THE INFLUENCE OF RECRUITMENT, SELECTION, TRAINING, AND PERFORMANCE APPRAISAL ON ORGANIZATIONAL COMMITMENT IN PT PLN AND PT PERTAMINA RU IV

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DECLARATION OF AUTHENTICITY

Herein I declare the originality of this thesis; I haven't presented anyone else's works, ideas, or expression without acknowledge, nor have I presented anyone else's words, ideas or expression without acknowledge. All quotations are cited and listed in the bibliography of this thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with determined regulation or its consequence.

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ABSTRACT

The purpose of this research is to gain information whether there is any influence of HRM practices especially recruitment, selection, training, and performance appraisal toward employee's organizational commitment in PT PLN and PT Pertamina as state-owned companies in Indonesia. The sample of this research are permanent employees of the two companies who have gained training and performance appraisal in both PT PLN and PT Pertamina. The questionnaires are distributed to 300 respondendts and 267 questionnaires are properly filled by the employees. The analytical tool used in this research is multiple linear regression using SPSS version 24.0. The results of this research show that there is a positive influence of recruitment, selection, training, and performance appraisal on organizational commitment.

***Keywords**: Recruitment, Selection, Training, Performance Appraisal, Organizational Commitment, PT PLN, PT Pertamina*

ABSTRAK

Tujuan penelitian ini adalah untuk memperoleh informasi apakah ada pengaruh praktik-praktik HRM khususnya rekrutmen, seleksi, pelatihan, dan penilaian kinerja terhadap komitmen organisasi karyawan di PT PLN dan PT Pertamina sebagai perusahaan milik negara di Indonesia. Sampel penelitian ini adalah karyawan tetap yang pernah mendapat pelatihan dan penilaian kinerja baik di kedua perusahaan tersebut. Peneliti membagikan 300 kuesioner kepada responden dan 267 kuesioner diisi dengan benar oleh karyawan. Alat analisis yang digunakan dalam penelitian ini adalah regresi linier berganda menggunakan SPSS versi 24.0. Hasil penelitian ini menunjukkan pengaruh positif rekrutmen, seleksi, pelatihan, dan penilaian kinerja terhadap komitmen organisasi.

***Kata kunci**: Rekrutmen, Seleksi, Pelatihan, Penilaian Kinerja, Komitmen Organisasi, PT PLN, PT Pertamina*

CHAPTER 1

INTRODUCTION

1.1. Background of Study

Globalization is a real phenomenon that is happening in recent society. Globalization is a new world economic system, which prescribes and describes ways in which businesses, concepts and events are organized around the world (Ukpere & Slabbert, 2009). Organizations today face an increasingly competitive and rapidly changing characterized by a diverse labor market, advancement in information technologies, globalization, deregulation, customer demands and others (Peter & Eunice, 2014). A rapid action is needed by the organization in order to respond the rapid changing development in the business area. It has to be done by the organization in order to compete with the competitor and stay in competition or even win the competition.

The action that the organization need to take must be supported by a maximal resources of the organization. There are many important resources in the organization, and one of them is employee. Skilled and qualified employee is very needed in order to assist the organization to act and respond the business in the globalization effectively and efficiently. Hence, company must consider properly and seriously on how their employee can help them to deal with the challenging task as a response to a globalization challenge in the business competition.

In fact, in the organization, employee is included in the scope of Human Resource Management. This is the reason behind the importance of Human Resource Management

practices. As explained by Snell & Bohlander (2012) HRM is the activity includes analyzing a company's competitive environment and designing a proper strategy to be able to fight in the competition. The overall performance of an organization can be reflected from the good or bad of the HRM in managing the company's competitive environment by enhancing the capability of the employee with its powerful function.

Actually, there are ten functions of HRM that is readily to help the organization and four of them are recruitment, selection, training and performance appraisal. The first function is recruitment. Recruitment and selection are terms that refer to the process of finding and attracting and choosing candidates for employment (Ekwoaba, *et al*, 2015). According to Gamage (2014), the basic purpose of recruitment is to provide the organization with a pool of potentially qualified job candidates. Another definition explained that recruitment means finding and attracting applicants for the employer's open positions (Dessler, 2013).

The second function of HRM is Selection. It is the process by which specific instruments are employed to choose from a pool of applicants' most suitable for the job taking into consideration, management goals and legal requirements (Ofori & Aryeetey, 2011). Whereas the objective of selection function is to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible (Gamage, 2014).

The third function of HRM is training. As stated by Ling, *et al* (2014), training is one function of HR management which has wide application and rich connotations and is one of the important ways of increasing human capital investment. Training in an organization is basically a learning process by which the management, HR or training staff of the

organization or from outside the organization provide its employees purposeful learning opportunities in a structured manner (Bashir & Long, 2015). The purpose of training is to improve employees' competency, production efficiency and achieve organizational goals by influencing or changing employees' attitudes, behavior and skills (Ling, et al., 2014).

The fourth function of HRM is performance appraisal. It is the result of an annual or biannual process in which a manager evaluates an employee's performance relative to the requirements of his or her job and the manager uses the information to show the person where improvements are needed and why (Snell & Bohlander, 2012). Further, Snell & Bohlander (2012) stated that good appraisal system has capability to influence employee behavior.

Nevertheless, a company that has competitive employees do not guarantee that they can continuously contribute to the organization voluntarily. Hence, the organization needs an essential factor that can guarantee the employee to work continuously, that is organizational commitment. It is the essential factor that can guarantee the employees to work in an organization continuously. Furthermore, Gul (2015) stated that enhancing employee commitment is vital for effective functioning of an organization, and to make the organization grow and expand at a faster pace.

According to Wang (2007), organizational commitment is a construct that describes the relationship between employees and the organization where they work. He added that organizational commitment can be viewed as employee's attachment, goal congruency, identification acceptance, and loyalty to the organization. Hence, if the employee is committed to work for the good of the organization, it will be easier for the organization to achieve its goals and be competitive in the business competition.

The previous literature which discuss the relationship about HRM practices and organizational commitment by Aladwan, *et al* (2015) revealed that two HRM practices which are recruitment and selection, training and development have a significant impact on the employee's commitment. Another research found that there is a positive and significant impact of performance appraisal on the organizational commitment of bank employees (Singh & Rana, 2013).

From those literatures mentioned previously, the researcher put two Indonesian State-Owned Enterprises that are going to be the research site of this research. First, PT PLN (Persero) as the one and only electricity provider in Indonesia. It is firstly established by President Soekarno on October 27, 1945. PT PLN (Persero) task is to increase power capacity and develop distribution network to meet the country's power demand. Thus, the core business of PT PLN (Persero) remains in electricity supply, focuses in power transmission, generation, and distribution throughout Indonesia. PT PLN (Persero) headquarters is located at Kebayoran Baru, South Jakarta, Jakarta.

Second, Pertamina is a State-Owned Enterprises. Pertamina has participated in the oil and gas business, upstream to downstream. Pertamina's upstream business is conducted in several regions in Indonesia and abroad include activities in the fields of exploration, production, and oil and gas distribution. Pertamina's downstream sector includes processing of crude oil, marketing and trade of oil products, gas and petrochemicals, and distributing company product. Pertamina RU (Refinery Unit) IV is situated in Cilacap, Jawa Tengah, Indonesia, it is one of five Refinery Units in Indonesia that handles the processing activities. Its core function is to proceed crude oil and included in the downstream sector.

From the description above, both PT PLN (Persero) and PT Pertamina are two important Government-Owned Enterprises for the sustainability of the country. Thus, the employee's organizational commitment is very essential for them in order to achieve the company's goal to sustain the country. The company must be aware of factors that probably influence the employee's organizational commitment. Hence, the researcher is interested to do a further research about the impact of HRM practices that stressed on recruitment, selection, training, and performance appraisal towards organizational commitment with the different time, companies and countries which will be conducted in PT PLN (Persero) and PT Pertamina Indonesia.

1.2. Problem Identifications

The purposes of this research are to find out:

1. If there is any influence of recruitment on organizational commitment.
2. If there is any influence of selection on organizational commitment.
3. If there is any influence of training on organizational commitment.
4. If there is any influence of performance appraisal on organizational commitment.

1.3. Problem formulations

Based on the background of the problems described above, the problem can be formulated as follows:

1. Is there any positive influence of recruitment on organizational commitment?
2. Is there any positive influence of selection on organizational commitment?
3. Is there any positive influence of training on organizational commitment?
4. Is there any positive influence of performance appraisal on organizational commitment?

1.4. Problem Limitation

The result of this study and the generalization of those results may be limited by the following factors or conditions:

1. The population was limited to employee in the company.
2. The result of the study depends on the willingness and ability of the respondents to accurately complete and return the survey to the researcher.
3. The conclusion of this research study would be limited and constrained to the unique factors within the company. Therefore, the conclusion may not be the same as other companies.

1.5. Research Objectives

The purpose this research is to gain information whether there is any influence of HRM practices especially recruitment and selection, training, and performance appraisal on employee's organizational commitment.

