

The Effect of Trust and Responsibility on Organizational Performance through Organizational Commitments in the Jakarta Chamber Of Commerce and Industry (Kadin)

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ABSTRACT

This study examines and analyzes the effect of Trust and Responsibility on organizational performance through organizational commitment. The research was conducted at the Jakarta Branch of the Chamber of Commerce and Industry office. The research sample was 60 people with a simple random sampling and data analysis technique using path analysis.

The results of the study indicate that: 1) there is a direct positive effect of Trust on organizational performance; 2) there is a direct positive influence of responsibility on organizational performance; 3) there is no direct positive effect of commitment on organizational performance; 4) there is a positive direct effect of Trust on organizational commitment; 5) there is no direct positive effect of responsibility on organizational commitment; 6) organizational commitment cannot mediate the effect of Trust on organizational performance; 7) organizational commitment cannot mediate the effect of responsibility on organizational performance.

Keywords: Trust, Responsibility, organizational commitment, organizational performance.

I. INTRODUCTION

The Chamber of Commerce and Industry (Kadin) was established based on Law Number 1 of 1987 concerning the Chamber of Commerce and Industry. The establishment of Kadin is aimed at (1) fostering and developing the capabilities, activities, and interests of Indonesian entrepreneurs in the fields of state business, cooperative business, and private business in their position as national economic actors in the context of realizing a healthy and orderly national economy and business

world based on Article 33 of the 1945 Constitution, and (2) creating and developing a business climate that allows the broadest possible participation of Indonesian entrepreneurs so that they can participate effectively in National Development.

The Indonesian Chamber of Commerce and Industry (KADIN) consists of Regional Chambers of Commerce throughout Indonesia. Regional Chamber of Commerce and Industry may consist of economic/trade organizations and industry associations, including bodies, associations, assemblies, associations, and companies in certain areas. Trade and Industry (KADIN) is an Indonesian Entrepreneur. The Chamber of Commerce and Industry membership includes State-Owned Enterprises (BUMN), Cooperatives, and Private Entrepreneurs.

In each area that has Kadin management, an office is established as a place for Kadin management to carry out Kadin organizational activities so that Kadin's goals are achieved. In addition to the administration, Kadin's office employs Kadin employees who help the direction run the Kadin organization. Kadin employees are generally tasked with preparing various management needs, administrative and secretarial, and other duties or functions. Unlike the administrators elected in the Kadin deliberative forum with a term of service, Kadin employees are private employees who are paid a salary and follow the applicable staffing regulations. However, Kadin as an organization must consist of employees and administrators who work hand in hand to run the wheels of Kadin organization.

Kadin DKI Jakarta also has an office located at the Majapahit Permai Office Complex Block B 21-23, Jalan Majapahit No 18-20, Central

Jakarta. In that office, the management and employees of the Jakarta Kadin carry out organizational activities. As usual in an organization, the office is where interactions between employees and administrators, administrators and administrators, and employees and employees can occur. In addition, various types of social relationships occur in an office. These relationships are interdependent, which will affect the success of the work program run by the Kadin management.

Positions as administrators and employees of the Jakarta Chamber of Commerce and Industry are also related to trust. The word Trust has a social dimension, meaning that it refers to interactions between individuals. Trust is very important. Without Trust, the interactions that are built will fail miserably. Likewise, a position, either as a manager or an employee, that is given or occupied by someone really needs the Trust of another party. In a position without the Trust of other parties, the position of the management and employees becomes un-legitimacy.

This situation will affect the failure of communication and interaction within the institution. The broader impact is the disobedience of members of the institution to the policies taken by the leadership. If that happens, failure in implementing various approaches is to be expected. A person's Trust in other people varies in degree. Some factors influence it, for example, the closeness of the relationship, the qualities possessed, and experience. For example, the more unfamiliar someone is with other people, the weaker the level of Trust.

