals were type ( in Talaud Islands, North Sulawesi, and (b) Leadership indirectly, positively and significantly effects the performance employees of public hospitals were type C in Talaud Island, North Sulawesi.

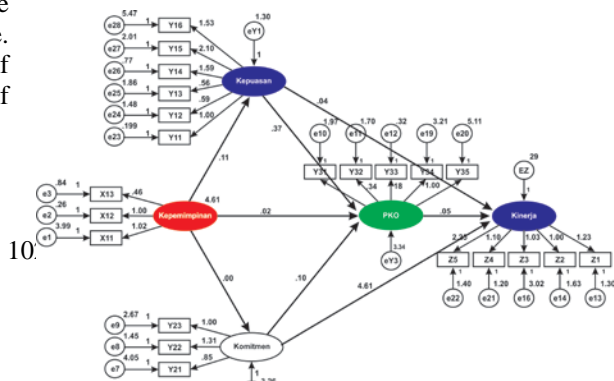


Figure 2. The Path Diagram of Leadership Job Scarification, Organizational commitment, organizational citizenship behavior and hospital employee service performance

**Research Hypotheses**

Based on a research conceptual framework as mention from Picture 1. The study attempt to test nine research hypotheses as the following :

- Hypotheses 1 : Leadership can affect directly, positively and significantly the hospital employee service performance.
- Hypotheses 2 : Leadership can affect indirectly, positively and significantly the hospital employee service performance trough Organizational Commitment.
- Hypotheses 3 : Leadership can affect indirectly, positively and significantly the hospital employee service performance trough Organization Commitment.
- Hypotheses 4 : Leadership can affect indirectly, positively, and significantly the hospital employee service performance trough Organizational Citizenship Behavior.
- Hypotheses 5 : Job satisfaction can affect positively and significantly hospital employee service performance.
- Hypotheses 6 : Job satisfaction can affect positively and significantly Organization Citizenship Behavior.
- Hypotheses 7 : Organization Commitment can affect positively, and significantly the hospital employee service performance.
- Hypotheses 8 : Organization Commitment can affect positively, and significantly Organizational Citizenship Behavior.
- Hypotheses 9 : Organization Commitment behavior can affect positively, and significantly the hospital employee performance.

**Research Method**

*Research Design*

Research design is condusive survey method Based on Cross sectional sample data to verify the research hypotheses. Leadership is identified as exogenous antecedent latent variable in the model. While job

satisfaction, organizational commitment and organizational citizenship behavior are all identified as endogenous intervening latent variables. Finally, hospital employee service performance is identified as endogenous consequences latent variable.

*The Unit Of Analysis*

Opinion, motivation, perception and preference of individual civil servant employee of the type C Regency General Hospital in Talaud isle Regency, North Sulawesi is used as a research unit of analysis.

*Population and sample*

Research population are include all civil servant employee working as hospital employee at the type C General Regency Hospital in the Regency of Talaud Isles, North Sulawesi a amounts of 130 employee. All of the 130 civil servant employee working at the hospital are taken as a research sample, Therefore, the research 14 samples are called no probability sampling design in which all of the 130 civil servant employee including as a sample members.

*Measurement and Scaling*

The measurement of respondent statement with in questionnaire are measured using a likert type scale with as rank scale standing for "agree" and I rank scale standing for "strongly disagree".

*The Techgue Of Analysis*

Research analisis is used a structural equation modeling SEM technique to analyze the causality relationship of leadership an exogenous latent variable with job satisfaction, organizational commitment, and organization citizenship behavior as endogenous interpreting latent variables and hospital employee service performance as an endogenous consequences latent variable. Structural equation modeling analysis is supported By Amos software of 22.0 version and SPSS statistical application of 22.00 version.