1.6. Research Contribution

The results of this study are expected to give benefits for the following parties:

1. Company

   The results can be used by the management as a consideration to evaluate and to determine a suitable HRM practices especially recruitment and selection, training, performance appraisal which can improve employee's organizational commitment.

2. Employees

   Hopefully this study would help employees gain information and ensuring whether the HRM practice especially recruitment and selection, training and performance appraisal which given by the company is sufficient in increasing their organizational commitment.

3. Next Researchers / Further Research

   Hopefully this study would assist the next researcher in providing the reference and knowledge about the magnitude of the influence of recruitment and selection, training and development, and performance appraisal towards employee's organizational commitment.

1.7. Systematics of Writing

Chapter I : Introduction

The brief introduction of the research topic will be presented in this chapter.

Chapter II : Literature Review

The essential part of the research such as supporting journals and the background theories of the research will be presented in this chapter.

Chapter III : Research Methodology

The method used to gather the data, the way to analyze the data and the considerations of the research concept will be presented in this chapter.

Chapter IV : Conclusions and Recommendations

The conclusions, limitations and recommendations for the future possible research are presented in this chapter.

CHAPTER II

LITERATURE REVIEW

2.1. Theoretical Review

2.1.1. Recruitment

As explained by Ekwoaba (2015), recruitment and selection are vital functions of human resource management for any type of business organization. According to Dessler (2013) recruitment means finding or attracting applicants for the employer's open positions. As explained by Gamage (2014) the basic purpose of recruitment is to provide the organization with a pool of potentially qualified job candidates. Further, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011). The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted (Ekwoaba, *et al*, 2015).

Recruitment process can be conducted in two ways which are recruit internally or externally. Both internal and external recruitment have their own advantages for the organization. There is really no substitute for knowing a candidate's strengths and weaknesses, as you should after working with them for some time. That is why sometimes internal recruitment is more preferable. It is supported by Dessler (2013) that current employees may also be more committed to the company. Another opinion by Bohlander (2012) stated that recruitment that is done internally can improve morale within the organization and support a culture of employee engagement. Furthermore, the employee's familiarity with the organization and its operations can eliminate the

orientation and training costs that recruitment from the outside would entail. The way an organization does an internal recruitment may vary, it can be from succession planning, rehiring, job posting and so forth. On the other hand, external recruitment also need to be considered in order to prevent "inbreeding" of ideas and attitudes if the existing talent pool is limited within a company (Bohlander, 2012). External recruitment can be done through advertising, employment agencies, executive recruiter, college recruiting, and so on.

2.1.2. Selection

The next step after recruitment is selection. It is the process by which specific instruments are employed to choose from a pool of applicant's most suitable for the job taking into consideration, management goals and legal requirements (Ofori & Aryeetey, 2011). The selection process includes the following initial screening interview, completion of the application form, employment tests, comprehensive interview, background investigation, conditional job offer, physical or medical examination, and the permanent job offer (DeCenzo, *et al*, 2010). Yet, the selection process of one company to another company might be vary.

The objectives of selection function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible (Gamage, 2014). In addition, the main purpose of employee selection is to achieve person-job fit which refers to matching the knowledge, skills, abilities, and competencies that are central to performing the job with the prospective employee's knowledge, skills, abilities, and competencies (Dessler, 2013). Moreover, proper selection can minimize the costs of replacement

and training, reduce legal challenges, and result in a more productive workforce (DeCenzo, *et al*, 2010).

2.1.3. Training

Training in an organization is basically a learning process by which the management, HR or training staff of the organization or from outside the organization provide its employees purposeful learning opportunities in a structured manner (Bashir & Long, 2015). Organizational training also refers to systematic activities to develop and improve employee's skills, knowledge and behaviors to enable them to perform job-related duties, accomplish specific tasks and meet the quality requirements of HR for the future (Bulut & Julha, 2010).

The purpose of training itself is to improve employee's competency, production efficiency and achieve organizational goals by influencing or changing employee's attitudes, behavior and skills. (Ling, *et al*, 2014). Moreover, training must be conducted with greater effort to achieve greater impact. To ensure that a company's training has the maximum impact possible, a strategic and systematic approach should be used that involves four phases which, they are needs assessment based on the company's competitive objectives, program design, implementation, and evaluation (Bohlander, 2012).

A need assessment must be done before training conducted in an organization. The assessment or analysis that should be conducted consists of three different levels. They are organizational, tasks and individual analysis (Bohlander, 2012). The first one is organizational analysis, it looks at a given organization and its objectives and the kind of problems that the organization may experience or is experiencing so as to plan for remedial action. Second, task analysis looks at the duties and responsibilities

of a job together with the skills, knowledge, abilities and expected behavior to give a given standard of performance. Third, individual analysis looks at how well employees are performing a given job by identifying their current level of knowledge, skills and attitudes in relation to their jobs and the organization's strategic plan (Mutsoli, *et al,* 2015).

The next phase of the training process is designing the training process itself. Experts believe that the design of training programs should focus on at least four related issues: (1) the training's instructional objectives, (2) "readiness" of trainees and their motivation, (3) principles of learning, and (4) characteristics of instructors.

The next phase after needs assessment and training design is implementing the training program. There are various training methods that should be appropriately chosen based on the KSAs. If the material is mostly factual, a lecture, classroom, or programmed instruction may be fine to be implemented. Further, on the job training, simulation, or computer-based training (CBT) may be appropriate if the training involves a large behavioral component.

The last phase of the training process is evaluating the training program to ensure whether it is effective. There are four basic criteria available to evaluate the training: (1) reactions, (2) learning, (3) behavior, (4) results.

2.1.4. Performance Appraisal

Performance appraisal is concerned with the clarification of employee's work expectations, helping with individual employee growth and the collective growth of the entire workforce, as well as ensuring that pay structure designing incorporates performance (Agyare, *et al,* 2016). Dessler, (2013) added that performance appraisal

means evaluating an employee's current and/or past performance relative to his or her performance standards.

According to Bohlander (2012), the purpose of performance appraisal can be divided into two: administrative purpose and development purpose. Administrative purpose of performance appraisal is used for the entire range of HRM activities, such as promotions, transfers, layoffs, and pay decisions. Whereas the developmental purposes of performance appraisal provide the feedback essential for discussing an employee's goals and how they align with the organization. It enables employees to build their own developmental goals which eventually culminate into an employee's personal growth (Agyare, *et al*, 2016).

Performance appraisal always involves the three-steps performance appraisal process which are setting work standards, assessing the employee's actual performance relative to those standards (this usually involves some rating form) and providing feedback to the employees with the aim of helping him or her to eliminate performance deficiencies or to continue to perform above par (Dessler, 2013). There are specific methods to evaluate performance appraisal. Employee can be appraised against absolute standards, relative standards or outcomes and each of them has its own strengths and weaknesses (DeCenzo, *et al*, 2010).

According to Neha & Himanshu (2015), a good performance appraisal system should have some qualities like it should be regular, its procedure should be transparent, standard and consistent, the result of appraisal should be shared among employees in order to remove the misconceptions and most importantly that it should be unbiased.

2.1.5. Organizational Commitment

Organizational commitment is the heart of HRM that helps explain a range of human attitudes and behaviors at work. (Bal,*et al*, 2014). According to Wang (2007), organizational commitment is a construct that describes the relationship between employees and the organization where they work. He added that organizational commitment can be viewed as employee's attachment, goal congruency, identification acceptance, and loyalty to the organization.

Allen & Meyer (1990) has identified the three dimensions of organizational commitment which are affective commitment, normative commitment and continuance commitment. Further, Cho & Huang (2012) has provided the definition of each dimension respectively:

1. Organizational affective commitment refers to the commitment to an organization that is simply driven by an emotional attachment to the organization and employee's identification with the organization.

   Employee with higher affective commitment still want to be in the organization because they support the organization's goals and want to help achieve the mission (Greenberg & Baron, 2000). This is because of the emotional attachment that the employees have, it makes the employees feel happy and consider to continue working with the company.

2. Organizational normative commitment which is a feeling of perceived or moral obligation to stay with one's organization. Greenberg & Baron (2000) stated that the power of employee's desire with normative commitment to continue to work on the organization because they feel obligated to stay in the

organization because of pressure from others. Normative commitment is related to the obligation to continue working on its leaders.

3. Organizational continuance commitment, an attachment based on a perceived lack of alternative employment opportunities, and the investments an employee has made would be sacrificed by leaving the organization. The desires of employees to continue working in the organization are because they need the job and cannot do anything else (Greenberg & Baron, 2000). Employees are bound by the organization simply because of factors such as pension plans and seniority, which cannot be continued if they stop working.

2.2. Previous Study

Peter & Eunice (2014) in their research have found that five human resources practices such as training and development, reward and recognition, organizational communication, teamwork, and performance appraisal are positively related to their commitment, with those perceiving a greater awareness of these dimensions exhibiting the more satisfactory reactions towards their commitment.

