



The Effect of Personality, Job Involvement and Job Satisfaction on the Employees Performance of Pt Jasaraharja Putera (JP Insurance)

Siti Safaria¹, Perbanas Institute
Rizky Rahmatullah²

Received 21 Sep, 2016; Accepted 06 October, 2016 © The author(s) 2015. Published with open access at www.questjournals.org

ABSTRACT: *This study conducts an empirical test of the effect of personality, job involvement, and job satisfaction on the employees performance of PT Jasaraharja Putera (JP Insurance). Quantitative approach with survey method and structural equation model (SEM) are used in research. The research instruments with clear indicators, are developed for data collection, gathered through questionnaires. Tried-out indicators are analyzed using confirmatory factor analysis (CFA), while reliability and validity of the instrument are tested using SPSS, IBM version. Data analysis with SEM is supported by Amos 40-50, and linearity testing is done through ANOVA formula. The research's finding showed that: 1) personality had direct effect on job involvement (6,735) , 2) job involvement had direct effect on job satisfaction (1.983). This research using SEM with Amos 40-50 concluded that personality has no direct effect on job performance. As the results of this study using SEM with Amos 40-50 program recommended calculators other programs such as SPSS or SEM with Lisrel program can be a differentiator from the calculation so that the existence of this differentiator of research. The number of samples are limited to the 150 respondents may be added in future studies*

Keywords: *performance, personality, satisfaction, work engagement*

I. INTRODUCTION

The existence of human resources within an organization is not only a strategic role in determining the dynamics of the organization, but also human resources as an organizational entity. Here, the unique characteristic is attached to one side as the assets of the organization while the other side is a manager of other assets. HR organization's assets must be optimized in such way to occupy a position, as a strategic asset, within the organization. HR must be able to manage and supervise the overall existing resources within the organization and ensure that the overall other resources function optimally. Presented by Ulrich, (1995: 34), the findings of James, (2009: 120), suggest that managers will improve the effectiveness of their organization with the implementation of evidence-based management. This would only work when the adoption is supported by the resources, knowledge, and valid science, such as future human technology. However, expectations of the organization's managers may seize this potential to increase effectiveness only when the top management increases organizational performance. So, a leader or manager will improve the performance of the organization along with management implementation. Reinforced by Terrence deal and Alan Kennedy in Wibisono (2011: 139), to create a company with high performance, it is necessary to build a strong and unified culture in order to get outstanding results. The company will be able to compete and survive in increasingly competitive global conditions. If the executive manages the organization and caters stakeholders' desire and different interests, shift in the company's relationships with various interested parties becomes increasingly complex and requires very different management than 10 years ago. Saltonstall in Cheryl (2010: 120) indicates that there are four roles of employees that contribute to employee satisfaction, including (a) as an individual, (b) as a member of the working group, (c) as an employee of the company, and (d) as a member of the union. The roles of individual employees involve the needs of an individual, job satisfaction and personal needs of the individual.

The company's success is inseparable from individual behavior, the result of their work. In meeting the needs of the desired reach, individuals tend to be facing new things which can be predicted in advance. Working comes with experience thus someone will eventually make progress in his life. Some experts argued in Dharma (2010: 25), Performance management is a way to get good results for organizations, groups and individuals to

understand and manage performance toward planned targets, standards and competency determined requirements. Performance of Motowidlo, the Miao (2011: 105)

II. LITERATURE REVIEW

2.1 Performance

Performance is defined as behavior that is associated with the technical core of the organization, either by running the technical processes and or serving technical requirements. Presented by Fahmi, (2011: 45) performance is the result obtained by an organization, profit oriented and non-profit oriented organizations, produced during a certain period. Mangkunagara (2012: 12) states that HR performance is achievement or result (output) of both quality and quantity of human resources achieved in a period of time in carrying out ones' duties. In accordance with the theory described above, employee performance results can be achieved by carrying out their duties, in regard to the authority and responsibility given to them.

