

Analysis of The Effect of Organizational Trust on Employee Commitment Mediated by Employee Engagement

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ABSTRACT

This study aims to determine the effect of Organizational Trust on Employee Commitment with Employee Engagement as a Mediation Variable. The population in this study is all employees with civil servant status who work at the Malang City Industrial and Trade Cooperative Office. This study uses a type of explanatory research using quantitative approach methods that are easier to measure, easy to set research goals, easy to establish populations and samples, and easy to compile questionnaires, and to determine whether the theory used to predict it is correct or not. Sampling technique with Proportionate Stratified Random Sampling with a total of 67 respondents. Data collection methods in the form of questionnaires and data analysis techniques using path analysis. And the data is processed through Smart Partial Least Square (PLS) software. The results of the hypothesis test, the relationship of organizational trust to employee commitment through employee engagement has a significant effect in mediating the effect of organizational trust on employee commitment. The results of the organizational trust hypothesis test on positive and significant employee commitment and organizational trust on employee engagement have a positive and significant effect. Thus, the results of the hypothesis test show that organizational trust has a significant impact not only directly on employee commitment, but also through employee engagement mediation. This shows that the importance of building good organizational trust in order to increase maximum employee commitment and increase employee commitment in the organization, as well as increase employee engagement with the organization.

1. INTRODUCTION

Human Resource Management (HRM) plays an important role in ensuring the success of the organization. To be able to compete, not only does it take human resources that are quite professional but also need human resources who have a commitment to the organization. Organizational commitment is also very important for the progress of the organization, including in the office of the cooperative, industry, and trade office of

Malang City. One of the important things in HR management is to understand the factors that affect the level of employee commitment to the organization, namely: Employee commitment is an attitude that shows employee loyalty and is an ongoing process of someone expressing concern for the success of the organization.

Employee commitment not only means passive loyalty, but also involves active relationships and employee desire to make meaningful contributions to the organization (Mahardika, Hermawati, Hastuti, 2022). Therefore, employees are required to work optimally in carrying out the duties and responsibilities that have been given by the company. To be able to carry out this, employees are required to have commitment as a trust and sense of belonging which is reflected in a form of maintaining values in achieving organizational goals and there are also elements of commitment are as follows: 1) Strong desire to stay in an organization, 2) Accept organizational or institutional goals 3) High and low for absenteeism to be done (Wulandari et al., 2020). Commitment to the organization means more than just formal membership, because it includes an attitude of liking the organization and willingness to strive with high effort for the achievement of organizational goals.

To grow this also needs to build employee trust in the organization, to gain the trust of his subordinates, superiors must be competent in their fields, reliable, open and caring for their subordinates. Openness and honesty are the extent to which the suitability and accuracy of information communicated by the organization. Concern for employees is a sense of care, empathy, tolerance of members, a sense of security when employees or employees carry out their activities. Reliability is the degree to which the consistency of colleagues, work teams or organizational leaders in acting is reliable. In other words, we can rely on them to do what they say (Hermawati, 2014).

In order for trust in the organization to be more optimal, companies must pay attention to factors in it such as employee engagement, in the opinion (Robbins in Tjiabrata et al., 2021) employee engagement is the involvement of individuals with satisfaction and enthusiasm for the work done.

In the organization must also involve individual employee confidence, employee involvement or participation in important work activities, because employee engagement will cause employees to love their work and enjoy working together, both with leaders and with fellow teams or colleagues. One way to increase employee participation is to involve employees in various opportunities including decision making. Employee engagement can motivate employees by increasing employee job satisfaction, making employees identify with the company, increasing employee commitment levels, ensuring employee loyalty, managing employee achievements and involvement in the work itself.

2. LITERATURE REVIEW

1. Organizational Trust (X)

In the opinion (Robbins & Judge, 2008), Organizational Trust can be seen as mutual openness to the organization (the absence of confidential information between superiors and other members of the organization), Organizational Trust needs to be

Loyalty (Loyalty) protects and covers the disgrace of others, both when they are present and not. Organizational Trust requires Integrity (Honesty), Competence, and Consistency. An organization that successfully applies Organizational Trust to its organization can achieve organizational goals well.