Aladwan, *et al* (2015) in their study investigated the effects of human resource management practices on employee's organizational commitment. Survey data were collected from 493 front-line employees across a variety of industries in Jordan. The research revealed that two human resource practices which are recruitment and selection and training and development have a significant impact on the employee's commitment.

Bal, *et al* (2014) investigated the relationship between organizational commitment dimensions and HR practices found that there is a strong or medium positive relationship between recruitment and selection, involvement, training and development, work condition and performance appraisal on organizational commitment dimensions.

Ling, *et al*, (2014) in their study that has a goal to provide theoretical analysis and empirical study between training and organizational commitment have showed that training affects organizational directly but also has an indirect influence through employability. Their study is conducted in three different approaches. The first is literature review regarding the variables, the next are developing a theoretical model and proposes a series of research hypotheses and the last is drawing on samples of 45 Chinese employees to test the hypotheses based on a series of measurement and statistical analysis.

The next is field research that was conducted by Bulut & Culha (2010) with 298 participants of four- and five-star hotels operating in Izmir, Turkey found that all dimensions of organizational training factor jointly affected the perceived organizational commitment.

The research that has done by Bashir & Long (2015) also showed that availability (or access) to training has a strong relationship with both affective and normative commitments.

Neha & Himanshu (2015) has been conducted a research to find out the impact of performance appraisal on organizational commitment and job satisfaction. The research revealed that the employees who were satisfied with the performance appraisal system of their organization were also satisfied with their job and were committed to their organization.

Salleh, *et al* (2013) in their study revealed that there is a significant relationship between fairness of performance appraisal with the organizational commitment. In addition, satisfaction in performance evaluation serves a mediator of the relationship between fairness of performance appraisal with organizational commitment.

A research conducted by Singh & Rana (2013) in Uttarkhand, India by randomly selected 172 bank employees from 10 public sector banks found that performance appraisal had a statistically significant impact on organizational commitment of bank employees.

Agyare, *et al* (2016) has done a research in the bank sector in Ghana and revealed that performance appraisal has an impact on job satisfaction and organizational commitment of employees.

2.3. Theoretical Framework

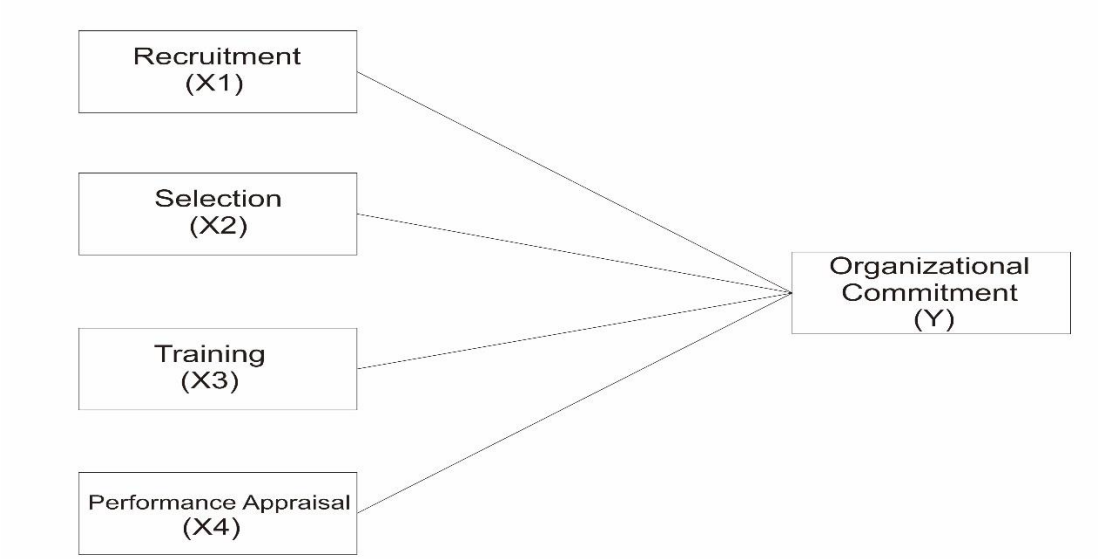


Figure 2.1. Framework Model

2.4. The Relationship between Variables

2.4.1. Relationship between recruitment towards commitment

Recruitment and selection are terms that refer to the process of finding and attracting and choosing candidates for employment (Ekwoaba, *et al*, 2015). According to Dessler (2013) recruitment means finding or attracting applicants for the employer's open positions. The fair recruitment and selection has a positive impact on organizational commitment in Telecom Sector of Pakistan. It is proven by a study

concluded by Janjua and Gulzar (2014) that spread 250 questionnaires in Rawalpindi and Islamabad.

Another study conducted by Aladwan, *et al*, (2015) has confirmed that organizational commitment is positively affected by recruitment and selection in Jordanian organization.

Further, there is a strong or medium relationship between recruitment and selection, involvement, training and development, work condition and performance appraisal on organizational commitment dimensions (Bal, *et al*, 2014).

2.4.2. Relationship between Selection toward organizational commitment

Selection actually is the process by which specific instruments are employed to choose from a pool of applicant's most suitable for the job taking into consideration, management goals and legal requirements (Ofori & Aryeetey, 2011). The research conducted by Aladwan, *et al* (2015) revealed selection as one of the HR practices that are investigated on their research have a significant impact on the employee's commitment.

A study conducted by Mahal (2012) showed that of the six dimensions, selection has the highest mean score of 5,48 which in article conclude that employee who are selected according to the job requirement have more organizational commitment.

2.4.3. Relationship between training toward organizational commitment

Training in an organization is basically a learning process by which the management, HR or training staff of the organization or from outside the organization provide its employees purposeful learning opportunities in a structured manner (Bashir & Long, 2015).

Aladwan, *et al,* (2015) revealed that training can affect employee organizational commitment in Jordanian organization. The study by Ling, *et al* (2014) confirms that training is an important antecedent variable of employability and organizational commitment. It is also supported by the research by Bulut & Culha (2010) that organizational training can affect the organizational commitment.

2.4.4. Relationship between performance appraisal towards organizational commitment

Performance appraisal means evaluating an employee's current or past performance relative to his or her performance standards (Dessler, 2013). According to Bohlander (2012), the purpose of performance appraisal is used for the entire range of HRM activities, such as promotions, transfers, layoffs, and pay decisions and the feedback essential for discussing an employee's goals and how they align with the organization's.

Employees who were satisfied with the performance appraisal system of their organization were also satisfied with their job and were committed to their organization (Neha & Himanshu, 2004). Agyare, *et al*, (2016) has confirmed that performance appraisal has an impact on job satisfaction and organizational commitment of employees in some organization in Ghana. The research finding by Salleh, *et al* (2013) also revealed that the fairness of performance appraisal can enhance the employee organizational commitment.

A study by Sigh & Rana (2013) with the sample of 172 employees stated that performance appraisal had a statistically significant impact on organizational commitment of bank employees in Uttarkand region.

Moreover, another study by Nassar (2017) that was conducted in four and five hotels with 257 questionnaire returned, showed that performance appraisal as one of the five HRM practices has a positive relationship with the three indicators of organizational commitment.

2.5. Hypothesis Formulation

The hypothesis formulation used in this research will be explained comprehensively in this part. Hypothesis can be defined as a proposed statement made but has not yet been proved to be correct as a starting point for the research.

The first hypothesis proposed is recruitment. According to Dessler (2013) recruitment means finding and/or attracting applicants for the employer's open positions. Recruitment is a process of generating a pool of qualified applicants for organizational job vacancies (Ekwoaba, *et al*, 2015). Bal, *et al* (2014) in their research that has purposes to investigate the relationship between organizational commitment dimensions and HR practices, also determine the perceptions of employees for organizational commitment levels and HR practices has found that there is a strong or medium positive relationship between recruitment and selection, involvement, training and development, work condition and performance appraisal on organizational commitment dimensions. In addition, a study conducted by Aladwan, *et al*, (2015) demonstrated that recruitment and selection, training and development has a significant positive relationship with organizational commitment among respondents in the Jordanian organizations. Another research has shown a supporting statement for this relationship. Based on the research that conducted by Janjua and Gulzar (2014) through 250 questionnaires that spread in Rawalpindi and Islamabad found that the fair recruitment and selection positively influence employee commitment

in the Telecom Sector of Pakistan. From the description above, a hypothesis is proposed for recruitment and selection on organizational commitment.

H1 = Recruitment has positive impact towards organizational commitment

The second hypothesis that will be explained next is impact of selection towards organization. Selection is the process by which specific instruments are employed to choose from a pool of applicant's most suitable for the job taking into consideration, management goals and legal requirements (Ofori & Aryeetey, 2011). The study conducted by Mahal (2012) has revealed that selection as one out of six dimensions of HR practices gained the highest score in the analysis which mean that employees who are selected based on the requirement tend to have more organizational commitment. To prove the impact of selection on organizational commitment, a hypothesis is proposed. Moreover, the study by Nassar (2017) that was conducted in four and five hotels with 257 questionnaires returned shows that selection as one of the five HRM practices has a positive relationship with the three indicators of organizational commitment.