According to Mathis and Jackson (2011: 82), there are many factors that can affect the performance of employees, i.e. their ability, motivation, support, the existence of the work they do and their relationship with the organization. There are three elements to find out about the type of performance required for an organization to be successful, namely (1) the productivity is a measure of the quantity and quality of work done by considering the cost of the resources used to do the job, (2) quality is a feeling of pride in craftsmanship, good training and an unwillingness to tolerate delay and (3) service.

2.2 Personality

Presented by Tampubolon (2008: 28), Personality is the difference in the characteristics of individual personality, personality is the person's profile picture or a combination of characteristics and uniqueness of a person and interactions with others. Personality can also be said to be a combination of a set of physical and mental characteristics. Personality can be seen from their own behavior, such as how people talk, act and do something to other. Personality can be defined as a person's profile picture or a combination of characteristics accompanied with natural uniqueness, someone who interacts with each other. In other words, personality is a combination between set of physical and mental characteristics.

Daft (2008: 293) suggests; a person's personality is a fundamental set of characteristics that are relatively stable, patterns of behavior in responding to ideas, objects or people in the neighborhood. Robbins (2006: 126) defines; the most frequently used personality expressed by Allport is a dynamic organization in an individual who has psychological systems that determine his unique adjustments to the environment. While Jess (2009: 85) defines Allport giving the idea that the human personality is a product and process: human beings have an organized structure, while at the same time, they process the ability to change. Based on the concept of personality described above, a person, profile picture, combination of a series of fundamental characteristics are relatively stable patterns of behavior in response to ideas, objects or people in their environment and their natural uniqueness.

2.3 Satisfaction

Generally, everyone expects satisfaction from their work. If the satisfaction is derived from work, they will be happy and excited in the face of such jobs and work environment, the more aspects of the work in accordance with the wishes of the individual, the higher the level of work satisfaction. Basically, job satisfaction is an individual desire, for each individual will have varies level of satisfaction according to the values that apply within them, hence the notions of work satisfaction theories by the experts.

According to Sopiah (2008: 170), job satisfaction is a person's emotional response to the situation and working conditions and emotional responses that can be a positive feeling of satisfaction or dissatisfaction; job satisfaction is perceived by employees when expectation comes close with the actual results. In Griffin (2010: 150), job satisfaction is the level of excitement that drives people into doing their job. If pleased with their work, they will be relatively satisfied. Disgruntled employee may have high morale - the employees' attitude towards their work environment.

Mehvish Ali, Nosheen Sarwat and Javeria Ashfaq Quresh (2011), Job satisfaction is defined as positive feelings about work. Those who are happy with their work, are the most pleased people. Mathis and Jackson (2011: 121) define; job satisfaction is a positive emotional state resulting from the evaluation of a person's work experience. Dissatisfaction arises when one's expectations are not met. After the explanation presented above, satisfaction is a collection of emotions and people's confidence about their current job.

2.4 Work Engagement

Human resources are one of the important production factors that determine the progress of an organization. This can happen because of all the activities will be run by employees. Therefore, it can be said that the success of organizational goals will be determined by the involvement of employees within the

organization's activities. There are several theories from several sources to explain what is meant by job involvement. Kunango in Rotenberry (2007: 203), work engagement is a potential need, satisfying relationship with someone at work, and the latter is stated to be a common belief about the value of work (eg a person's life as a center of interest) that is developed through socialization within a particular culture.

Mahfouz stated by Paullay et al (2011: 114) this engagement is an extension to which an employee is cognitively preoccupied with caring involvement. It involves how an employee has a sense of control towards his work, receives information about the performance, and gets the reward from the organization. Kanungo in Dina and Aharon Tziner, (2011; 143) combining work, employment, and retaining job involvement are a state of mental or psychological identification with a specific job which depends on both the importance of one's needs (intrinsic and extrinsic), and as the perception of the need to work satisfactory. Researchers Park and Young; Celci and Olson, Zaichkowsky, in Yong (2010: 25) agree that the level of involvement can be understood from the level of personal relevance or interest. Behruz Abdolahi (2011: 13) argues Athanasou statement of work engagement is the internalization of values about work or the importance of the work of an individual; technology profession detailing on knowledge, working conditions, wages, job characteristics, work supremacy in gender, career in the unemployment rate, It is proposed to fit the above definition of employee engagement. The level of work involved in personal or work on a psychological level and state of mental or psychological identification with a specific job depend on both the importance of one's needs (intrinsic and extrinsic), and also where people identify their work important.