2. **Komitmen Organisasi (Y)**

According to (Zurnali, 2010) commitment is a strong and close feeling of a person towards the goals and values of an organization in relation to their role in efforts to achieve these goals and values.

3. **Employee Engagement (Z)**

According to (Schaufeli & Bakker, 2004) defining employee engagement is a positive feeling that individuals have, measured towards their work accompanied by a willingness to devote the abilities and energy generated through perialku, where they will feel they have an interest, can focus on work, there are intense feelings at work, and have high enthusiasm for their work. This exists because there are characteristics of employees who have involvement with their work, such as having confidence in their own abilities and having a response that "work is fun", where employees feel positive. And satisfied with his work which is characterized by 3 things, namely with vigor, dedication, and absorption (preoccupation) in employees. These three things can be interpreted as positive motivational states. Vigor is a high level of energy and resilience, there is a willingness to invest energy, resistance, and not easily tired. Dedication is a strong engagement characterized by enthusiasm, pride, and inspiration. Absorption is a state of totality in employees characterized by the speed with which time passes and the difficulty of separating a person from his work.

3. RESEARCH METHODS

This study uses a type of explanatory research using quantitative approach methods that are easier to measure, easy to set research goals, easy to establish populations and samples, and easy to compile questionnaires, and to determine whether the theory used to predict it is correct or not. The population used in this study amounted to 67 employees. In this study, it used a sampling technique with Proportionate Stratified Random Sampling. This data collection technique is interviews, questionnaires and observations, the information used is primary and secondary. Data collection methods in the form of questionnaires and data analysis techniques use path analysis (Path Coeffictenis) by testing the Outher Model which includes Validity Test, Reliability Test, and testing the Structural Model (Inner Model). Use SmartPLS research tool version 3.0. The conceptual model in this study, as follows:

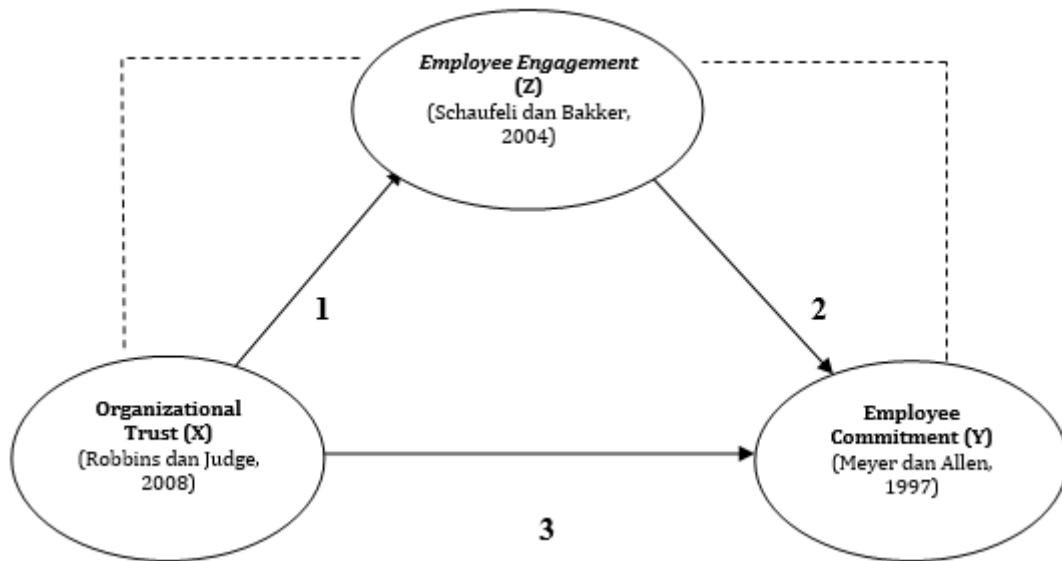


Figure 1. Research Conceptual Framework

Source : *Organizational Trust* (Robbins & Judge, 2008), *Komitmen Pegawai* (Meyer & Allen, 1997), *Employee Engagement* (Schaufeli & Bakker, 2004).