H2 = Selection has positive impact towards organizational commitment

The third hypothesis made for further investigation in this research is training. Training in an organization is basically a learning process by which the management, HR or training staff of the organization or from outside the organization provide its employees purposeful learning opportunities in a structured manner (Bashir & Long, 2015). According to Ling, *et al* (2014), training that is provided by an organization can enhance employees' enthusiasm and belief in the organization to continue to work because employee will feel that they have been heeded. The study conducted by Bulut & Culha (2010) revealed that all dimensions of organizational training factor jointly affected the perceived organizational commitment. Moreover, another explanation clearly stated the

association of three components of organizational commitment with the training. Yang, *et al.* (2012) explained that there is an association between perceived training-related benefits and continuance commitment; the association between perceived supervisor support for training and affective commitment; and the association between perception of access to training and normative commitment. Mumias Sugar Company Limited has shown that training practices are positively correlated with affective commitment. It is also stated that training need assessment helps increase affective commitment among employees and that formal systems of induction provided to new employees help them adapt to new environment quickly and make them comfortable which increase their commitment (Mutsoli, *et al*, 2015). From the description above, a hypothesis is proposed for training related to organizational commitment.

H3 = Training has positive impact towards organizational commitment

The fourth and the last hypothesis proposed for this research is the impact of performance appraisal towards organizational commitment. Dessler, (2013) stated that performance appraisal means evaluating an employee's current or past performance relative to his or her performance standards. Although performance appraisal is costly, organizations still adopt this practice as it serves as fundamental organizational decisions in certain situations where promotions, bonuses and training needs are determined which potentially creates work motivation and commitment to the organization (Kadiresan, *et al*, 2015). A previous study has revealed that the employees who were satisfied with the performance appraisal system of their organization were also satisfied with their job and were committed to their organization (Neha & Himanshu, 2015). Kadiresan, *et al*, (2015) in their study that gathered data from 75 employees from several different industries in Malaysia, have found that there is positively and highly correlation between performance

appraisal with organizational commitment. From the description above, a hypothesis is proposed for performance appraisal related on organizational commitment.

H4 = Performance appraisal has positive impact towards organizational commitment

CHAPTER III

RESEARCH METHODOLOGY

3.1. Type of Study

This study uses quantitative methods to examine primary data gathered from the companies. The instrument will use questionnaire. The questionnaire will distribute to two companies, they are PT PLN (Persero) and PT Pertamina Indonesia. The instruments will review employee's opinion about recruitment and selection, training, performance appraisal and organizational commitment.

The type of data source in this research are divided into two, primary and secondary sources of data. The primary data will be gathered through questionnaire. The secondary data in this research will be collected from PT PLN (Persero) and PT Pertamina Indonesia official website to gain general information about these companies.

3.2. Research Design

The hypothesis testing will be used for this study since the purpose of this research is to gain information about the influence of HRM practices that stressed on recruitment and selection, training, and performance appraisal towards organizational commitment. As stated by Sekaran (2003), hypothesis testing is undertaken to explain the variance in the dependent variable or to predict organizational outcomes.

The respondents are employees in two Indonesia Government-Owned Enterprises, they are PT PLN (Persero) and PT Pertamina Indonesia. The data collection process will be conducted from February 2018 until May 2018.

3.3. Population and Sample

The questionnaires of this research will be spread to employees in two state-owned companies. The first company is PT PLN (Persero) headquarter that is situated in Jalan Trunojoyo Blok M—1 Number 135, Kebayoran Baru, Jakarta 12160, Jakarta. The total population of PT PLN is 2344. The second company is PT Pertamina RU IV Cilacap Area 70 which is located in Jalan MT. Haryono Number 77, Lomanis, Cilacap Tengah, Kabupaten Cilacap, Jawa Tengah. The total population of PT Pertamina is 1825.

Purposive random sampling is used in this research to collect the data. The sample used in both companies are 150 samples. The characteristics that determine the use of purposive random sampling in this research are:

1. Permanent employees (not outsourcing) in both PT Permanina RU IV and PT PLN (Persero)
2. Employee have joined the training conducted by PT Pertamina RU IV or PT PLN (Persero)
3. Employee have received performance appraisal feedback from PT Pertamina or PT PLN (Persero)

3.4. Data Collection Method

A questionnaire is a pre formulated written set of a questions to which respondents record their answers, usually within rather closely defined alternatives (Sekaran, 2003). A questionnaire will be distributed to two companies, they are PT PLN (Persero) and PT Pertamina Indonesia. Respondents were asked to answer the questions in the questionnaire using Likert scale.

In addition, to measure the value of each statement and question, the researcher will use Likert scale. The Likert scale is designed to examine how strong subjects agree or

disagree with statement on a 5-point scale (Sekaran, 2003). It assists the researcher to calculate the answer based on the indicator. The indicator is based on the level of agreement and disagreement:

Table 3.1. Classification Value for Each Answers

Answer	Score
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

3.5. Research Variables

3.5.1. Recruitment

Recruitment in this research will be as an independent variable or X1. To measure the recruitment, the researcher will use a questionnaire from Mahal (2012). The items are:

a. The recruitment process of your company is very clear
b. Your organization focuses on external sources of recruitment
c. Your organization focuses on internal sources of recruitment
d. Recruitment process of your company compares favorably to that of other companies
e. You are very satisfied with the company's recruitment process

3.5.2. Selection

Selection in this research will be as an independent variable or X2. In order to measure the selection, a questionnaire from Mahal (2012) will be used in this research. The items are:

a. Your organization selects the right person for a right job
b. There is a proper procedure of the selection process
c. There are no chances of personal biasness while selecting the person
d. The selection process is fair and justifiable
e. You are satisfied with the selection process of the company

3.5.3. Training

In this research, training will be as the second independent variable or X3 that is expected to be influenced by the organizational commitment. Training will be measured by four items from Mahal (2012), they are:

a. The training policies of your organization are favorable to you
b. You have been given proper training time to time
c. You are satisfied with the training techniques
d. My organization offers access to training for me

3.5.4. Performance Appraisal

Performance appraisal is the fourth independent variable or X4 in this research. To measure performance appraisal, the researcher uses a questionnaire from Kuvaas (2006), they are:

a. I am satisfied with the way my organization provides me with feedback
b. The feedback I receive on how I do my job is highly relevant

c. I think that my organization attempts to conduct performance appraisal the best possible way

d. My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance

3.5.5. Organizational Commitment

Organizational commitment will be the only dependent variable in this study or as a Y. In order to measure the organizational commitment, there will be three indicators that are tested, they are affective commitment, continuance commitment, and normative commitment. The affective commitment and continuance commitment will be measured using five point Likert-scale from Nassar (2017), they are:

a. Affective Commitment

1. I would be very happy to spend the rest of my career with this organization
2. I enjoy discussing my organization with people outside it
3. I really feel as if this organization's problems are my own
4. I think that I could easily become as attached to another organization as I am to this one
5. I do not feel like "part of the family" at my organization
6. I do not feel "emotionally attached" to this organization

b. Continuance Commitment

1. It would be very hard for me to leave my organization right now, even if I wanted to
2. Too much in my life would be disrupted if I decided to leave my organization now
3. It wouldn't be too costly for me to leave my organization now

4. Right now, staying with my organization is a matter of necessity as much as desire
5. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives
6. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here

In addition, to measure the third indicator which is normative commitment, the researcher uses a questionnaire from Yang, *et al.* (2012), they are:

c. Normative commitment

1. I owe a great deal to my organization
2. I would not leave my organization right now because I have a sense of obligation to it
3. My organization deserves my loyalty
4. I would feel guilty if I left my organization right now
5. I do not feel any obligation to remain with my current organization

3.6. Descriptive Analysis

In this research, descriptive analysis will explain about the data collection result which will consist the amount of the questionnaire distributed, lost questionnaire, questionnaire returned, incomplete questionnaire and proper questionnaire. The descriptive analysis will also perform the respondent description classification based on gender, education level, and time length of employment.

The descriptive analysis will also include the data descriptive. Data description will be used to define the answers of each variable. The score of answers can be categorized as follows:

Minimum score = 1

Maximum score = 5

Interval = $\frac{Maximum-minimum}{Total\ Class} = \frac{5-1}{5}$ = 0,8

The following score can be categorized as follows:

The average value of 1 to 1,80 = Very low

The average value of 1,81 to 2,61 = Low

The average value of 2,62 to 3,42 = Medium

The average value of 3,43 to 4,23 = High

The average value of 4,24 to 5 = Very High

3.7. Data Quality Test

3.7.1. Validity

Validity test is used by the researcher to find out the extent to which the measuring instrument precision and accuracy in performing the functions of measurement. Several types of validity tests are used to test the goodness of measures. SPSS 24.0 as a tool for analyzing the validity of the data will be used by the researcher.

3.7.2 Reliability

Reliability is the degree of precision or accuracy (error free) which is demonstrated by the research instrument. The reliability of a measure is an indication

of the stability and consistency with which the instrument measures the concept and helps to assess the "goodness" of a measure. This test will use Cronbach Alpha Value. The questions considered reliable if an alpha test results show greater than 0,6.