III. RESEARCH METHODS

The method used in this study is a survey method and Structural Equation Modeling (SEM). This study analyzes the direct and indirect influence that run clockwise or referred to a causal relationship. The analyzed variables are exogenous variables and endogenous variables consisting of four variables: personality (X), as exogenous, the second job involvement (Y1), satisfaction (Y2), performance of the employee (Y3), as an endogenous variable. Presented by Widodo (2005: 25), the purpose of the SEM in this analysis is to determine whether the model is Plausible (reasonable) or fit. The second goal is to test the various hypotheses that have been previously built. This scale gauging model measures beliefs, attitudes, feelings and reactions of respondents to a particular object.

Likert scale instrument is drafted by presenting respondents various statements to examine the direct effect of personality, job involvement, and satisfaction to the performance of JP Insurance employees. Furthermore, the data, collected through questionnaires from respondents, are analyzed. This study uses the analysis of SEM Amos techniques, with the help of IBM SPSS software. In the model, there are two types of conception constructs or unobservable factors (unobservable constructs) and observed factors (observable constructs). The sample size results in estimating the sampling error basis adjusted by Hair in Ferdinand (2006: 54), it states that the minimum sample size is 100. In this study, the simple (simple random sampling) is determined to all employees who have become permanent employees, as many as 150 employees. Ghozali (2005: 49) estimates the contribution indicator to the variables and the pattern of relationships between variables is thoroughly used in SEM analysis, the testing of the variable latent validity constructs is based on variable manifest using Confirmatory Factor Analysis (CFA). Analysis was developed as a method to study the direct effect of independent variables on dependent variables.

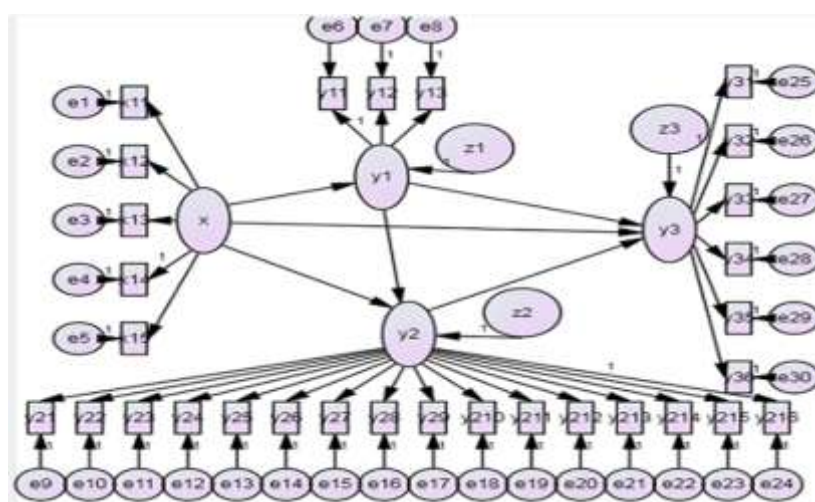


Figure 1. Constellation Research

IV. RESEARCH RESULT

The research data were obtained from questionnaires distributed to over 150 respondents of Jasaraharja Putera Insurance employees. The study involved four variables, with details of exogenous variables and three endogenous variables. The exogenous variable is Personality (X) while the endogenous variable is job involvement (Y1), job satisfaction (Y2) and employee performance (Y3). To simplify the statistical description of the 4 variables above, they are summarized in tabular form below.