On the contrary, the closer you are, the weaker the Trust will be. The quality of a person's ability shown by his certificate or diploma makes his Trust in him strong. Likewise, with experience, someone who has a lot of experience in certain situations is more trusted to be able to overcome the condition that occurs.

A person who becomes a Kadin administrator or employee will have responsibilities. The scope of responsibility relates to the authority granted. Various policies taken on behalf of Kadin have implications for the responsibilities that must be conveyed to multiple interested parties. This responsibility can be accepted or not, depending on the success indicators set.

Several studies have shown that commitment is influenced by several factors. For example, steer (in Chairy, 2002) mentions several antecedents of commitment: personal characteristics, work, and position characteristics,

and experience. It is emphasized that the traits related to the position or role significantly contribute to organizational commitment, including job challenges, role conflicts, and role ambiguity.

On the other hand, the issue of organizational commitment becomes an exciting study material because organizational commitment will also have an impact on overall organizational performance. Observing the factors that arise and are thought to affect organizational commitment will positively contribute to Kadin's management and employees, encouraging them to develop and advance Kadin.

II. LITERATURE REVIEW

1. Trust

Trust is an English word in Indonesian that means 'trust.' The dimension of the meaning of the word Trust is not only related to oneself but also concerning others. Therefore, in Trust, there is a subjective assessment first. However, an objective evaluation will further strengthen the Trust that has begun to form.

Trust can speak with positive expectations. This was expressed by Robbins and Judge (2009: 458), who stated that Trust can be interpreted as "a positive expectation that another will not through words, actions, or decisions act opportunistically." In this opinion, it is seen that Trust is an optimistic hope that others will not take the opportunity through words, actions, or decisions.

Furthermore, Robbins and A. Judge (2009) divide Trust into five dimensions, namely 1) integrity, referring to honesty, is the most dominant aspect of obtaining a predicate whether someone can be trusted or not; 2) competence, which refers to the knowledge and skills possessed by each individual, competence should be possessed by a leader following the field he leads; 3) consistency, refers to the suitability between words and actions in dealing with a situation or problem. Consistency can also mean that a leader can be relied on in dealing with a problem; 4) loyalty, which means someone who dares to defend the interests of others, and 5) openness, which means that nothing is covered with information or a condition when it is questioned or needed.

Greenberg (2010: 195-196) argues that trust "refers to a person's degree of confidence in the words and actions of another." So, according to Greenberg (2010), faith refers to a person's degree of confidence in the words or actions of others. In this regard, it appears that Trust has an interpersonal relationship. Therefore, according to

Greenberg (2010), there are two types of Trust, namely calculus-based Trust, that people will do what Kadin employees say because they are afraid of the consequences if they don't do it. Identification-based Trust, this type of Trust, is caused by the complete internalization of desires and other people's goals.

According to Nelson and Quick (2006: 404), Trust is "the willingness to be vulnerable to the actions of another". Strictly speaking, Trust is a willingness to be sensitive to the actions or actions of others. Raymond Stone (2006: 30) defines Trust as "a measure of how willing employees are to share information, cooperate with one another and not to take advantage of each other."

Based on the above study, it can be concluded that Trust is a person's belief concerning the delegation of tasks, authorities, and responsibilities to others that are operationally following the achievement of organizational goals, with indicators (1) belief in the supervisor's personal competence, (2) Thinking positive for supervisors, (3) Provide opportunities for supervisors to carry out supervision, (4) Have positive expectations of the results of supervision, and (5) Trust that supervisors can improve social relations with other people.

2. Responsibility

Long (1999: 118) states that responsibility is often considered a legal concept. Even when it is a moral responsibility that is at issue, it is assumed that it is above all in morality based on law-centered patterns and models that responsibility takes center stage, so that responsibility is a legal concept at its core and applies to the realm of private morality only by extension and analogy.