3.8. Verification Statistic

3.8.1. Classical Assumption Test

The purpose of classical assumption test is to provide assurance that the regression equation obtained has precision in estimation, unbiased and consistent.

a. Normality Data Test

The purpose of normality data test is to assess the distribution of data in a group of data or variable whether it is normally distributed or not. Normal distribution will form like a bell. The researcher uses Kolmogorov-Smirnov with significant value of $\alpha = 0,05$ to conduct normality test.

Decisions about normality are as follows:

a. If $\alpha < 0,05$, data distribution is not normal
b. If $\alpha > 0,05$, data distribution is normal

b. Multicollinearity Test

The purpose of multicollinearity test is to testing whether there is correlation among independent variables. Conceptually, a multicollinearity is a situation where there are two correlated variables. A good regression models must not have any relation among independent variables. Multicollinearity will be detected by observing the value of Variance Inflation Factor (VIF) and tolerance. If VIF is greater than 10 or the tolerance value is less than 0,10, it means that there is a multicollinearity and vice versa.

c. Heteroscedasticity Test

The purpose of heteroscedasticity test is to determine whether there is any deviation on the heteroscedasticity classical assumption or not. The deviation is variant inequality of the residual among all observations on the regression models. A non-interference regression model happens if the dots on the scatterplot charts spread evenly and do not form a particular pattern or gather at a certain point.

3.9. Hypothesis Testing

The research is categorized as a quantitative research using quantitative method as its analysis conducted by providing information and explanation using figures and calculations with statistical methods.

3.9.1. Multiple Linier Regressions

Multiple linier regressions were used to determine the direction of the influence and direction of independent variable (X) to the dependent variable (Y). In order to interpret the result of the hypothesis testing, the researcher used the amount of probability value with the decision below:

- If sig. value < 0.05, it means that H1 is accepted, thus it will be concluded that there is influence of independent variable to dependent variable.
- If sig. value > 0.05, it means that H1 is rejected, thus it will be concluded that there is influence of independent variable to dependent variable.

CHAPTER IV

DATA ANALYSIS AND DISCUSSIONS

This chapter provides data analysis and findings. The results are used as the indicators to identify whether the hypotheses are accepted. The organization of the chapter consist of data collection result, respondent's description, data description, data quality test, classical assumption, hypothesis testing result, discussion of the results and the relationship between the research result with the prior research result.

Data analysis in this study demonstrates influence of recruitment, selection, training and performance appraisal on organizational commitment in two state-owned companies which are PT Pertamina RU IV and PT PLN Head Office. The analysis in this research includes descriptive statistics and inferential statistics.

4.1. Descriptive Analysis

Descriptive analysis is done by comparing the various levels as measured by the percentage obtained from each variable.

4.1.1. Data Collection Result

In this research, the data are gathered through questionnaires that have been filled by employees in PT Pertamina RU IV and PT PLN Head Office. Table 4.1. below provides the data collection result from the questionnaires distributed:

Table 4.1. Data Collection Result

Notes	Number of Respondents	Percentage of Total Respondent(%)
Questionnaire Distributed	300	100%
Lost Questionnaire	27	9%
Questionnaire Returned	273	91%
Incomplete Questionnaire	6	2%
Proper Questionnaire	267	89%

Table 4.1 demonstrates that the questionnaires distributed to respondents are 300 (100%). There are 27 (9%) of lost questionnaires since they have not been returned to the researcher. From all questionnaires, there are 273 (91%) questionnaires have been returned to the researcher. In addition, there are 6 (2%) of questionnaires have been filled out incompletely. Thus, there are 267 (89%) proper questionnaires left that can be used in this research.

4.1.2. Respondents Description

In this research, the questionnaires were completed by employees of PT Pertamina RU IV and PT PLN who meet the following criteria: the respondents must be permanent employees, the respondents had received training and performance appraisal from the company. Employees with the criteria mentioned are classified into three characteristics which are: gender, education level, time length of employment. The classification is used to understand the general characteristics of the respondents.

1. **Classification of Respondents Based on Gender**

   According to the identification of gender, the classification of respondents as follows:

Table 4.2. Classification of Respondents Based on Gender

Gender	Amount	Percentage(%)
Male	220	82,4%
Female	47	17,6%
Total	267	100%

*Source: Primary data proceed (Appendix)

From Table 4.2 it can be seen that 220 (82,4%) respondents are males and 47 (17,6%) are females.

2. Classification of Respondents Based on Education Level

According to the identification of respondents based on education level, the classification is as follows:

Table 4.3. Classification of Respondents Based on Education Level

Education Level	Amount	Percentage(%)
SMA	84	31,5%
Diploma	147	55,1%
Bachelor Degree (S1)	36	13,5%
Master Degree(S2)	0	0
Doctoral Degree (S3)	0	0
Total	267	100%

*Primary data proceed (Appendix)

Table 4.3 shows that Diploma graduates are 147 (55,1%) employees and it dominates the educational level of employees. Then, there are 84 (31,5%) employees from SMA level and 36 (13,5%) employees have Bachelor Degree.

3. Classification of Respondents Based on Time Length of Employment

According to the identification of respondents based on time length of employment, the respondents can be classified as follows:

Table 4.4 Classification of Respondents Based on Time Length of Employment

Time Length of Employment	Amount	Percentage(%)
1-5 years	59	22,1%
6-10 years	121	45,3%
11-15 years	37	13,9%
16-20 years	14	5,2%
21-25 years	15	5,6%
26-30 years	21	7,9%
Total	267	100%

*Primary data proceed (Appendix)

From Table 4.4, it can be concluded that most of the employees have been working for 6-10 years which is represented by 121 (45,3%) respondents from the total number of employees. The second classification of respondents based on time length of employment is within 1-5 years which is represented by 37 (13,9%) employees. Then, there are 21 (7,9%) respondents that have been working on the company for 26-30 years. There are also 15 (5,6%) employees that have been working for 21-25 years and 14 (5,2%) respondents have been working for 16-20 years.

4.1.3. Descriptive Analysis of Research Variables

Data description is used to define the answers of each variable. The score of answers can be categorized as follows:

Minimum score = 1

Maximum score = 5

Interval = $\frac{Maximum-minimum}{Total\ Class}$ =$\frac{5-1}{5}$ = 0,8

The following score can be categorized as follows:

The average value of 1 to 1,80 = Very low

The average value of 1,81 to 2,61 = Low

The average value of 2,62 to 3,42 = Medium

The average value of 3,43 to 4,23 = High

The average value of 4,24 to 5 = Very High

1. Independent Variable

a. Variable of Recruitment (X1)

The variable of Recruitment has several questions measured by using 5 scales, ranging from very low score for strongly disagree and very high score for strongly agree. The descriptive results or the respondents' assessment of Recruitment on the variables can be seen in Table 4.5 below:

Table 4.5. Assessment of Recruitment Variable (X1)

Item	Indicators	Mean	Categories
X1.1	The recruitment process of your company is very clear	4,498	Very high
X1.2	Your organization focuses on external sources of recruitment	4,494	Very high
X1.3	Your organization focuses on internal sources of recruitment	4,543	Very high
X1.4	Recruitment process of your company is favorably compared to other companies	4,472	Very high
X1.5	You are very satisfied with the company's recruitment process	4,461	Very high
Total mean value of Results		4,494	Very high

Based on Table 4.5., the mean of this variable is 4,494 which in the very high categories. It displays that most of the respondents agree with recruitment. The highest mean of items in the recruitment is organization focuses in the internal recruitment with 4,543. Then, the lowest items in the recruitment is employee satisfaction about recruitment process of the organization.

b. Variable of Selection (X2)

The variable of selection has several questions measured by using 5 scale, ranging from very low score for strongly disagree and very high score for strongly agree.