HTPOTHESIS :

- 1) The effect of *organizational trust* on *employee engagement* at the Industrial Cooperative Office in Malang City.
- 2) The influence of *employee engagement* on employee commitment at the Malang City Industrial Cooperative Office.
- 3) The influence of *organizational trust* on the commitment of employees at the Industrial Cooperative Office of Malang City.
- 4) The influence of *organizational trust* on employee commitment through *employee engagement* at the Malang City Industrial Cooperative Office.

4. RESULTS AND DISCUSSION

Results

Data on the characteristics of respondents in this study include: 1) by age; 2) by Gender; 3) based on Recent Education; 4) based on the class of position; 5) based on length of service; and 6) based on parts / work units. The six characteristics of respondents are presented in the table below:

Table 1. Characteristics of respondents by age

No.	Age	Total	Persentase
1	20-30	5	7,5%
2	30-40	12	17,9%
3	40-50	29	43,3%
4	>50	21	31,3%
	Total	67	100%

Source: Primary data processed (2024)

Based on Table 1, it is known that from 67 research samples, 7.5% of respondents had a lifespan of 20-30 years; 17.9% of respondents have a lifespan of 30-40 years; 43.3% of respondents have a lifespan of 40-50 years; and 31.3% had an age of >50 years.

Table 2. Characteristics of respondents by gender

No.	Gender	Total	Persentase
1	Man	42	62,7%
2	Woman	25	37,3%
	Total	67	100%

Source: Primary data processed (2024)

Based on Table 2, it is known that from 67 research samples, 62.7% of respondents were male, and 37.3% of respondents were female. Respondents or employees at the Malang City Industrial and Trade Cooperative Office were mostly men.

Table 3. Characteristics of respondents based on recent education

No.	Recent Education	Total	Persentase
1	Sma/Smk	30	44,8%
2	DIPLOMA	1	1,5%
3	S1	28	41,8%
4	S2	7	10,4%
	Total	67	100%

Source: Primary data processed (2024)

Based on Table 3, it is known that from 67 research samples, 30 samples of employees with the last education of Senior High School / Vocational Equivalent, and 28 employees with the last education of strata 1 / S1. Respondents or employees at the Office of the Industrial and Trade Cooperative Office of Malang City, most of them have the status of Senior High School / Vocational Equivalent.

Table 4. Characteristics of respondents by length of service

No.	Masa Kerja (Year)	Total	Persentase
1	0 - 10	13	19,4%
2	10 – 20	25	37,3%
3	20 - 30	28	41,8%
4	> 30	1	1,5%
	Total	67	100%

Sumber: Data primer diolah (2024)

Based on Table 4, it is known that from 67 research samples, in 28 samples employees have a tenure of 20-30 years or equal (41.8%), and 25 employees have a tenure of 10-20 years or equal (37.3%). Respondents or employees at the Malang City Industrial and Trade Cooperative Office, most of them have tenure status for 20-30 years.

Table 5. Characteristics of respondents by position group

No.	Department Group	Total	Persentase
1	Golongan 1	-	-
2	Golongan 2	31	46,3%
3	Golongan 3	34	50,7%
4	Golongan 4	2	3%
	Total	67	100%

Source: Primary data processed (2024)

Based on Table 5, it is known that from 67 research samples, 34 samples of employees have 34 group 3 positions or 34 people or (50.7%), and 31 employees have group 2 positions as many as 31 people or (46.3%). Respondents or employees at the Malang City Industrial and Trade Cooperative Office, most of them have the status of group 3 positions.