Furthermore, Long (1999: 124) mentions that there are two types of responsibilities, namely retrospective responsibilities and prospective responsibilities. Retrospective liability is responsibility caused by actions that have been done in the past. On the other hand, future responsibility is explained as the relationship between the actor and the activity that has not occurred the actor can do or cannot do, so it appears that this responsibility is a combination of authority and obligation (Long, 1999: 124-125). The retrospective is a responsibility that arises as accountability for work or work in the past. On the other hand, prospective responsibility means the perpetrator's awareness that the work or work assigned to him contains risks and is his full responsibility.

According to Raffoul (2010: 8-9), four motives influence the traditional interpretation of

responsibility, namely (1) believing that humans are actors or subjects, (2) the idea that subjects are intentional actors, (3) beliefs about causality where responsibility is defined as the cause of action, and (4) the assumption that responsibility is a rational subject. In line with that, work responsibility means that a person is aware that he is the one doing the work or work, and he is also consciously doing the work, which demands accountability from him.

According to Sneddon (2006: 76), responsibility is intrinsically a behavioristic concept because responsibility is carried out by actions, not thoughts. Furthermore, Sneddon says that responsibility depends on the degree of determinism, predictive response to rewards and sanctions. Then, responsibility has two components: the average sensitivity to rewards and punishments and the ability to learn from instructions and examples. Kelly (2004: 47) states responsibility is activities defined as work, while tasks are activities in pursuit of responsibility.

Based on the concept study above, it can be concluded that work responsibility is an attitude of being willing to bear the risks that occur due to work or actions that have been and will be carried out concerning work, with indicators (1) willingness to accept sanctions for actions that have been taken, (2) willingness to accept duties and authority and their consequences, (3) belief as a deliberate actor, (4) belief in causality for the actions taken, and (5) belief in rational actions.

3. Organizational Commitment

English, namely from the word commitment. The word commitment can be interpreted as an agreement (attachment) to do something consciously. If the word commitment is composed, for example, with the word organization so that a group of words organizational commitment is formed, the meaning is 'agreement (attachment) to an organization. For example, the DKI Jakarta Chamber of Commerce and Industry (Kadin) is an organization. As an organization, Kadin demands commitment from Kadin employees who are in the organization, both management and employees who work in it.

Having organizational commitment means having a desire to be part of the organization. In this regard, Colquitt, LePine, and Wesson (2009: 67) say, "Organization commitment is defined as the desire on the part of an employee to remain a member of the organization." Being part of an organization is a strong determination, which means also having a strong desire to realize the organization's goals. Learning organizational goals cannot be separated from work. As a school

principal, for example, doing the work inherent in his position within the framework of achieving organizational goals.

A strong desire to be part of an organization usually begins with identifying the organization, such as the suitability of the vision and mission, goals, and ideological similarities on which the organization is based. Blau and Boal (in Robbins, 2005: 79) assert that "Organizational commitment is defined with particular organization and its goals, and wishes to maintain membership in the organization."

Organizational commitment is also related to emotional closeness, recognition, and involvement. This is as stated by Mowday (in McShane and von Glinov, 2008: 119) that "organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in a particular organization."

Luthans (2009: 217) states As an attitude, organizational commitment is most often defined as 1) a strong desire to remain a member of a particular organization, 2) a willingness to exert high levels of effort on behalf of the organization, and 3) a definite belief in and acceptance of the values and goals of the organization.

From the statement above, organizational commitment can be in the form of a desire to remain part of an organization, a willingness to achieve business improvement on behalf of the organization, and a belief in and acceptance of values and goals. In summary, there are three indicators of organizational commitment: the desire to remain a member of the organization, willingness to strive to achieve organizational goals and acceptance of organizational values and goals.

Based on the concept study above, it can be concluded that work commitment is an employee's loyalty and attachment to tasks and work with indicators (1) knowing the goals, vision, and mission of the school, (2) trying to identify himself with the school, (3) wanting to remain part of the school, (4) are willing to work hard in achieving school goals, (5) have an attitude of acceptance of the values and goals of the organization.

