EMPLOYEE JOB SATISFACTION IN MEDIATING THE RELATIONSHIP BETWEEN WORK MOTIVATION AND AFFECTIVE COMMITMENT IN ROOF TILE INDUSTRY

Romat Saragih ¹, Bachruddin Saleh Luturlean ², Ferry Hadiyanto ³

^{1,2} Universitas Telkom, Indonesia

³ Universitas Padjadjaran, Indonesia

ABSTRACT

This study investigated the mediation of job satisfaction in the relation between work motivation and affective commitment. An affective commitment was considered as an important factor that reflects how employees attached to their organization. An employee with high affective commitment will perform better and contribute more. It is crucial for every organization to identify factors that can drive its employees to develop affective commitment. Work motivation is considered as a factor that impacts the employee's emotional commitment towards the organization. Meanwhile, job satisfaction also believed to increases such commitment. The current study used 192 workers from the five largest roof tile manufacturers in Majalengka as participants. Using a bootstrapping approach, this study found that work motivation effects directly on job satisfaction and affective commitment. Meanwhile, job satisfaction also effects directly on affective commitment. This finding showed that job satisfaction has a mediation role in connecting work motivation and affective commitment, which was also the main finding of this research. A comparison with previous studies will be discussed, and managerial suggestions will be provided to improve employee's affective commitment.

Keywords: work motivation, job satisfaction, affective commitment, mediation, human resources.

KEPUASAN KERJA KARYAWAN YANG MEMEDISI HUBUNGAN ANTARA MOTIVASI KERJA DAN KOMITMEN EFEKTIF PADA INDUSTRI GENTENG

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis kepuasan kerja sebagai mediator dalam hubungan antara motivasi kerja dan komitmen afektif. Komitmen afektif merupakan faktor penting, karena mencerminkan bagaimana karyawan merasa terikat kepada organisasi. Karyawan yang memiliki komitmen afektif yang tinggi akan berkinerja lebih baik dan berkontribusi lebih banyak kepada perusahaan. Setiap organisasi perlu untuk mengidentifikasi faktor-faktor apa saja yang dapat mendorong karyawan untuk mengembangkan komitmen afektif. Motivasi kerja diperkirakan dapat berpengaruh kepada komitmen emosional karyawan terhadap organisasi. Sementara itu, kepuasan kerja juga diyakini dapat meningkatkan komitmen tersebut. Sample penelitian ini menggunakan 192 pekerja dari lima pabrik pembuatan genteng terbesar di Majalengka. Dengan menggunakan pendekatan bootstrapping, penelitian ini menemukan bahwa motivasi kerja memiliki pengaruh langsung pada kepuasan kerja dan komitmen afektif. Sementara itu kepuasan kerja juga berpengaruh langsung terhadap komitmen afektif. Temuan ini juga menunjukkan kepuasan kerja berperan sebagai mediator dalam hubungan motivasi kerja dan komitmen afektif yang sekaligus merupakan keterbaruan penelitian ini. Perbandingan dengan studi sebelumnya akan dibahas dan saran-saran manajerial akan diberikan untuk meningkatkan komitmen afektif karyawan.

Kata-kata Kunci: motivasi kerja, kepuasan kerja, komitmen afektif, mediasi, sumber daya manusia.

Korespondensi: Dr. Romat Saragih, MM, Fakultas Komunikasi dan Bisnis, Universitas Telkom. Jln. Telekomunikasi, Terusan Buah Batu, Bandung 40257, Indonesia. E-mail: saragih@ypt.or.id

Submitted: September 2019, **Accepted:** March 2020, **Published:** March 2020

ISSN: 1412 – 3681 (printed), ISSN: 2442 – 4617 (online), Website: <http://journal.feb.unpad.ac.id/index.php/jbm>

INTRODUCTION

Organizational commitment is defined as a link between the individuals (employees) and their organization. In recent years, scholars studied organizational commitment to find the significant factors that shape a strong commitment (Yates, 2014; Wong & Wong, 2017). The discussion of organizational commitments that are most widely used as references came from Allen & Meyer (1990) who introduced three components of commitment; affective, normative, and continuance. Affective commitment refers to the identification with, and involvement with the organization (Mercurio, 2015).

Employees with a strong affective commitment stay and contribute to the organization because they want to do so. The human resources department needs to develop programs and policies that support the long-run performance of the company. The greatest competitive forces for the organization came from their employees. Emotionally attached employees will result in better individual and organizational performance (Schoemmel & Jönsson, 2014; Irefin & Mechanic, 2014).