**Result**

*The Analysis of SEM Measurement Model*

The objectives of the analysis of SEM measurement model is to verify the causality relationship between latent constructs of leadership, job satisfaction, organization Commitment, Organizational citizenship behavior and their attributes dimensions, their validities and reliabilities as a measurement tools toward each of their latent constructions. The constructs and their dimensions attributes are evaluated using the confirmatory factor analysis (CFA) techniques to verify the goodness of each of their indicator in describing each of their latent construct. Besides the 1<sup>st</sup> CFA ( First Order Confirmatory Analysis), the research is also used the second order confirmatory analysis supported By an Amos software and SPSS statistical techniques analysis.

Table 3 : Standardized Regression Weight

Indicators	Estimate					C.R	P
	Obscured Variables						
	X1	Y1	Y2	Y3	Z		
1	2	3	4	5	6	7	8
XII	734					11.093	001
XI1	973						001
XI2	731					10.96	001
XI3		622					001
YII		476				5.946	001
Y12		428				5.319	0015
YI3		898				9.531	001
YI4		850				9.355	001
YI5		590				7.133	001
YI6			605			7.869	001
Y2I			891			8.275	001
Y22			741				
Y23				480		5.100	001
Y3I				466		4.818	001
Y32				513		5.345	001
Y33				725			
Y34				511		5.329	001
Y35					520	4.001	001
ZI					405		
Z2					316	3.048	001
Z3					493	3.916	001
Z4					731	4.202	001

To test the constructs validity, the research is used the pig don and Ferguson (1991), and Dolly, Xia, and Torkzadeh (1994) factor loading criterion of equal or more better than 0,70 ( $\geq 0,70$ ). That means for every manifest variables with the loading factor equal or more better than 0,70 couple with their critical ratio equal or more better than 1,96 (or accounted t-value  $\geq 1,96$ ) can be said as has a high validity to describe their construct. Based on the validity criteria of equal or more better than 0,70 loading factor we can conclude as the following : a). the ability to make the employee do something, the ability to give an inspiration, and the ability in making a better plan have a good validity in describing the leadership, b). employee associate and safeness in the work place have a good validity in describing employee job satisfaction, c). The continuance commitment has a good validity in describing the organizational commitment, d). the opportunity of he or she has their own opinion has a good validity in describing the organizational citizenship behavior, an e). the affect of personal relationship between the employee has a good validity in describing the hospital employee service performance.

Table 4. The contribution of indicators variables toward the laten variable in SEM Measurement model

The information from Table 4 indicated the contribution of each manifest variable or indicator to each of their latent construct based on the greater smaller of the loading factor as mention in Table 3. Based on the greatness of loading factor of beach indicator, he contribution of manifest variable or indicator to their latent variables can be explained explained as the following : a). The most contributor the leadership success is the ability to market employee do something (0.973), followed by the ability to give an is inspiration (0.734) and the ability in plan

No	Latent Variables	The Contribution Of Indicators Variable					
		I	II	III	IV	V	VI
1	Leadership	The ability to make employee do something	The ability to dilive an	The ability in elaborate a better plan			
2	Job satisfaction	The working employee associate	Safety bility of the working place	The quality of work it self	Supervision	Working condition salary and other payment	
3	Organizational commitment	The continece commitment	Normatif commitment	Affectif commitment			
4	Organizational citizenship behavior	The opportunity to has the know opinion	Initiative	Actively participation	Altruisms	Precisions	
5	Hospital employee survey performance	Effect of personal relationship	Working quality	Supervision needs	Rigidity of time	Loose decorating	

capabilities (0.731), b). The most contributor to employee job satisfaction is an employee associate (0,898) allowed by safeness in while place (0,858), the work it self (0,622), the supervision (0,690), working condition (0,476), and salary and other payment (0,428), c). the most contributor to employee commitment organization is continuance commitment (0,891), followed by normative commitment (0,741), and effective commitment (0,605), d). the most contributor to an employee to become organizational citizenship behavior is the employee opportunity to have their own opinion (0,725), employee initiative (0,513), employee participation (0,511), employee altruism (0,480), and employee rigidity (0,446), and e). the most contributor to hospital employee service performance is the effects of personal relationship (0,731), followed by working qualities (0,520), the supervision needs (0,493), time rigidity (0,405), and loose decrease (0,316).