4. Organizational Performance

Organizational performance is an essential variable in the problem of work performance. Colquitt explains that organizational performance is formally defined as a value and a set of worker/employee behaviors that contribute positively and negatively to achieving organizational goals (Colquitt, LePine, and Wesson, 2009: 37).

This definition of organizational performance includes behaviors that are within the control of workers but have behavioral boundaries that are relevant or not to organizational performance (Colquitt, LePine and Wesson, 2009: 37). Furthermore, Culquitt conveyed information about the performance of this organization, namely where organizational performance raises employee behavior that is included in "organizational performance." In general, these fall into three broad categories. The first two categories are task performance and organizational member behavior, which contribute positively to the organization. The third category is counterproductive behavior, which contributes negatively to the organization (Colquitt, LePine, and Wesson, 2009).

Furthermore, Robbins (1988: 199) suggests that success in doing a job is primarily determined by organizational performance. In other words, organizational performance is a determining factor for success. Concerning organizational success, performance variables need attention and organizational managers to get optimal work results.

Armstrong (2006: 7) defines organizational performance as the result of work and behavior. This understanding of organizational performance links work results with behavior. As a behavior, organizational performance is a human activity that is directed to the implementation of organizational tasks assigned to him. The direction of the behavior is carried out by the organization through work references. This usually consists of regulations, descriptions of the primary duties and work functions, and organizational direction and authority. The behavior is reinforced by motivation. The stronger the inspiration of a person to eat, the more his behavior will achieve the goal. Organizational authority directs the behavior of organizational members and also stimulates and strengthens the motivation of organizational members so that their behavior is required and consistent with organizational goals. Thus, the work results will follow the expected results together.

From various theories about organizational performance, it can be synthesized that organizational performance is the performance achieved by the leader in carrying out his duties following the standards and criteria set for the job, which consists of the following activities: (1) compiling work programs, (2) setting work goals, (3) implement work efficiency, and (3) empower subordinates.

Research Methods

According to Algivari (1997), the population is a collection of all members of the object under study, while the sample is a collection of one member of the thing under study. The population in this study were all personnel, administrators and employees, at the Jakarta Chamber of Commerce and Industry.

Paying attention to the characteristics of the population is homogeneous where the organization's treatment of all personnel is the same (homogeneous nature). On this occasion, the number of samples that can be considered

representative will be explained through the Slovin model approach in Umar (1998).

The number of samples in this study was 60 respondents consisting of 59 personnel/subordinates (object assessed) and 1 head of leadership (object assessor). In taking the sample (60 respondents), a simple random sampling technique was used simple random sampling method, this was done because considering the characteristics of the population members were homogeneous. Data analysis using path analysis.

Research Result

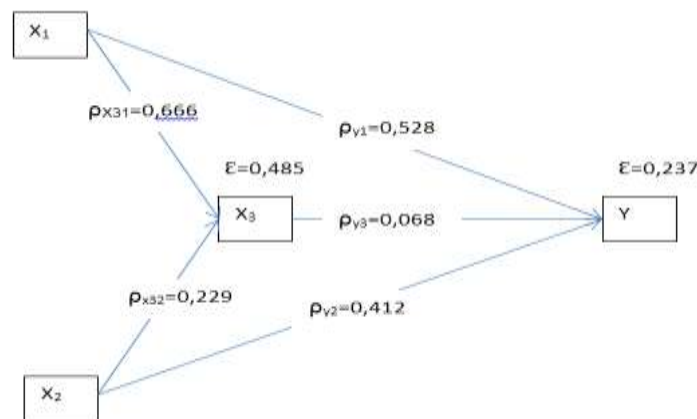


Figure 1. Path Analysis Results

Table 1. Results of Path Coefficient Significance Test for Each Variable

Variable	Path Coefficient	Effect		
		Direct	Indirect	Total
X ₁ → Y	0,666	0,666	0,666 x 0,068 = 0,045	0,045 + 0,528 = 0,573
X ₂ → Y	0,229	0,229	0,229 x 0,068 = 0,016	0,016 + 0,412 = 0,428
X ₃ → Y	0,068	0,068	-	-
X ₁ → X ₃ → Y	-	-	0,045	-
X ₂ → X ₃ → Y	-	-	0,016	-