	Statistical Description	Performance (Y ₃)	Satisfaction (Y ₂)	Engagement (Y ₁)	Personality (X)
1	Mean	109.27	133.67	113.63	143.43
2	Std. Error of Mean	1.353	1.506	1.726	1.463
3	Minimum	63	83	49	103
4	Maximum	149	175	150	175
5	Sum	16390	20051	17044	21514
6	number of respondents	150	150	150	150

Table 1. Summary of Data Description for 4 Variables

4.1 Indicators

Moreover, to complete the description, the data are described by the average score of each indicator and each of the variable included in the analysis. It aims to determine the level of perception given by respondents to each question in each indicator and variable

4.1.1 Performance indicator

Performance consists of six indicators: 1) Work Knowledge (Y31), Initiative (Y32), Cooperation (y33), Quality of Work (Y34), Trustworthiness (Y35), personal qualities (Y36). The average value of performance variable is 3.648667. The highest value on Y32 indicator is the initiative of 0.71768 and the lowest value on Quality Work Y34 is 0.57449

4.1.2 Personality indicator

Performance consists of five indicators including: 1) Extraversion (X11), hospitality (X12), Awareness (x13), Emotional Stability (X14), open attitude towards experience (X15). The average value of employee personality variables is 0.58029. While the highest value on awareness x13 indicator is 0 .61697 and the lowest value on Extraversion X11 indicator is 0.54658.

4.1.3 Satisfaction Indicator

Satisfaction consists of 16 indicators including: (1) compliance value (Y21) (2) the work (Y22), (3) the fulfillment (Y23) (4) non-conformity (Y24), (5) the achievement (Y25) , (6) justice (Y26), (7) the nature component (Y27), (8) working conditions (Y28), (9) the opportunity to advance (Y29), (10) the freedom to own judgment (Y210), (11) praised for doing a good job (Y211), (12) a feeling of completion (Y212), (13) the quality of supervision (Y213), (14) relationships with co-workers (Y214) (15) promotion opportunities (Y215), (16) compensation (Y216) The average value of job satisfaction variable is 0.644627. The highest value of promotion opportunities Y215 indicator is 0.74808 and the lowest fulfillment of Y21 indicator value is at 0.56550.

4.1.4 Work Engagement Indicator

Work Engagement consists of three indicators including: 1) Work Emotion (Y11) Work Thought (Y12), Work Behavior (Y13). The average value of involvement of labor variable is 0.77427. While the highest value on the indicator Y13 is work behavior of 4.1150 and the lowest value is emotional labor indicator Y11 of 0.58492.

4.2 Indicators and Composite Reliability Test

The reliability of an indicator can be found by paying attention to the value of Squared Multiple Correlation (R2) of the indicator. R2 explains about how large portion indicator variance is explained by the latent variables (while the rest is explained by errors measurement). Besides testing the reliability of individual indicators, it can also assess the reliability of the combined composite reliability for each latent variable (construct reliability), to do so, use the information on loading indicator and error variance obtained in the completely standardized solutions using the following formula.

$$Pc = ((\sum\lambda) ^2 / [(\sum\lambda) ^2 + \sum (\varepsilon)]$$

Pc = Composite Reliability

λ = Loading Indicator

ε = Error Variance Indicator

4.2.1 Performance Variable Indicators Reliability Test

The results of all three indicators have the highest R2 value of 0.9657. It can be concluded that the latent variable indicators contributing to the indicator variance by 96.5 percent while the remaining 3.5 percent is explained by error measurement. Cut-off level to say that it is pretty good composite reliability is 0.6. If Σ indicator of the variable is 0.9130, it gives a reliable measure of the latent variables.