Table 6. Characteristics of Respondents Based on Parts / Work Units

No	Parts / work units	Total	Persentase
1	Sekretariat	6	9%
2	Bidang Koperasi	3	4,5%
3	Bidang Usaha Mikro	2	3%
4	Bidang Perindustrian	3	4,5%
5	Bidang Perdagangan	4	6%
6	UPT. Metrologi	2	3%
7	UPT. Pasar	47	70,2%
	Total	67	100%

Source: Primary data processed (2024)

Based on Table 6, it is known that from 67 research samples, 47 samples of employees worked in UPT sections/work units. Market; 6 samples of employees working in the Secretariat's work sections/units; 4 samples of employees working in the Trade Department/work unit; 3 samples of employees working in the section/work unit of the Cooperative and Industrial Sector; 2 samples of employees working in the Micro Business and UPT sections/work units. Metrology. Thus, respondents at the Office of the Industrial and Trade Cooperative Office of Malang City, most of them work in the UPT work section/unit. Market.

Cronbach alpha is a group of indicators that measure a variable that has good composite reliability based on the value of the alpha coefficient with a value greater than 0.60 (Cressweel, 2017). Composite reliability is a group of indicators that measure a variable that has good composite reliability based on a score of more than 0.70 (Cressweel, 2017). Average variance extracted describes the magnitude of variance or diversity of manifest variables that can be owned by latent constructs provided that the value is greater than 0.50 (Cressweel, 2017). Cronbach alpha and composite reliability coefficients were used to assess the reliability of the instruments in this study.

Based on table 7 below shows the results of reliability tests and Average Variance Extracted (AVE) tests. The results of reliability test analysis with Cronbach alpha and composite reliability testing are as follows:

Table 7. Cronbach Alpha, Composite Reliability, and Extracted Average Variance

Variable	Cronbach's Alpha	Composite Reliability	Nilai AVE
Employee Engagement (Z)	0.928	0.939	0.608
Employee Commitment (Y)	0.893	0.918	0.652
Organizational Trust (X)	0.923	0.938	0.683

Source: Primary data processed (2024)

Based on the test results in table 2, it shows that the three variables have a Cronbach's alpha value of more than 0.60 which means that it is stated that the research instrument is reliable. Then, the composite reliability value of the three variables is greater than 0.70 which means that the research instrument is reliable. Furthermore, the value of the average variance extracted from the three variables is greater than 0.50 with this said to be a valid research instrument.

The R-Square value is to measure how far the model can explain the variation of the independent variable (Ghozali & Latan, 2020). Based on table 3 below shows the results of the r-square and r-square tests as follows:

Table 8. R-square value

Variable	R-square	R-square Adjusted
Employee Comitment (Y)	0.509	0.494
Employee Engagement (Z)	0.298	0.288

Source: Primary data processed (2024)

Table 8 shows the R-Square value for Employee Commitment of 0.509. This shows that the variability of the construct of Organizational Trust (X) and Employee Engagement (Z) can affect Employee Commitment (Y) by (50.9%) and the remaining variability is explained by other variables outside the model studied.

Then the R-Square Employee Engagement value is 0.298. This shows that Employee Engagement (Z) can be explained by Organizational Trust (X) and Employee Commitment (Y) together exerting an influence (29.8%) and the remaining variability is explained by other variables outside the model studied.

Based on table 9 below shows a structural model that aims to analyze how strong the influence of a variable with other variables both between exogenous and endogenous as follows:

Table 9. Structural Model Test

Variable	Original Sample (O)	Sample Mean	Original Sample (O)	Sample Mean	Original Sample (O)
OT (X) → Employee Commitment (Y)	0.370	0.354	0.106	3.488	0.000
OT (X) → Employee Engagement (Z)	0.546	0.560	0.090	6.072	0.000
Employee Engagement (Z) → Employee Commitment (Y)	0.441	0.464	0.100	4.403	0.000

Source: Primary data processed (2024)

Based on the data from the path coefficient analysis test in table 9, the results show that Organizational Trust has a significant effect on employee commitment, then organizational trust has a significant effect on employee engagement, then employee engagement has a significant effect on employee commitment.