Affective commitment is an emotional bond that needs time to develop. In order to build strong affective commitment, an organization must understand factors that affect employee emotional feeling toward the organization. Tosun & Ulusoy (2017) argued that employee's satisfaction towards their job also increases their affective commitment.

Several factors that proved to have a relationship with affective commitment including perceived organizational support (Jais & Mohammad, 2013), learning culture (Lau et al., 2016), motivation (Fernet et al., 2017), and employee empowerment (Dhawan & Mulla, 2011). Roof tile factories currently faced extraordinary competition. They required to operate more efficiently and creatively in dealing with a new market. On the other side, in the small tile industry, it was found that one factor contributing to efficiency is labor intensive at around 75% (Sopingi, et al., 2015). It implies that labor shows high level of work-rate and productivity. Their motivation and commitment probably are a part that can correlate with each other.

In facing these challenges, companies need employees who have strong attachments to the organization. These attachments need to be gradually built to have a strong foundation. Developing strong motivation will become easier if employees have motivation in carrying out their work. Even when they are facing a tough challenge, if they have a strong motivation, they will have the self-confidence to achieve their goals. The current study examined the direct effect of work motivation in developing affective commitment, and also tested the mediation role of job satisfaction in that relation. The choice of job satisfaction as a mediator with the consideration that this variable has been widely used by previous researchers, namely in New Zealand (Boxall et al., 2014), in

South Africa (Donald et al., 2016), and in South Korea (Koo et al., 2019). We want to know how job satisfaction acts as a mediator with work motivation as an independent variable and affective commitment as the dependent variable because this is still limited conducted, especially in Indonesia.

Motivation is like a fuel for the individual to achieve their goals. Smart business owners know that there is a direct link between motivating employees to be successful in their assignments and the success of that business (Blasingame, 2015). This notion confirms by Barone (2016), who explains the importance of motivation, can be seen through people being inspired to make a change in their lives. In the workplace, these changes might be materialized in enhancing their performance, work harder and smarter, act more efficiently, which positively will impact the organization's performance.

LITERATURE REVIEW

Work Motivation

Schmidt et al. (2013) defined motivation as the psychological processes that underlie the direction, intensity, and persistence of behavior or thought. Kinicki & Fugate (2016) explained that motivation is inferred from one's behavior or the results associated with the behavior. Motivation is believed to be one of the four essential drivers of individual behavior and performance. Kanfer et al. (2008) also explained that work motivation is the

psychological processes that determine (or energize) the direction, intensity, and persistence of action within the continuing stream of experiences that characterize the person concerning his or her work. In this study, we refer intrinsic motivation concept from Chiang et al (2008) which view motivation from how much effort employees put, the work quality, productivity, and level of involvement in their job.

A study from de Lange et al (2010) looked at the impact of work motivation on engagement. Other benefits resulting from motivated employees were higher job satisfaction (Kumar & Varma, 2017), reduced turnover (Kim, 2018), higher job performance (Ali et al., 2016).

Job Satisfaction

Job satisfaction also described as an expression of individuals regarding their level of well-being associated with their work-load and activities (Gibson et al., 2012). Employees who have high job satisfaction display positive feelings. Job satisfaction often associated with positive behaviors including; attendance rates, low turnover, more effective employees, more focus at work, higher involvement, and satisfied customers. Robbins & Judge (2017) proposed five dimensions of job satisfaction; supervisors, careers, salaries, coworkers, and the job itself. It is important for an organization to maintain the satisfaction level of their employees. Satisfied employee become more engaged (Caesens & Stinglhamber, 2014), strongly

committed with organization (Lambert et al., 2015), stay longer (Oosthuizen et al., 2016), develop strong organizational citizenship behavior (Talachi et al., 2014), and will perform better (Masihabadi et al., 2015).

Affective Commitment

The employees' desire to remain in the organization and willing to give better efforts are due to the benefits that they perceive when they are in the organization. Discussing organizational commitment cannot be separated from an earlier study by Allen & Meyer (1990). They began to discuss the importance of organizational commitment and proposed three dimensions; affective, continuous, and normative. Affective commitment is a psychological condition that can have an impact on the emergence of positive behaviors related to work (Allen & Meyer, 1990).