4.2.2 Personality Variable Indicator Reliability Test

The results of all three reliable indicators have the highest R2 value of 0.94620. It is concluded that the latent variable indicators contributing to the variance indicator by 94 percent while the remaining 6 percent is explained by Measurement error. Cut-off level to say that it is pretty good composite reliability is 0.6. If Σ indicator of the variable is 0.8904, it provides a reliable measure for the latent variable

4.2.3 Satisfaction Variable Indicator Reliability Test

The results of five reliable indicators have the highest R2 value of 0.934. It can be concluded that the latent variable indicators contributing to the variance indicator by 93.4 percent while the remaining 6.6 percent is explained by error measurement. Cut-off level to be able to say that it is pretty good composite reliability is 0.6. Σ If the variable is an indicator of 0889, it provides a reliable measure for the latent variable

4.2.4 Work Engagement Variable Indicator Reliability Test

The results of two reliable indicators have the highest R2 value of 0.793. It can be concluded that the latent variable indicators contributing to the indicator variance by 79.3 percent while the remaining 20.7 percent is explained by error measurement. Cut-off level to say that it is pretty good composite reliability is 0.6. Σ If the variable is an indicator of 0702, it provides a reliable measure for the latent variable

4.3 Discussion Of Result

The analysis of Structural Equation Model (SEM) tests the overall SEM output model analysis using Amos software. Values are obtained and used as a reference in the overall model test, the values are described as follow.

Goodness of Fit Index	Cut off value	Model Results
Degrees of freedom (df)	positive	positive
Pvalue	≥ 0.05	0.726
X2 Chi-Square	Smaller than Chi-Square Table	290.704
RMSEA	≤ 0.80	0.00
CMIN/DF	≤ 2.00	0.950
GFI	≥ 0.90	0.897
AGFI	≥ 0.90	0.844
TLI	≥ 0.95	1.005
CFI	≥ 0.95	1.000

Table 2. Goodness of Fit Index Compatibility Test Results
Source: Amos calculation results

Goodness of Fit coefficients above shows that the model (fit) matches. Obtained p Value for 0726 is above the required value, 0.050, while the value of RMSEA (Root Mean Square Error of Approximation required less than 0.080) obtained is 0000.

Based on the coefficient values above to meet the suitable requirements of a model, it can be concluded that in general, the model obtained has a good level match (fit).

The test consists of individual test line, Gamma and Beta Tests, as described in the table below.

	Personality	Work Involvement	Satisfaction
Performance	0.140	0.130	0.053
	(0.211)	(0.259)	(0.539)
C count	1.252	1.136	0.614

Table 3. Results of Gamma Test on Performance Variables
Source: Amos analysis results attachment

Result of gamma test on performance shows that the performance variables are not significantly influenced by the employees' personality of 0.140 and work involvement variables with the effect of 0.130 and satisfaction variables with the effect of 0.053.

C value is obtained from three independent variables that are smaller than 1,960; personality variables of 1252, job involvement of 1,136, and satisfaction of 0.614 value. Based on these values of three independent variables, it is revealed that there is no significant influence on employees' performance, personality, job involvement and satisfaction variables which are significantly shown above at 0:05.

	Work Involvement	Satisfaction
Personality	0.637	0.134
	(0.00)	(0.221)
C _{count}	6.735	1.223

Table 4. Beta Test Results upon Satisfaction and Engagement Variable
Source: Amos analysis results attachment

Beta test results upon satisfaction and engagement shows that the hypothesized model on personality variables is significantly influenced by the independent variables involved with the effect of 0637 and the satisfaction variable with the influence of 0.134. Ccount value is obtained from two independent variables including involvement of 6735 greater than 1,960 and satisfaction variable of 1,223 which is less than 1,960. Based on the above values of the independent work involvement variable, it is stated that this work provides a significant influence on personality variables while the satisfaction variable is not significant to the variable of personality

	Satisfaction
Work Involvement	0.053
	(0.147)
C _{value}	1.983

Table 5. Satisfaction of Engagement Beta Test
Source: Amos analysis results attachment

Satisfaction of engagement beta test shows that the hypothesized model, work engagement variables, is significantly affected by the variables of job satisfaction with the effect of 0.053. Ccount obtained for work engagement variable is 1,983 greater than 1,960. Based on these values, it is stated that job involvement variables have a significant influence on employees' satisfaction variables.