The descriptive results or the respondents' assessment of selection on the variables are shown in Table 4.6 below:

Table 4.6. Assessment of Selection (X2)

Item	Indicators	Mean	Categories
X2.1	Your organization selects the right person for a right job	4,434	Very high
X2.2	There is a proper procedure of the selection process	4,472	Very high
X2.3	There are no chances of personal biasness while selecting the person	4,584	Very high
X2.4	The selection process is fair and justifiable	4,502	Very high
X2.5	You are satisfied with the selection process of the company	4,502	Very high
Total mean value of Results		4,499	Very High

Table 4.6 shows that the total mean value of the selection is 4,499 in very high categories. It can be interpreted that most of the respondents agree with the selection. The highest item in this variable is the agreement of employees about the non-existence of personal biases in the selection process conducted by the company that carries 4,584 mean value. While, the lowest item in this variable is about the assurance of employee that the company choose the right person for the right job which has 4,434 mean value.

c. Variable of Training (X3)

The variable of training has several questions measured by using 5 scales, ranging from very low score for strongly disagree to very high score for strongly agree. The descriptive results or the respondents' assessment of Training on the variables can be seen in Table 4.5 below:

Table 4.7. Assessment of Training (X3)

Item	Indicators	Mean	Categories
X3.1	The training policies of your organization are favorable to you	4,292	Very high
X3.2	You have been given proper training time to time	4,322	Very high
X3.3	You are satisfied with the training techniques	4,408	Very high
X3.4	My organization offers access to training for me	4,461	Very high
Total mean value of results		4,371	Very High

Table 4.7 provides information that the total mean value of result from this variable is 4,371 and it is categorized as very high. It can be said that most of the respondents agrees on the training. The highest item from this variable is about the access offers to training by the organization to their employees which is represented by the 4,461 mean value. The lowest mean is about the favorably of training policy set by the organization to the employees. It has 4,292 mean value yet it is still in the very high category.

d. Variable of Performance Appraisal (X4)

The variable of performance appraisal has several questions measured by using 5 scales, ranging from very low score for strongly disagree and very high score for strongly agree. The descriptive results or the respondent assessment of performance appraisal on the variables can be seen in Table 4.8 below:

Table 4.8. Assessment of Performance Appraisal

Item	Indicators	Mean	Categories
X4.1	I am satisfied with the way my organization provides me with feedback	4,296	Very high
X4.2	The feedback I receive on how I do my job is highly relevant	4,408	Very high
X4.3	I think that my organization attempts to conduct performance appraisal the best possible way	4,367	Very high
X4.4	My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance	4,285	Very high
Total mean value of results		4,339	Very High

Table 4.8. shows that performance appraisal has 4,339 total mean value of results and categorized as a very high category. It can be concluded that most of the respondents agree with the performance appraisal. The highest item from this variable is about the relevant feedback on performance appraisal process by the company to the employee. It has 4,408 mean value and is categorized as very high. The lowest item is about the matter of engagement of organization

in providing positive feedback for good performance than criticizing poor performance which has 4,285 total mean value.

2. Dependent Variable

a. Variable of Organizational Commitment (Y)

The variable of organizational commitment has several questions measured by using 5 scales, ranging from very low score for strongly disagree and very high score for strongly agree. The descriptive results or the respondent assessment of organizational commitment on the variables can be seen in Table 4.9 below:

Table 4.9. Assessment of Organizational Commitment

Item	Indicator	Mean	Categories
Affective Commitment			
Y1.1	I would be very happy to spend the rest of my career with this organization	4,629	Very high
Y1.2	I enjoy discussing my organization with people outside it	4,723	Very high
Y1.3	I really feel as if this organization's problem are my own	4,734	Very high
Y1.4	I think that I could easily become as attached to another organization as I am to this one	4,798	Very high

Y1.5	I do not feel like “part of the family” at my organization	4,831	Very high
Y1.6	I do not feel “emotionally attached” to this organization	4,955	Very high
Mean value of Affective Commitment		4,778	Very high
Continuance Commitment			
Y1.7	It would be very hard for me to leave my organization right now, even if I wanted to	4,876	Very high
Y1.8	Too much in my life would be disrupted if I decided to leave my organization now	4,854	Very high
Y1.9	It wouldn’t be too costly for me to leave my organization now	4,824	Very high
Y1.10	Right now, staying with my organization is a matter of necessity as much as a desire	4,835	Very high
Y1.11	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	4,85	Very high
Y1.12	One of the major reasons I continue to work for this	4,801	Very high

	organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here		
Mean value of continuance commitment		4,84	Very high
Normative Commitment			
Y1.13	I owe a great deal to my organization	4,783	Very high
Y1.14	I would not leave my organization right now because I have a sense of obligation to it	4,678	Very high
Y1.15	My organization deserves my loyalty	4,539	Very high
Y1.16	I would feel guilty if I leave my organization right now	4,498	Very high
Y1.17	I do not feel any obligation to remain with my current organization	4,461	Very high
Mean value of normative commitment		4,592	Very high
Total mean value of result		4,737	Very high

Based on Table 4.9, the variable commitment has a mean value of 4,737. There are several items in the commitment variable namely affective commitment, continuance commitment and normative commitment.

The results in Table 4.9 shows that indicators of affective commitment in this variable have a mean valu of 4,778 that is categorized as very high. The second indicator of this variable is continuance commitment that has 4,84 mean value. The third indicator from this variable is normative commitment that has 4,592 mean value. Thus, if it is sorted from the highest mean value to the lowest value, the highest mean value is affective commitment and the lowest is normative commitment.

4.1.4. Summary of Each Variable Assessment Result

Table 4.10 The Summary of Each Variable Assessment Result

Variable	Mean	Categories
Recruitment (X1)	4,494	Very High
Selection (X2)	4,499	Very High
Training (X3)	4,371	Very High
Performance Appraisal (X4)	4,339	Very High
Organizational Commitment (Y1)	4,737	Very High

4.2. Data Quality Test

4.2.1. Test of Validity

The researcher uses the *Pearson product moment* formula to test validity. By seeing the Correlation Coefficient Number and utilizes *SPSS 24.0 software* to obtain

the number shows the relationship between the question score and the total score (item-total correlation) and the value of r table. This research uses value of r table based on the provisions for degree of freedom (df) = n-2 where n is the amount of sample used with 5% corrected item total correlation. Table 4.11 below shows the result of validity for the variables in this research.

Table 4.11. Result of Validity Test

Variable	R Count	R Table	Validity
Recruitment			
X1.1	0,671	0,1201	Valid
X1.2	0,766	0,1201	Valid
X1.3	0,842	0,1201	Valid
X1.4	0,779	0,1201	Valid
XI.5	0,778	0,1201	Valid
Selection			
X2.1	0,721	0,1201	Valid
X2.2	0,741	0,1201	Valid
X2.3	0,814	0,1201	Valid
X2.4	0,792	0,1201	Valid
X2.5	0,769	0,1201	Valid
Training			
X3.1	0,776	0,1201	Valid
X3.2	0,835	0,1201	Valid
X3.3	0,855	0,1201	Valid

X3.4	0,820	0,1201	Valid
Performance Appraisal			
X4.1	0,716	0,1201	Valid
X4.2	0,746	0,1201	Valid
X4.3	0,776	0,1201	Valid
X4.4	0,766	0,1201	Valid
Organizational Commitment			
Affective commitment			
Y1.1	0,249	0,1201	Valid
Y1.2	0,202	0,1201	Valid
Y1.3	0,186	0,1201	Valid
Y1.4	0,199	0,1201	Valid
Y1.5	0,132	0,1201	Valid
Y1.6	0,159	0,1201	Valid
Continuance Commitment			
Y1.7	0,561	0,1201	Valid
Y1.8	0,599	0,1201	Valid
Y1.9	0,376	0,1201	Valid
Y1.10	0,612	0,1201	Valid
Y1.11	0,660	0,1201	Valid
Y1.12	0,635	0,1201	Valid
Normative Commitment			
Y1.13	0,660	0,1201	Valid

Y1.14	0,721	0,1201	Valid
Y1.15	0,651	0,1201	Valid
Y1.16	0,584	0,1201	Valid
Y1.17	0,507	0,1201	Valid

Table 4.11 shows the result of validity test for all of the question instruments. It can be concluded that all of r count value has total score more than r table value (0,1201). Thus, all questions in this research are valid.

4.2.2. Reliability Test

An instrument is reported to be reliable if it is consistent and free from bias. Reliability test is conducted to measure the consistency of instruments. This test is based on Cronbach Alpha Value. The questions considered reliable if an alpha test results show greater than 0,6. The reliability test from the research variables can be seen in table 4.12 below:

Table 4.12. Result of Reliability Test

Variable	Cronbach Alpha Value	Critical Value	Explanation
Recruitment	0,825	0,600	Reliable
Selection	0,825	0,600	Reliable
Training	0,839	0,600	Reliable
Performance Appraisal	0,743	0,600	Reliable
Organizational Commitment	0,721	0,600	Reliable

As stated in Table 4.12, the Cronbach alpha value of recruitment is 0,825; selection is 8,25; training is 0,839; performance appraisal is 0,743; and organizational commitment is 0,721. The result shows that all of the questions contained in the questionnaire of this study can be said as reliable because all variables have a Cronbach alpha coefficient that are greater than 0,6.

4.3. Classical Assumption

The purpose of classical assumption test is to provide assurance that the regression equation obtained has precision in estimation, unbiased and consistent. By using SPSS 24.0 software, the researcher used two tests of classical assumption: multicollinearity and heteroscedasticity test. The researcher also used normality test in order to avoid bias from the distributed data.

4.3.1. Normality Test

Normality must be performed in the research before the data are processed in order to assure if the distribution of data or variable is normally distributed. The researcher uses Kolmogorov-Smirnov with significant value of α = 0,05 to conduct normality test. The result of normality test using Kolmogorov-Smirnov is shown in Table 4.13 below:

Table 4.13. Result of Normality Test

Significances	Explanation
0,200	Normal

Table 4.13 shows the result of normality test using Kolmogorov-Smirnov. By comparing the significant value of α = 0,05, it can be concluded the significant result is 0,200 and it is greater than significant value, then it is categorized as normal.