Meyer et al. (2004) stated that affective commitment has the strongest correlation with performance and organizational citizenship behavior. Furthermore, Mercurio (2015) argued that the study of positive consequences of affective commitment has emerged in research, such as the investigation of the effects of affective commitment on organizational citizenship behaviors and affective commitment as a moderator of stress in the workplace. Those statements were corroborated by the results of previous research from Kim (2012), Garland et al. (2013), and Vandenberghe et al. (2004).

Work Motivation and Job Satisfaction

Individuals need to drive themselves towards something they value (career, pay, pride). They need to have something that motivates them to do the job. Many organizations will develop a human resources program that improves employee motivation. The literature that discusses the relationship between work motivation and job satisfaction argued that there is a strong positive link between work motivation and job satisfaction.

Roos & van Edeen (2008) explained the needs and motives associated with the energy and dynamism dimension of employee motivation were significantly and positively related to all aspects of job satisfaction, in particular to job characteristics. Gillet et al. (2013) found that work autonomous motivation was positively associated with work satisfaction. The positive links between work motivation and job satisfaction were also found in the study of Gelard & Rezaei (2016) and Kumar & Varma (2017). Thus, this study proposes the following hypothesis H₁ that work motivation will have a significant positive effect on job satisfaction.

Work Motivation and Affective Commitment

In the workplace, work motivation has been positively associated with affective commitment (Gagne et al., 2008). Employees with a desire to excel will show contribution in the form of real

action emotionally and display a sense of pride to the organization and associate themselves with the organization. Studies from Choong et al. (2011) concluded that there is a strong relationship between intrinsic motivation and affective commitment. The positive relationship between work motivation and affective commitment was also found in studies from Battistelli et al. (2013) and Fernet et al. (2017).

From those results, we propose the hypothesis H_2 that work motivation will have a significant positive effect on affective commitment.

Job Satisfaction and Affective Commitment

The study by Azeem (2010) revealed a significant positive relationship between job satisfaction and affective commitment. This finding was confirmed by Irshad & Naz (2011) and Colakoglu et al. (2010). Most researches that study the link between job satisfaction and affective commitment show that employees will achieve a higher level of commitment if the company pays attention to their level of satisfaction at work. Highly satisfied employees will associate themselves willingly with organizations. Our hypothesis H_3 is that job satisfaction will have a significant positive effect on affective commitment.

Based on the result regarding the links between variables our next hypothesis H_4 is that job satisfaction mediates the effect of work

motivation on affective commitment. Figure 1 shows the research model of this study.

Figure 1. Hypothesis Model

METHODS

Participants

The participants consisted of 192 workers that were chosen proportionally from the biggest five roof tile manufacturers with more than 20 employees, in Majalengka, the biggest center of roof tile industry in West Java, even in Indonesia. The data collection was conducted in January 2019 until March 2019. The gender ratio of the participants was 67% men and 23% women. Most participants were married (66%). More than 42% percent of employees have already been worked in the organization between 1 – 3 years. The interesting information is that there were 24% of workers who have already worked for more than ten years. The education level was dominated by high school (72%).

Table 1. Demographic characteristics (N= 192)

Characteristics	Category	Number	Percentage	Characteristics	Category	Number	Percentage
Gender:	Male	129	67%	Tenure:	< 1 year	0	0%
	Female	63	33%		>1-3 years	80	42%
Age:	<25 year	30	16%		>3-5 years	26	14%
	>25-30 years	64	33%		>5-10 years	40	21%
	>30-35 years	42	22%		>10 years	46	24%
	>35-40 years	30	16%	Position:	Officer	162	84%
	>40-45 years	6	3%		Supervisor	20	11%
	>45-50 years	16	8%		Manager	10	5%
Marital Status:	>50 years	4	2%	Children:	Yes	126	66%
	Married	126	66%		No	66	34%
	Single	58	30%	Education:	Elementary	56	29%
	Separated	8	4%		High School	136	71%
					Bachelor	0	0%

Measurement and Analysis

We translated the English version of the questionnaire into Bahasa. Then the final translation consists of 25 items that were used in this study. The work motivation was assessed with 4 items develop from Chiang et al. (2008). The Cronbach alpha was 0.881. Examples of the items were 'Always do the best at work' and 'Always improve the quality of work'. 15 Job satisfaction items were developed by Prasetyo et al. (2017). The Cronbach Alpha was 0.805 and the samples of items were 'My salary is in accordance with my workload' and 'I am willing to help my colleagues'. Affective commitment measured using 6 items from Allen & Meyer (1990). The Cronbach Alpha was 0.806 with sample items were 'I speak positively about my companies to other people' and 'I feel that company problems are my problem'.