V. CONCLUSION

There is a direct positive effect between employees' personality and employees' work involvement at JP insurance. These results can be interpreted that the level of wok involvement is influenced by personality. If they can increase the quality of ones' personality, they can also expect improvement on work involvement. There is direct positive influence between work involvement and satisfaction at JP insurance. Furthermore, the degree of employees' satisfaction is influenced by involvement among other aspects hence the increased satisfaction can affect the quality of the employees' involvement improvement

Based on the above conclusions, the research implication results are proposed as follow

1. To advance the quality of JP Insurance satisfaction, it is necessary to improve the quality of involvement, people who have a high social, gregarious and assertive, good-natured fun, working, trustworthy. Conscientious person, happy bound, diligent and organizationally, calm, confident, and do not want to risk. Someone who has the characteristics, imaginative, artistic, sensitive and intellectual are making important in increasing involvement in the work. Understanding this requires special attention for the progress of the company.
2. To improve the quality of work involvement at JP Insurance, it requires an increase in the quality of personality. Emotional employees are interested in the job making their love towards the work greater. JP Insurance employees want to participate in its work, including making decision and making the job important for their dignity. JP Insurance employees' Behavior usually takes the extra-role behaviors to improve skills related to work or think about work after leaving the office and willingness to always learn. Through this engagement resources can be more productive. This improves the quality of personality, which will eventually lead to an increase in quality of employees' involvement at JP Insurance

By looking at the Conclusions and implications of the results described above, the following suggestions are proposed.

1. The results show that personality can be an important factor in improving employees' involvement at JP Insurance. The role of personality as endogenous variables affect job involvement which is required to make work better, focusing to other theories such as locus of control, 16 types of personality or the theory from experts that to make work involvement as exogenous variables. The result of this research shows that using SEM with 40-50 Amos is suggested. Other counting programs such as SPSS or SEM with lisrel

program are used as differentiators for this study. The number of samples is limited to 150 respondents still may be added in future studies.

2. The results show that the quality of involvement is necessary for increasing the quality of satisfaction. JP Insurance vision is to become the leading insurance company in Indonesia while the mission of JP Insurance is to provide appropriate products with excellent service, all will run smoothly with increasing job satisfaction to customer satisfaction and impacting companies profit.