Discussion

Organizational Trust (X)

From the overall results of hypothesis testing that has been done, it shows that organizational trust variables applied in organizations can be explained by 5 indicators, namely Integrity, Competence, Consistency, Loyalty, and Openness as described by (Robbins & Judge, 2008).

Empirical conditions at the Office of the Cooperatives, Industry and Trade Office of Malang City showed that employee perceptions of the consistency indicator (consistency), the condition was perceived quite strongly by respondents but showed the lowest number with an average score of 4.49, while the highest was the Loyalty indicator with a score of 4.60. So it can be interpreted that employee perceptions of organizational trust that are perceived from the order of average score is very high to lowest are Loyalty, openness, competence, integrity, and consistency, meaning the Loyalty indicator who have the highest average score of employee respondents' answers to organizational trust variables related to the opportunity to participate in making decisions and the opportunity to participate in taking ideas, maintaining the good name of employees and respecting applicable employment contracts.

The results of the analysis show that the Loyalty indicator is the most powerful measure of organizational trust. Thus, it can be seen that employees express organizational trust primarily because of loyalty. While the lowest indicator with a score of 4.49 is the consistency indicator (Consistency). This is related to consistency in company regulations and the stability of company / institutional performance. To overcome this, employees are required to contribute more to improving their performance in doing a job.

Employee Commitment (Y)

The results of the analysis show that the variable of employee commitment applied in the organization is explained by 3 indicators, namely affective commitment related to employee emotional relationships, ongoing commitment related to the level of employee

awareness if leaving a company or institution so that it will experience losses, normative commitment related to feelings to continue to maintain or continue to be in the organization.

Empirical conditions at the Office of the Cooperatives, Industry and Trade Office of Malang City show that employee perceptions of the continuance commitment indicator are quite strong but show the lowest number with a score of 4.24, while the highest is the affective commitment indicator with a score of 4.38. The affective commitment indicator is the most powerful measure of employee commitment. This is because employees have a sense of comfort being part of the organization / institution. And it can be interpreted that respondents' perceptions of employee commitment that are perceived from the order of average score is very high to lowest are affective commitment, normative commitment, and continuance commitment.

The commitment continuance indicator has the lowest score among other indicators with a score of 4.24. Continuance commitment is related to actions or events that can increase losses if employees leave the organization. Supporting the continuance of commitment or continuous commitment is that it takes a sense of motivation and high job satisfaction that will affect the organization, if individual employees have a sense of work motivation and also satisfaction in working to maintain their jobs and as the desire of employees to remain members of the organization because they need salaries and other benefits.

Employee Engagement (Z)

Hasil analisis menunjukkan bahwa variabel Employee Engagement yang diterapkan dalam organisasi dijelaskan oleh tiga indikator yaitu vigor (semangat), dedications (dedikasi), absorptions (penyerapan) sebagaimana yang dijabarkan oleh (Schaufeli & Bakker, 2004) artinya Employee Engagement yang di alami pegawai dapat dilihat pada tiga indikator yang mencerminkan realitas Employee Engagement seorang pegawai di Kantor Dinas Koperasi, Perindustrian, Dan Perdagangan Kota Malang.

Kondisi empiris di Kantor Dinas Koperasi, Perindustrian, Dan Perdagangan Kota Malang tersebut menunjukkan bahwa persepsi pegawai terhadap indikator dedications (dedikasi) kondisinya dipersepsi cukup kuat, sementara indikator dengan angka skor terendah yaitu 4,35, sedangkan skor yang tertinggi adalah indikator dedications (dedikasi) dengan skor 4,42. Jadi dapat diartikan bahwa persepsi pegawai terhadap Employee Engagement yang dirasakan dari urutan sangat tinggi ke tertinggi adalah absorption, vigor, dedications.