We used SPSS with Macro PROCESS to analyze the data and provide the correlation (Hayes, 2018). This method did not require the normality assumptions related to sample distribution through the application of bootstrapping confidence intervals (Preacher et al.,

2007). To determine whether job satisfaction has a mediation role in the relationship, the value of the Upper-level and Lower-level Confidence interval should not contain the number 0.

RESULTS AND DISCUSSION

Table 2 displays means and standard deviations for work motivation, job satisfaction, and affective commitment and also their correlations. Work motivation and affective commitment were positively correlated to job satisfaction. Meanwhile, work motivation was also positively correlated with affective commitment.

Table 2. Work motivation, job satisfaction, and Affective Commitment: Means, standard deviations, and correlations

	Means	Strd.Dev	N	Satisfaction	Motivation	Commitment
Satisfaction	4.0917	0.39649	192	1		
Motivation	4.2413	0.44773	192	.495**	1	
Commitment	4.3217	0.48748	192	.514**	.629**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Regression analysis was used via the SPSS program with the PROCESS program (Hayes, 2018) to test the model, specifying a 95% confidence interval and 5000 bootstrap samples. Table 3 displays the results of the regression analysis. Hypothesis H₁ work motivation would predict job satisfaction was supported ($\beta = .4380$, $SE = .0558$, $p = 0.000$). The next hypothesis H₂ work motivation would positively affect affective

commitment also supported ($\beta = .5403$, $SE = .0675$, $p = 0.000$).

The results also confirm that hypothesis H₃ was supported job satisfaction will predict affective commitment ($\beta = .3306$, $SE = .0763$, $p = 0.000$). These three estimations empirically are strong results since proven to show an unbiased estimator that significant at a 99% confidence level.

Table 3. Regression Coefficient, Standard error, and Model Summary

	Job Satisfaction			Affective Commitment		
	Coeff	SE	p-value	Coeff	SE	p-value
Work Motivation	0.4380	.0558	0.0000	0.5403	0.0675	0.0000
Job Satisfaction	-	-	-	0.3306	0.0763	0.0000
Constant	2.2338	0.2381	0.0000	0.6771	0.3028	0.0265
	R-Square		0.2447	R-Square		0.4506
	F=		61.5474	F=		77.5209
	p=		0.0000	p=		0.0000

Table 4 shows the significance test regarding the prediction about the mediation of job satisfaction on the relationship between work motivation and affective commitment. Hypothesis H₄ was proven since there was no zero value (0) between lower-level confidence interval and upper-level confidence interval. Job satisfaction can enhance the effect of work motivation on affective commitment.

Table 4. Test of mediation of job satisfaction on the relationship between work motivation and affective commitment

	Effect	BootSE	BootLLCI	BootULCI
Work Motivation --> Job Satisfaction --> Affective Commitment	0.1448	0.0378	0.0799	0.2257

In general, worker's quite motivated and satisfied with their current job. Surprisingly, and this is good for the organization, workers perceived somewhat strong affective commitment. Moreover,

these three variables correlated with each other positively. Although they worked in a hazardous environment when making roof tile, they still develop motivation and satisfaction, which lead to higher affective commitment. One of the reasons for this to happen is that most workers did not possess a higher education level, and the companies provide the opportunity for them to work without having any substantial education degree.

This study contributes to the models of relationships involving work motivation, job satisfaction, and affective commitment. We found that the result from previous studies was corroborated partially. Our study found the positive relationship between work motivation and job satisfaction, which was supported by the works from Gelard & Rezaei (2016), Kumar & Varma (2017), and Gillet et al. (2013). The findings regarding the other two relations also aligned with previous studies (Battistelli et al., 2013; Irshad & Naz, 2011; Colakoglu et al., 2010). Job satisfaction has been shown to mediate relationships between transformational leadership, work stress, and perceived organizational support with affective commitment (Colakoglu et al., 2010; Hakim & Ibrahim, 2010).