4.3.2. Multicollinearity Test

Multicollinearity is a linear relationship condition among independent variables used in a regression model. A multicollinearity function is used to see if there is a high correlation between variables in a multiple linear regression model. The relationship between independent variables on dependent variable will be distributed if there is a high correlation between variables. If VIF is greater than 10 or the tolerance value is less than 0,10, it means that there is a multicollinearity and vice versa. The following table is the result of multicolinearity test for independent variables used in this research:

Table 4.14. Result of Multicollinearity Test

Variable	Tolerance Value	VIF	Explanation
Recruitment	0,932	1,073	No multicollinearity
Selection	0,838	1,194	No multicollinearity
Training	0,856	1,168	No multicollinearity
Performance appraisal	0,895	1,118	No multicollinearity

The result of multicollinearity test in Table 4.14 shows that the tolerance value of recruitment, selection, training and performance appraisal is 1,073; 1,194; 1,168; and 1,118 which is less than 10. Thus, independent variables are free from multicollinearity symptoms or there is no multicollinearity between both of the independent variables.

4.3.3. Heteroscedasticity Test

The purpose of heteroscedasticity test is to determine whether there is any deviation on the heteroscedasticity classical assumption or not. If the residual variance is not absolute, it is called heteroscedasticity, if there is an absolute residual variance for all of the observations, then it is called homoscedasticity. A good regression model should be homoscedasticity or free from heteroscedasticity. SPSS 24.0 software is used to determine the existence of heteroscedasticity, based on the result heteroscedasticity test for the independent variables:

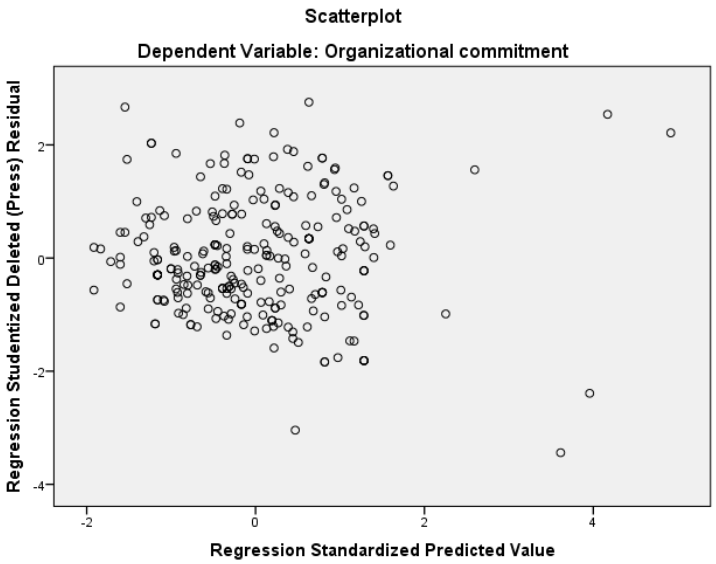


Figure 4.1. Scatterplot Figure

The scatter plot graph shows that there is no clear pattern and it is spread on the graph. Then, it can be stated that there is no heteroscedasticity.

4.4. Hypothesis Testing

The researcher uses multiple linear regression analysis as a statistical analysis to test the hypotheses. It can be used to identify how far the influence of the independent variables toward the dependent variables. The SPSS 24.0 software is employed to conduct

the test. In this research, the researcher uses the amount of probability value with the significant level of 5% (α= 0,05). The following are the results of multiple linear regression analysis:

Table 4.15. Result of Multiple Linear Regression Analysis

Variable	Coefficient Regression (B)	t_{count}	Sig	Result
(Constant)	1,437	5,204	0,000	
Recruitment	0,176	4,101	0,000	Significant
Selection	0,194	4,279	0,000	Significant
Training	0,216	5,798	0,000	Significant
Performance Appraisal	0,157	3,546	0,000	Significant

a. Hypothesis testing on the influence of recruitment (X1) on organizational commitment (Y)

H0: There is no positive influence of recruitment on organizational commitment

H1: There is positive influence of recruitment on organizational commitment

According to Table 4.15, the result of multiple linear regression, it reveals that the significant value of recruitment is 0,000 which is lower than 0,05. In addition, the table shows that the regression coefficient value is 0,176. It can be concluded that H0 is rejected or H1 is accepted. Thus, it means that there is a positive influence of recruitment on organizational commitment in PT PLN and PT Pertamina RU IV.

b. Hypothesis testing on the influence of selection (X2) on organizational commitment (Y)

H0: There is no positive influence of selection on organizational commitment

H2: There is positive influence of selection on organizational commitment

Table 4.15 shows that the significant value of selection is 0,000 which is less than the α used in this research. The result also shows that selection as independent variable (X2) has a positive influence with a regression coefficient value of 0,194. It can be concluded that H0 is rejected or H2 is accepted. Thus, selection has a positive influence on organizational commitment in PT PLN and PT Pertamina RU IV.

c. Hypothesis testing on the influence of training (X3) on organizational commitment (Y)

H0: There is no positive influence of training on organizational commitment

H3: There is positive influence of training on organizational commitment

Based Table 4.15, the result of significant value of training is 0,000. It shows that it is significant since it is less than α (0,05). Training (X3) has a regression coefficient value of 0,216. It means that the H0 is rejected or H3 is accepted. It can be stated that there is a positive influence of training on organizational commitment in PT PLN and PT Pertamina RU IV.

d. Hypothesis testing on the influence of performance appraisal (X4) on organizational commitment (Y)

H0: There is no positive influence of performance appraisal on organizational commitment

H4: There is positive influence of performance appraisal on organizational commitment

According to Table 4.15, the significant value of performance appraisal is 0,000 which is lower than 0,05. It is categorized as significant. Performance Appraisal (X4) has a positive influence an organizational commitment with regression coefficient value of 0,157 which means that H0 is rejected or H4 is accepted. It concludes that performance appraisal has a positive influence on organizational commitment in PT PLN and PT Pertamina RU IV.

4.4.1. Summary of Hypotheses Testing

The result of hypotheses testing is summarized in Table 4.16 below:

Table 4.16. Hypotheses Testing Result

Hypotheses	**Results**
Recruitment has a positive influence on organizational commitment	Supported
Selection has a positive influence on organizational commitment	Supported
Training has a positive influence on organizational commitment	Supported
Performance Appraisal has a positive influence on organizational commitment	Supported

4.5. Discussion of Research Findings

From the data analysis that has been conducted previously, it is proven that the independent variables which are recruitment, selection, training and performance appraisal have positive influences on the dependent variable (organizational commitment). This part is going to discuss broadly of each independent variable and its influence on the dependent variable:

4.5.1. The Influence of Recruitment on Organizational Commitment

The data analysis reveals that recruitment has a positive impact on organizational commitment. It means that in both of the state-owned company which are PT PLN and PT Pertamina RU IV, recruitment give impact towards the organizational commitment positively.

This result is supported by the data analysis that had been conducted previously. Recruitment has 0,000 as the probability value that is less than 0,5. It shows that the influence of recruitment on organizational commitment is positive which is proven by the regression coefficient value of 0,176.

Furthermore, from the data analysis above, it is stated that the mean of recruitment is 4,494 which is categorized as a very high category. The highest mean of items in the recruitment is organization focuses on the internal recruitment with 4,543 by the question "Your organization focuses on internal recruitment". Thus, from the hypotheses testing, H0 is rejected or H1 is accepted.

This finding is also supported by the research conducted by Aldawan, *et al* (2015), that recruitment as part of human resource management practice have a significant impact on the employee's commitment.

More support is shown by the research conducted by (Bal, *et al*, 2014). In their study, it was found that there is a strong or medium relationship between recruitment and organizational commitment dimensions which is represented by the highest mean of selection itself by the 3,42 mean value.

4.5.2 The Influence of Selection on Organizational Commitment

Based on the data analysis, the result shows that selection has a positive influence on organizational commitment. The data analysis shows that H0 is rejected or H2 is accepted. Thus, it can be concluded that selection that is conducted in two state-owned companies which are PT PLN and PT Pertamina RU I positively influence their organizational commitment.

The result is supported by the probability value. The probability value for this variable is 0,000 which is less than 0,05. It means that there is an influence of selection on PT PLN and PT Pertamina RU IV organizational commitment. The direction of selection on organizational commitment is positive. This is proven by the result of regression coefficient value of the selection which is 0,194.

One of the question asked in the questionnaire is “The selection process is fair and justifiable” and the mean value of it is 4,502. It is categorized as very high category. In addition, the result is also supported by the previous study conducted by Janjua (2014). The data of the study gathered through questionnaires. The 250 questionnaires had been completed by the employees in Rawalpindi and Islamabad. The result of the research proved that fair selection positively influences employee organizational commitment.

Another recent research conducted by Mahal (2012) showed one of the ten variables which is selection influences the organizational commitment. In his research, he concluded that employees who are selected according to the job requirements have more organizational commitment.