Hypothesis testing:

1. Hypothesis Test 1: the direct effect of Trust (X₁) on organizational performance (Y)

Based on the results of the calculation of the path coefficient of Trust (X₁) on organizational performance (Y) of Y₁ = 0.528 with t-count = 6.050 and t-table = 1.697, so t-count > t-table, then H₀ is rejected, and H₁ is accepted. Thus, Trust has a direct positive effect on the organizational performance of the DKI Jakarta Chamber of Commerce and Industry.

2. Hypothesis Test 2: the direct effect of Responsibility (X₂) on organizational performance (Y)

Based on the results of the calculation of the path coefficient of the responsibility variable (X₂) on organizational performance (Y) of Y₂ = 0.412 with t-count = 5.511 and t-table = 1.697, so t-count > t-table, then H₀ is rejected and accepts the statement H₁. Thus, responsibility has a direct positive effect on the organizational performance of the DKI Jakarta Chamber of Commerce and Industry.

3. Hypothesis Test 3: the direct effect of organizational commitment (X3) on organizational performance (Y)

Based on the results of the calculation of the path coefficient of the organizational commitment variable (X3) on organizational performance (Y) of $Y3 = 0.068$ with $t = 0.946$ and $t \text{ table} = 1.697$, so that $t \text{ count} > t \text{ table}$, then H_0 is accepted and H_1 is rejected. Thus, commitment has no direct positive effect on the organizational performance of the DKI Jakarta Chamber of Commerce and Industry.

4. Hypothesis Test 4: the direct effect of Trust (X1) on organizational commitment (X3)

Based on the results of the calculation of the path coefficient of the trust variable (X1) on organizational commitment (X3) of $31 = 0.666$ with $t\text{-count} = 4.491$ and $t\text{-table} = 1.697$ so that $t\text{-count} > t\text{-table}$, then H_0 is rejected and accepts the statement H_1 . Thus, Trust's a direct positive effect on the commitment of the Jakarta Chamber of Commerce and Industry.

5. Hypothesis Test 5: the direct effect of Responsibility (X2) on commitment (X3)

Based on the results of the calculation of the path coefficient of the responsibility variable (X2) to the commitment (X3) of $32 = 0.229$ with $t\text{-count} = 1.545$ and $t\text{-table} = 1.697$ so that $t\text{-count} < t\text{-table}$, then H_0 is accepted and H_1 is rejected. Thus, there is no direct positive effect of responsibility on the commitment of the Jakarta Chamber of Commerce and Industry.

6. Hypothesis Test 6: the indirect effect of Trust (X1) on organizational performance (Y) through commitment (X3)

Based on the results of the calculation of the path coefficient of the trust variable (X1) on organizational performance (Y) through commitment (X3) of $0.666 \times 0.068 = 0.045$. Thus, the indirect effect is smaller than the direct effect, meaning that organizational commitment cannot mediate Trust in the organizational performance of the Jakarta Chamber of Commerce and Industry.

7. Hypothesis Test 7: an indirect effect of Responsibility (X2) on organizational performance (Y) through commitment (X3)

Based on the calculation of the path coefficient of the responsibility variable (X1) to the commitment (X3) of $0.229 \times 0.068 = 0.016$. Thus, the indirect effect is smaller than the direct effect, meaning that organizational commitment cannot mediate the responsibility for the organizational performance of

the DKI Jakarta Chamber of Commerce and Industry.

III. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the research findings described in Chapter IV, it can be concluded as follows:

1. Based on the results of the calculation of the path coefficient of Trust (X1) on organizational performance (Y) of $Y1 = 0.528$ with $t\text{-count} = 6.050$ and $t\text{-table} = 1.697$, so $t\text{-count} > t\text{-table}$, then H_0 is rejected, and H_1 is accepted. Thus, Trust has a direct positive effect on the organizational performance of the DKI Jakarta Chamber of Commerce and Industry.
2. Based on the results of the calculation of the path coefficient of the responsibility variable (X2) on organizational performance (Y) of $Y2 = 0.412$ with $t\text{-count} = 5.511$ and $t\text{-table} = 1.697$ so that $t\text{-count} > t\text{-table}$, then H_0 is rejected and accepts the statement H_1 . Thus, responsibility has a direct positive effect on the organizational performance of the DKI Jakarta Chamber of Commerce and Industry.
3. Based on the results of the calculation of the path coefficient of the organizational commitment variable (X3) on organizational performance (Y) of $Y3 = 0.068$ with $t\text{-count} = 0.946$ and $t\text{-table} = 1.697$ so that $t\text{-count} > t\text{-table}$, then H_0 is accepted and H_1 is rejected. Thus, commitment has no direct positive effect on the organizational performance of the DKI Jakarta Chamber of Commerce and Industry.
4. Based on the results of the calculation of the path coefficient of the trust variable (X1) on organizational commitment (X3) of $31 = 0.666$ with $t\text{-count} = 4.491$ and $t\text{-table} = 1.697$, so $t\text{-count} > t\text{-table}$, then H_0 is rejected and accepts the statement H_1 . Thus, Trust's a direct positive effect on the commitment of the Jakarta Chamber of Commerce and Industry.
5. Based on the results of the calculation of the path coefficient of the responsibility variable (X2) to the commitment (X3) of $32 = 0.229$ with $t\text{-count} = 1.545$ and $t\text{-table} = 1.697$ so that $t\text{-count} < t\text{-table}$, then H_0 is accepted and H_1 is rejected. Thus, there is no direct positive effect of responsibility on the commitment of the Jakarta Chamber of Commerce and Industry.
6. Based on the results of the calculation of the path coefficient of the trust variable (X1) on organizational performance (Y) through commitment (X3) of $0.666 \times 0.068 = 0.045$.

Thus, the indirect effect is smaller than the direct effect, meaning that organizational commitment cannot mediate Trust in the organizational performance of the Jakarta Chamber of Commerce and Industry.

7. Based on the calculation of the path coefficient of the responsibility variable (X1) to the commitment (X3) of $0.229 \times 0.068 = 0.016$. Thus, the indirect effect is smaller than the direct effect, meaning that organizational commitment cannot mediate the responsibility for the organizational performance of the DKI Jakarta Chamber of Commerce and Industry.

Recommendations

Based on the research results and conclusions mentioned above, the suggestions that researchers can convey include:

- a. The management of the DKI Jakarta Chamber of Commerce and Industry (Kadin) should build Trust and responsibility and good organizational commitment. Building commitment is by showing attitudes and behaviors in accordance with the vision and mission built or developed within the DKI Jakarta Kadin organization. Although in this study, commitment does not directly affect organizational performance, compared to other variables, commitment has an average that is not so large. This condition is understandable because the Kadin management does not fully devote time to Kadin. Kadin employees also take care of the company that belongs to them. Fortunately, the Kadin administrators have a professional work ethic, so even without a strong commitment, the overall performance of the Kadin organization is quite good. Furthermore, the management must also maintain good Trust and Responsibility. Trust must be built between the management, administration, and employees of the Jakarta Kadin.
- b. Employees of the DKI Jakarta Chamber of Commerce and Industry (Kadin) must show confidence in the management of the DKI Jakarta Kadin that Kadin employees are capable of running the Kadin organization following its vision and mission. Kadin DKI Jakarta employees are not affected by the change in Kadin's management. Kadin employees will work professionally following the work assigned to Kadin employees. In addition, Kadin employees must also maintain the responsibilities that Kadin employees have received. In addition, Kadin employees must

demonstrate that in terms of work, Kadin employees are always responsible. It is left for Kadin employees, like the management, to increase the organizational commitment of Kadin employees.

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