Hasil analisis menunjukkan bahwa dedications (penyerapan) adalah yang paling kuat sebagai pengukur variable employee engagement. Dengan demikian dapat diketahui bahwa responden menyatakan employee engagement utamanya karena adanya dedication (dedikasi). Penunjang indikator variabel Absorption (penyerapan) ini adalah dibutuhkan konsentrasi dan kesenangan hati, kemudian rasa minat yang mendalam serta optimis pegawai yang tinggi terhadap pekerjaannya maka akan mempengaruhi organisasi, jika individu pegawai memiliki rasa minat yang mendalam serta optimis yang tinggi

dalam bekerja, maka individu pegawai tersebut sulit untuk melepaskan diri dari pekerjaannya dan melupakan segala sesuatu yang ada di sekitarnya.

BETWEEN VARIABLES

1) The Effect of Organizational Trust on Employee Commitment

The results show that organizational trust affects employee commitment. This means that increasing indicators of participation, work environment, growth and development, and compensation can increase employee commitment, so that employees can be more motivated to show high work implementation to achieve maximum performance and will create good accreditation. While another study from (Bastian et al., 2018) states that there is a positive and significant influence between organizational trust on employee commitment, meaning that the firmness of the pattern of relationship between organizational trust and employee commitment is supported by this study.

2) Pengaruh organizational trust Terhadap Employee Engagement

Results show organizational trust affects employee engagement. Organizational trusts provide a good opportunity for employees to influence their work and an opportunity to further contribute to the organization as a whole, and also utilize their time and energy for the organization. Meanwhile, another study from (Yulivan, 2022) states that there is a positive and significant influence between organizational trust and employee engagement. That is, the firmness of the pattern of relationship between organizational trust and employee engagement is supported by this study.

3) The Effect of Employee Engagement on Employee Commitment

The results show that employee engagement has a positive effect on employee commitment. Employee engagement is able to provide a good influence for employees to be able to further increase commitment in employees, as well as increase motivation to improve their performance to the organization. Employee engagement also not only helps employees to be involved with work, but also helps to contribute more positively in increasing commitment in employees and to the organization. While another study (Ramadhani, 2018) states that it shows that Employee Engagement has a positive effect on employee commitment.

4) The Effect of Organizational Trust on Employee Commitment through Employee Engagement.

The results show that organizational trust has a positive effect on employee commitment through employee engagement. Organizational trust can have a good influence on employee commitment, then when employees feel comfortable in the organization and trust the environment around the organization or where the employee works, it raises feelings that exist in the employee to want to contribute more to be involved in all activities held by the organization. While another study (Ramadhani, 2018) states that what shows that employee attachment has a positive effect on organizational commitment, and employee attachment has a positive effect on employee performance.

5. IMPLICATION

Theoretical Implications

The results of the hypothesis test, the relationship of organizational trust to employee commitment through employee engagement has a significant effect in mediating the effect of organizational trust on employee commitment. The results of the organizational trust hypothesis test on positive and significant employee commitment and organizational trust on employee engagement have a positive and significant effect. Thus, the results of the hypothesis test show that organizational trust has a significant impact not only directly on employee commitment, but also through employee engagement mediation. This shows that it is important to build good organizational trust in order to increase maximum employee commitment and increase employee commitment in the organization.

Practical Implications

The results of this study show that the importance of building good organizational trust can increase various positive reciprocities, both between individual employees and organizations. The Office of the Cooperatives, Industry and Trade Office of Malang City can continue to improve organizational trust factors and agencies / organizations can jointly build and implement better organizational trust so that commitment will also increase optimally and achieve organizational goals. In addition, if organizational trust that arises and is felt by employees increases, it can also increase welfare in the organizational environment so as to motivate employees to increase employee commitment, and increase work engagement (employee engagement) to the organization.

6. CONCLUSION

1. The better organizational trust will contribute to the commitment of employees of the Malang City Cooperative Office, Industry and Trade.
2. Better organizational trust will contribute to employee engagement in employees of the Malang City Office of Cooperatives, Industry and Trade.
3. Employee Engagement can contribute to increasing employee commitment at the Office of Cooperatives, Industry and Trade of Malang City.
4. Employee Engagement is able to play a role in mediating the relationship of Organizational Trust to the commitment of employees of the Office of Cooperatives, Industry and Trade of Malang City

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