#### The Structural Modal Causalities Test

The objective of structural modal causalities test is to measure and evaluate the degree and direction of laten exogenous construct of leadership affects the hospital employee service performance directly and indirectly. The results of structural model causalities test is shown in table 5, and can be explained as the following : a). there is no directly affects of leadership on hospital employee service performance, b). There is a positively and significantly affects of leadership toward employee. Job satisfaction c). There is no affects of leadership on organizational commitment, d). There is no affect of leadership on organizational citizenship behavior, e). there is a positively and significantly affect of employee job satisfaction on organizational citizenship behavior, f). There is no affect of employee job satisfactory on hospital service performance, g). There is no affect of organizational commitment on organizational citizenship behavior, h). Three is no affect of organizational commitment on hospital employee service performance, and (e). There is positively and significantly affect of organizational citizenship behavior on hospital employee service performance.

Table 5 : The Resolute Of Research Hypotheses Test

Hypotheses	Independence Variables	Dependence Variables	Estimate	S.E	C.R	P	Decision
H1	Leadership	Employee service performance	-	-	-	-	-
H2	Leadership	Job satisfaction	.113	.041	2.750	.006	S
H3	Leadership	Organizational commitment	.001	.066	.008	.994	US
H4	Leadership	OCB	.018		.212	.816	US
H5	Job Satisfaction	OCB	.370	.158	2.348	.019	S
H6	Job Satisfaction	Employee service performance	.042	.047	.8944	.371	US
H7	Organization Commitment	OCB	.104	.094	1.100	.271	US
H8	Organization Commitment	Employee service performance	.016	.029	.544	.586	US
H9	OCB	Employee service performance	.080	.036	2.227	.026	S

The result of structural modal causalities test medicated the that leadership has an ability to influence the hospital employee has an ability to influence the hospital employee service performance trough employee job satisfaction and employee organizational citizenship behavior.

**Discussion**

*Explanation Of SEM Estimation Toward Measurement Modal*

The research finding of SEM estimation toward measurement modal can be explained as the following. a). Leadership of the type C general regency hospital in Talaud is has regency, north Sulawesi can affects directly and indirectly the hospital employee more better performance by using the more better expert power and reference power, b). leadership of the type C general regency hospital in Talaud is has regency can affects employed job satisfaction trough the ability to create harmony relationship between employee and he or she employee associate, and stability of working condition, c). Leadership of the type C general regency hospital in Talaud is has regency can affect the employee organizational citizenship behavior by promoting personal pride of each employee, and e). Leadership of the type C general regency hospital in Talaud isles regency can affect the hospital employee service performance to become more better quality by promoting personal relationship among employee with him the type (General Regency Hospital CRH).

*Explanation of SEM Estimation Toward Structural Model*

The research finding of SEM estimation toward structural model can be explained as the flowing : a). there is no directly causality relationship between leadership and hospital employee service performance of he type C general regency hospital in Talaud isles regency, North Sulawesi, and b). Leadership of the type C general regency hospital in Talaud isles regency has an ability to affect the hospital

employee service performance to more better quality employee performance trough the create of more better employee job satisfaction and to create organizational citizenship behavior as organizational culture.

**Conclutions And Suggestions**

*Conclutions*

For the time being the leadership of the type C General regency hospital in Talaud I Isles Regency, North Sulawesi C an not affect directly toward a better hospital employee service performance. The leader ship can not also affect indirectly the better quality hospital employee service performance trough employee organizational commitment or trough employee organizational citizenship behavior. The only path or way for the leadership to create more better quality of hospital employee service performance is in the directly trough employee better job satisfaction and employee organizational citizenship behavior.

*Suggestions*

Leadership of the type C general regency hospital in Talaud isles regency, North Sulawesi can affect directly to a more better hospital service quality performance by promoting personal relationship among all employee by no exceptions. It is also suggests that leadership can. Affect to more better hospital employee service quality performance by promoting the employee continuance organizational commitment and employee self respect of organizational commitment and employee self respect of organizational citizenship behavior.

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