The current study found the mediation role of job satisfaction in the relation of work motivation and affective commitment, and it was a novelty of this research. It added the importance of job satisfaction as one of the positive work

attitudes, which should become a priority for every organization. Using participants with a lower educational degree also provides new insights that even in the lower level job, work motivation and job satisfaction still play an important role in helping an organization achieve its targets. Workers motivated to do their job because their lives depend on it and in the area where there are not many opportunities to get another job. When individuals develop the thought of importance in what they do, then automatically they will develop stronger motivation.

Afterward, their job provides enough resources for their family, which leads to higher satisfaction. Even though they receive minimum compensation, they have a satisfying work environment and significant relation with supervisors and coworkers. Those unsurprisingly will help them to develop a higher emotional attachment.

CONCLUSION

The current study supported and rejected all of the null hypotheses in this research.. These results supported the previous studies regarding the relations between independent and dependent variables. Our contribution is the confirmation that job satisfaction mediates the relation between work motivation and affective commitment, which is still not studied much. Furthermore, our study in roof tile manufactures also confirm that workers with low education background can develop work

motivation and job satisfaction even without the presence of an interesting compensation program.

One crucial aspect is that they cherish their work as it provides their needs. Despite many positive contributions, our study needs to be developed. Based on the data of respondents above that consisted of 67% male, 66% married, and 45% had more than five years of the work period, it is essential in the future to conduct a further study that uses normative commitment and even continuance commitments as variables. We also suggest a future study to consider the use of longitudinal data to conduct a deeper analysis. Another important aspect for future study is the type of organization, the different cultural backgrounds of participants, and the number of participants. All of these will enhance the quality of the result and can become bases for generalization.

REFERENCES

- Ali, A., Bin, L. Z., Piang, H. J., & Ali, Z. (2016). The Impact of Motivation on the Employee Performance and Job Satisfaction in IT Park (Software House) Sector of Peshawar, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, Vol. 6, No. 9, 297-310.
- Allen, N.J. & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, Vol. 63, 1-18.
- Azeem, S.M. (2010). Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman. *Psychology*, 2010, 1, 295-299. doi:10.4236/psych.2010.14038.

- Barone, R. (2016). The Importance of Motivation and Its Role in the Workplace. <https://www.xactlycorp.com/blog/importance-motivation-role-workplace/>. Accessed April 18, 2019.
- Battistelli, A., Galletta, M., Portoghese, I., & Vandenberghe, C. (2013). Mindsets of Commitment and Motivation: Interrelationships and Contribution to Work Outcomes. *The Journal of Psychology: Interdisciplinary and Applied*, 147:1, 17-48.
- Blasingame, J. (2015). Motivating Employees Is Good Business. <https://www.forbes.com/sites/jimblasingame/2015/08/07/motivating-employees-is-good-business/#2ef955d15ab0>. Accessed April 19, 2019.
- Boxall, P., & Macky, K. (2014). High-involvement work processes, work intensification and employee well-being. *Work, Employment and Society*, 28(6), 963–984. doi:10.1177/0950017013512714.
- Caesens, G. & Stinglhamber, F. (2014). The relationship between perceived organizational support and work engagement: The role of self-efficacy and its outcomes. *Revue européenne de psychologie appliquée*, 64, 259–267.
- Chiang, C.F. & Jang, S.C. (2008). An expectancy theory model for hotel employee motivation. *International Journal of Hospitality Management*, 27 (2008) 313–322.
- Choong Y.O., Wong K.L., Lau T.C. (2011). Intrinsic motivation and Organizational Commitment in the Malaysian Private Higher Education Institutions: An Empirical Study. *International Refereed Research Journal*, 2: 40-50.
- Colakoglu, U., Culha, O., Atay, H. (2010). The Effect of Perceived Organisational Support on Employees' Affective Outcomes: Evidence from The Hotel Industry. *Tourism and Hospitality Management*, Vol.16, No.2, 125-150.
- de Lange, A. H., Van Yperen, N. W., van der Heijden, B., & Bal, P. M. (2010). Dominant achievement goals of older workers and their relationship with motivation related outcomes. *Journal of Vocational Behavior*, 77, 118–125. doi:10.1016/j.jvb.2010.02.013.
- Dhawan, V. & Mulla, Z.R. (2011). The role of pay and leadership in developing organizational commitment. *South Asian Journal of Management*, Vol. 18 No. 2, 60-75.
- Donald, F.M., Lucia, E.M., & Victor M.N. (2016). The Relationship Between Job Satisfaction And Organizational Commitment Among Academic Staff Members In A Selected Higher Education Institution. *WEI International Academic Conference Proceedings*, 38-47.
- Fernet, C., Tre'panier, S.G., Demers, M., & Austin, S. (2017). Motivational pathways of occupational and organizational turnover intention among newly registered nurses in Canada. *Nursing Outlook*, 65, 444-454.
- Gagne, M., Chemolli, E., Forest, J., & Koestner, R. (2008). A temporal analysis of the relationship between organizational commitment and work motivation. *Psychologica Belgica*, 48(2-3), 219e241.
- Garland, B., Hogan, N.L., Kelley, T., Kim, K., & Lambert, E.G. (2013). To Be or Not to Be Committed: The Effects of Continuance and Affective Commitment on Absenteeism and Turnover Intent among Private Prison Personnel. *Journal of Applied Security Research*, 8:1, 1-23, DOI: 10.1080/19361610.2013.738402.
- Gelard, P., & Rezaei, S. (2016). The Relationship between Job Motivation, Compensation and Job Satisfaction in Employees of Tax Administration – A Case Study in Tehran. *Asian Social Science*, Vol. 12, No. 2, p. 165-171.
- Gibson, J.L., Ivancevich, J.M., Donnelly Jr., J.H., & Konopaske, R. (2012). *Organizations: Behavior, Structure, Processes*, 14th edition. New York: McGraw-Hill
- Gillet, N., Gagné, M., Sauvagère, S. & Fouquereau, E. (2013). The role of supervisor autonomy support, organizational support, and autonomous and controlled motivation in predicting employees' satisfaction and turnover intentions. *European Journal of Work and Organizational Psychology*, 22:4, 450-460, DOI: 10.1080/1359432X.2012.665228.
- Hakim, A.H.L. & Ibrahim, H.M. (2017). Transformational leadership and turnover intention: Mediating role of overall job satisfaction. *Journal of Tourism, Hospitality & Culinary Arts*, 9(2), 237-248.