REFERENCES

- [1]. Ajzen Icek "Job Satisfaction, Effort, and Performance: A Reasoned Action Perspective". *Contemporary Economics* Vol. 5 Issue 4.2011. (accessed January 2, 2013)
- [2]. Behruz Abdolahi, Ghader Vazifeh Damirchi, Hasan Ganjeh. "Surveying of Job boredom proneness effect on Job Satisfaction and Job Involvement Case study: Ardabil province SMEs". *ijrb.webs.com Interdisciplinary Journal Of Contemporary Research In Bussiness*, July 2011 Vol 3, No 3 (accessed January 2, 2013).
- [3]. Daft Richard L. *Era Baru Manajemen*. terjemahan. Jakarta: Salemba Empat. 2008.
- [4]. D Ulrich, Brockbank, W., Yeung, A. K., & Lake, D. G.. "Human resource competencies: An empirical assessment". *Human Resource Management*, (1995) 34, 473-495.
- [5]. Dina Sharagay and Ahearon Tziner."The Generational on Relationship Between Job Involvement, Work Satisfaction and Organizational Citizenship Behavior." *Madrid:Revita de Psicologia del y las Organizaciones* Vol 27.2. 2011. (accessed February 1, 2013)
- [6]. Demetria Cheryl and Edwards Buckingham . " A Case Study Exploring The Impact Of Managing Workplace Diversity On Diversity Awareness And Employee Job Satisfaction" (By A Dissertation Presented in Partial Fulfillment Of the Requirements for the Degree Doctor of Philosophy Chapala University March 2010) (accessed January 2, 2013)
- [7]. Fahmi Irfham. "Manajemen Kinerja teori dan Aplikasi". Bandung : Alfabeta. 2011
- [8]. Ferdinand Augusty. *Structural Equation Modeling*. Dalam Penelitian Manajemen Aplikasi Model-Model Rumit Dalam Penelitian Untuk Tesis dan Disertasi..Semarang:BP Undip. 2006
- [9]. Ghozali Imam, *Structural Equation Modeling*. Teori , Konsep dan Aplikasi Dengan Program Lisrel 8.54.Semarang: Badan Penerbit Undip. 2005
- [10]. Jess Feist and Gregory J Feist. *Teori Kepribadian*. Terjemahan buku 2. Jakarta :Salemba Empat. 2009
- [11]. Mangkunegara ,AA Anwar Prabu. *Evaluasi Kinerja SDM*. Bandung: Refika Aditama , 2012.
- [12]. Mahfuz Judeh. "An Examination of the Effect of Employee Involvement on Teamwork Effectiveness: An Empirical Study". [www.ccsenet.org / ijbm](http://www.ccsenet.org/ijbm) *International Journal of Business and management* Vol. 6. No 9. September 2011. (Accessed January 31, 2013)
- [13]. Miao Ren-Tao. "Perceived Organizational Support, Job Satisfaction, Task Performance and Organizational Citizenship Behavior in China ". *Institute of Behavioral and Applied Management*. All Rights Reserved. 2011 (Accessed January 31, 2013)
- [14]. Mathis dan Jackson. *Human Resource Management* ed. 10. terjemahan Jakarta: Salemba Empat. 2011.
- [15]. Mehvish Ali ,Nosheen Sarwat,Javeria Ashfaq Qureshi. "Job attitudes as a predictor of employee performance: Evidence from public sector of Pakistan", *Institute of Interdisciplinary Business Research* 631 August 2011 VOL 3, NO 4. (Accessed January 2, 2013)
- [16]. Mahfuz Judeh, "An Examination of the Effect of Employee Involvement on Teamwork Effectiveness: An Empirical Study". [www.ccsenet.org / ijbm](http://www.ccsenet.org/ijbm) *International Journal of Bisnis dan Manajemen* Vol. 6, No 9, September 2011 (Accessed January 31, 2013)
- [17]. Pepitone James. "Survey Of Organizations Managers' Knowledge Supporting Evidence-Based Human Resource Management". (Dissertation June, 2009, DBA –ChairpersoJune ,2009), di Accessed February 1, 2013)
- [18]. Rotenberry Paul F. and Philip J. Moberg." Assessing The Impact Of Job Involvement On Performance." *Management Research News* Vol. 30 No. 3, 2007. (February 1, 2013)
- [19]. Rachid Mohamed, Zeffane ,E. Ibrahim and Rashid Al Mehairi." Exploring The Differential Impact Of Job Satisfaction On Employee. Attendance And Conduct ". *International Journal of Bisnis dan Management* VOL. 30 NO. 3 2008.. (Accessed January 31, 2013)
- [20]. Ricard Griffiin et al . *Pengantar Bisnis*. Jakarta: Erlangga. 2010.
- [21]. Robbins Stephen P. *Perilaku Organisasi* edisi kesepuluh. terjemahan. Jakarta :Indeks, 2006.
- [22]. Sopiah. *Perilaku Organisasi* .Yogyakarta: Andi Offset . 2008.
- [23]. Tampubolon. Manahan P . *Perilaku Keorganisasian Perpektif Organisasi Bisnis*. Bogor: Ghalia Indonesia. 2008 .
- [24]. Yong Jae Ko, et al." The role of involvement and identification on event quality perceptions and satisfaction A case of US Taekwondo Open Asia asifik". *Journal of Marketing* . Vol 22.no 1. 2010 (February 12, 2013)
- [25]. Wibowo . *Manajemen Kinerja*. Jakarta: Raja Grafindo .2011.
- [26]. Wibisono Darmawan, .*Manajemen Kinerja Organisasi Korporasi dan Organisasi Paduan Penyusunan Indikator*, Jakarta: Erlangga. 2011.
- [27]. Zhang Zhen Æ dan Richard D. Arvey, "Effects of Personality on Individual Earnings: Leadership Role Occupancy as a Mediator", *Bus Psychology* 2009. (February 1, 2013)