- Hayes, A.F. (2018). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach, 2nd Edition*. New York: The Guilford Press.
- Irefin, P. & Mechanic, M.A. (2014). Effect of Employee Commitment on Organizational Performance in Coca Cola Nigeria Limited Maiduguri, Borno State. *IOSR Journal Of Humanities And Social Science*, Volume 19, Issue 3, Ver. I (Mar. 2014), 33-41.
- Irshad, E., & Naz, S. (2011). Job Satisfaction, Organizational Commitment, and Personality Traits: A relationship Study. *Journal of Humanities and Social Science*, Vol. XIX, No. 2, p. 37-60.
- Jais, J. & Mohamad, M. (2013). Perceived Organizational Support and Its Impact to Teachers' Commitments: A Malaysian Case Study. *International Journal of Education and Research*, Vol. 1, No. 12, 1-16.
- Kanfer, R., Chen, G., & Pritchard, R.D. (2008) in Kanfer, R., Chen, G., & Pritchard, R.D (eds) *Work Motivation: Past, Present, and Future*. New York: Routledge Taylor & Francis.
- Kim, H.Y. (2012). Transformational Leadership and Organisational Citizenship Behavior in the Public Sector in South Korea: The Mediating Role of Affective Commitment. *Local Government Studies*, 38:6, 867-892, DOI: 10.1080/03003930.2012.707617.
- Kim, J. (2018). The contrary effects of intrinsic and extrinsic motivations on burnout and turnover intention in the public sector. *International Journal of Manpower*, Vol. 39 Issue: 3, pp.486-500, <https://doi.org/10.1108/IJM-03-2017-0053>.
- Kinicki, A. & Fugate, M. (2016). *Organizational Behavior: A Practical Problem Solving Approach*. New York: McGraw-Hill.
- Koo, B., Yu, J., Chua, B.-L., Lee, S., & Han, H. (2019). Relationships among Emotional and Material Rewards, Job Satisfaction, Burnout, Affective Commitment, Job Performance, and Turnover Intention in the Hotel Industry. *Journal of Quality Assurance in Hospitality & Tourism*, 1-31. doi:10.1080/1528008x.2019.1663572.
- Kumar, R., & Varma, B. (2017). Study of Job Satisfaction in Relation to Work Motivation and Occupational Stress among Bank Managers. *The International Journal of Indian Psychology*, Vol. 4, Issue 4, 164-174.
- Lambert, E.G., Hogan, N.L., & Keena, L.D. (2015). The Impact of Job Attitudes on Private Correctional Staff's Continuance and Affective Organizational Commitment. *Journal of Applied Security Research*, 10:1, 1-22, DOI: 10.1080/19361610.2015.972260.
- Lau, P.Y.Y., McLean, G.N., Hsu, Y.C., & Lien, B.Y.H. (2016). Learning organization, organizational culture, and affective commitment in Malaysia: A person-organization fit theory. *Human Resource Development International*, Vol. 20, Iss. 2, 1-21. DOI:10.1080/13678868.2016.1246306.
- Masihabadi, A., Rajaei, A., Koloukhi, A.S., & Parsian, H. (2015). Effects of Stress on Auditors' Organizational Commitment, Job Satisfaction, and Job Performance. *International Journal of Organizational Leadership*, Vol. 4, 303-314.
- Mercurio, Z.A. (2015). Integrative Literature Review Affective Commitment as a Core Essence of Organizational Commitment: An Integrative Literature Review. *Human Resource Development Review*, Vol. 14(4) 389-414
- Meyer, J.P., Becker, T.E., & Vandenberghe, C. (2004). Employee Commitment and Motivation: A Conceptual Analysis and Integrative Model. *Journal of Applied Psychology*, Vol. 89, No. 6, 991-1007.
- Oosthuizen, R.M., Coetzee, M., & Munro, Z. (2016). Work-life balance, job satisfaction and turnover intention amongst information technology employees. *Southern African Business Review Volume*, 20, 446-476.
- Prasetyo, A.P., Yuniarsih, T., Ahman, E. (2017). Perceived Work-Life Interface and Organizational Citizenship Behavior: Are The Job Satisfaction & Organizational Commitment Mediates The Relations? (Study on Stars Hotel Employees in Indonesia). *International Journal of Human Resource Studies*, Vol. 7, No. 2, 122-135.
- Preacher, K.J., Rucker, D.D. and Hayes, A.F. (2007). Addressing moderated mediation hypotheses: theory, methods, and prescriptions. *Multivariate Behavioral Research*. Vol. 42 No. 1, pp. 185-227.
- Robbins, S.P., & Judge, T.A. (2017). *Organizational Behavior*, 17th edition. Essex: Pearson Education Limited.

- Roos, W. & van Eeden, R. (2008). The relationship between employee motivation, job satisfaction, and corporate culture. *SA Journal of Industrial Psychology*, Vol 34, No 1, 54-63.
- Schmidt, A.M., Beck, J.W., & Gillespie, J.Z. (2013). *Motivation*, in Weiner, I.B., Schmitt, N. W., & Highhouse, S. eds., *Handbook of Psychology* (vol. 12). Hoboken, NJ: John Wiley & Sons, 311.
- Schoemmel, K. & Jønsson, T.S. (2014). Multiple affective commitments: quitting intentions and job performance. *Employee Relations*, Vol. 36 Iss 5 pp. 516 – 534. <http://dx.doi.org/10.1108/ER-08-2013-0116>
- Sopingi, Suman, A., Soemarno, Yanuwadi, B. (2015), Efficiency Analysis in Small Industry of Tiles and Bricks Production (Case Study in Nganjuk District), *World Environment*, 5(1): 39-45.
- Talachi, R.K., Gorji, M.B., & Boerhannoeddin, A.B. (2014). The Role of Job Satisfaction in Employees' OCB. *Coll. Antropol*, Vol. 38 No. 2, 429–436.
- Tosun, N., & Ulusoy, H. (2017). The relationship of organizational commitment, job satisfaction and burnout on physicians and nurses?. *Journal of Economics and Management*, Vol. 28, No. 2, 90-111.
- Vandenberghe, C., Bentein, K. & Stinglhamber, F. (2004). Affective commitment to the organization, supervisor, and workgroup: Antecedents and outcomes. *Journal of Vocational Behavior*, Volume 64, Issue 1, 47-71.
- Wong, Y.W. & Wong, Y.T. (2017). The effects of perceived organizational support and affective commitment on turnover intention: a test of two competing models. *Journal of Chinese Human Resource Management*, Vol. 8 Issue: 1, doi:10.1108/JCHRM-01-2017-0001.
- Yates, L.A. (2014). Exploring the Relationship of Ethical Leadership with Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior. *The Journal of Values-Based Leadership*, Vol. 7, Issue 1 Winter/ Spring Article 4.