4.5.3. The Influence of Training on Organizational Commitment

Training is the third independent variables tested in this study. The data analysis shows that there is an influence of training on organizational commitment. It can be concluded that this influence happened in both PT PLN and PT Pertamina RU IV. The influence is positive which is shown by its coefficient value. It means that selection has a positive influence on organizational commitment both in PT PLN and PT Pertamina RU IV.

The data analysis from this research shows that the t-count of training (4,360) is greater than the t-table. The probability value is 0,000 which is less than 0,5. It can be stated that there is an influence of training on organizational commitment in both state-owned companies which are PT PLN and PT Pertamina RU IV. The regression coefficient value is 0,216.

Furthermore, the researcher also found the positive influence of training on organizational commitment based on the mean of employee from both of state-owned companies. The mean of training is 4,371 which is categorized as a very high category. The highest mean of item in the training is "My organization offers access to training for me" which has mean value of 4,461. While the lowest mean from the training is "The training policies of your organization are favorable to you" with the mean value of 4,292. Both the highest mean and the lowest mean are still categorized in the high category.

The result from this research is supported by the research conducted by Ling, *et al,* (2014). Their research had a goal to provide theoretical analysis and empirical study

between training and organizational commitment and it showed that training affects organizational directly.

The next is supported by field research that was conducted by Bulut & Culha (2010) with 298 participants of four- and five-star hotels operating in Izmir, Turkey found that all dimensions of organizational training factor jointly affected the perceived organizational commitment.

Moreover, another research found that training has a positive relationship on commitment. This research is conducted by Mutsoli, *et al* (2015) by distributing 118 questionnaires and were completed by 110 employees in Mumias Sugar Company.

4.5.4. The Influence of Performance Appraisal on Organizational Commitment

According to the data analysis conducted above, the performance appraisal as the fourth independent variable has proven to have a positive influence on organizational commitment. It can be concluded that this influence happened in both PT PLN and PT Pertamina RU IV. The influence is positive which shown by its coefficient value.

This result is supported by the data analysis that is conducted previously. Performance appraisal has 0,000 as the probability value that is less than 0,5. It means that the influence of recruitment on organizational commitment is positive which is proven by the regression coefficient value of 0,157.

The researcher also found positive influence of performance appraisal on organizational commitment based on the mean of employee from both of state-owned companies. The mean of performance appraisal is 4,339 which is categorized as a very high category. The highest mean of items in the performance appraisal is “The

feedback I receive on how I do my job is highly relevant" with the mean value of 4,408.

Furthermore, this result is supported by Peter & Eunice (2014), who distributed 377 questionnaires to fifteen manufacturing organizations in Nigeria. One of the result found that performance appraisal is positively related to their commitment on organization.

The result is also supported by a research by Neha & Himanshu (2015). They have conducted a research to find out the impact of performance appraisal on organizational commitment and job satisfaction. The research showed that the employees who are satisfied with the performance appraisal system of their organization are also satisfied with their job and are committed to their organization.

CHAPTER V

CONCLUSIONS, RESEARCH LIMITATION, AND RECOMMENDATIONS

5.1. Conclusions

From the data analysis that has been conducted previously, it has been proven that all of the independent variables tested in this research positively influence the dependent variables. The points are written down below:

1. Recruitment as the first independent variable (X1) is proven to have a positive influence on the organizational commitment as the dependent variable (Y). It has been proven on the hypothesis testing result on chapter IV. It is stated that recruitment variable has significance 0,000 which is less than 0,05.
2. Selection as the second independent variable (X2) has a positive influence on the organizational commitment as the dependent variable (Y). This has been proven on the hypothesis testing result on chapter IV. It is stated that selection variable has significance 0,000 which is less than 0,05.
3. Training as the third independent variable (X3) has a positive influence on the organizational commitment as the dependent variable (Y). It has been proven on the hypothesis testing result on chapter IV. It is stated that training variable has significance 0,000 which is less than 0,05.
4. Performance appraisal as the fourth independent variable (X4) has a positive influence on the organizational commitment as the dependent variable (Y). This has been proven on the hypothesis testing result on chapter IV. It is stated that performance appraisal variable has significance 0,000 which is less than 0,05.

5.2. Research Limitation

This study offers information about the influence of recruitment, selection, training and performance appraisal on organizational commitment in PT PLN and PT Pertamina RU IV, but it does have limitation. Because of the bureaucracy and the permission in both companies, the researcher only gives the questionnaires to a person in the both companies that responsible to distribute them in every division within the companies. In addition, the researcher can't get more than 300 respondents from those companies.

5.4. Recommendations

Based on the conclusion, the researcher proposes a few recommendations:

1. It is recommended for both of the state-owned companies which are PT PLN and PT Pertamina RU IV to:
    a. Although the employee's satisfaction about the recruitment process conducted by the company is in the very high classification, it still need to be improved by both companies. It is supported by the result, the indicators of "you are very satisfied with the company's recruitment process" got the lowest mean.
    b. The employee's opinion about the company's decision on selects the person to the right job is in the lowest mean yet still in very high classification. It is better for PT PLN and PT Pertamina RU IV to improve their decision in order to maintain its employee organizational commitment.
    c. Training policy in both of the companies can be improved in order to maintain the organizational commitment. As an example, both of PT PLN and PT Pertamina RU IV can also relate the training with the career stage of the company in order to enhance the organizational commitment.

d. From the result of the indicators of the performance appraisal, it is better for both of the companies to give more appreciation on the feedback of employee's performance appraisal in order to maintain the organizational commitment.

2. It is recommended for the future possible studies to conduct a research in other or all of the state-owned companies in order to enrich the topics of this study since the different findings might possibly be found. Furthermore, add more independent variables such as compensation or add more mediating variables such as performance to discover their effect toward employee's organizational commitment.
3. Based on the research limitation above, it is recommended for the next researcher that want to get more respondents to make a permission to distribute the questionnaire directly to the employees without any mediator.

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Appendix 1

Questionnaire in Bahasa Indonesia

Questionnaire

Kuesioner Riset Analisis "The Influence of Recruitment and Selection, Training and Performance Appraisal towards Organizational Commitment"

Terima kasih atas partisipasi Anda menjadi salah satu responden untuk mengisi kuesioner ini. Kuesioner ini merupakan instrument penelitian yang dilakukan oleh:

Peneliti	: Sukma Anggraita
NIM	: 14311165
Prodi	: Manajemen (Program Internasional)
Fakultas/Universitas	: Ekonomi / Universitas Islam Indonesia

Saya sangat menghargai keujujuran Anda dalam mengisi kuesioner ini dan menjamin kerahasiaan Anda. Semoga hasil penelitian ini dapat menjadi masukan bagi pihak-pihak yang membutuhkan dalam rangka pengelolaan sumber daya manusia. Atas kerjasama dan dan bantuan Anda, Saya ucapkan terima kasih.

Petunjuk Pengisian

1. Jawablah setiap pernyataan ini sesuai pendapat Bapak/ Ibu/ Saudara sejujur-jujurnya. Perlu diketahui bahwa jawaban dari kuesioner ini tidak berhubungan dengan benar atau salah.
2. Pilih jawaban pada satu jawaban yang paling sesuai menurut Bapak/ Ibu/ Saudara dengan menggunakan checklist (V).

3. Makna tanda:
    1. STS = Sangat Tidak Setuju
    2. TS = Tidak Setuju
    3. N = Netral
    4. S = Setuju
    5. SS = Sangat Setuju

Identitas Responden

1. Jenis Kelamin Responden
    a. Pria
    b. Wanita
2. Pendidikan Terakhir
    a. SMA
    b. Diploma
    c. Sarjana (S1)
    d. Magister (S2)
    e. Doktor (S3)
3. Masa Kerja
    a. 1-5 tahun
    b. 6-10 tahun
    c. 11-15 tahun
    d. 16-20 tahun
    e. 21-25 tahun
    f. 26-30 tahun

Rekrutmen dan Seleksi						
No	***Pernyataan***	***STS***	***ST***	***N***	***S***	***SS***
1.	Proses rekrutmen perusahaan saya sangat jelas					
2.	Perusahaan saya berfokus pada sumber prekrutan eksternal (Contoh: Perekrutan Online, Job Fair)					
3.	Perusahaan saya berfokus pada sumber rekrutmen internal (Contoh: Promosi Karyawan)					
4.	Proses rekrutmen perusahaan saya lebih baik dibandingkan dengan perusahaan lain					
5.	Saya sangat puas dengan proses rekrutmen perusahaan					
Seleksi						
1.	Perusahaan saya memilih orang yang tepat untuk pekerjaan yang tepat					
2.	Terdapat prosedur yang tepat dalam proses seleksi di perusahaan saya					
3.	Tidak ada kemungkinan bias pribadi saat memilih calon karyawan					
4.	Proses seleksi dilakukan scara adil dan dapat dibenarkan					

5.	Saya sangat puas dengan proses seleksi perusahaan					
Pelatihan						
No	***Pernyataan***	***STS***	***TS***	***N***	***S***	***SS***
1.	Kebijakan pelatihan perusahaan menguntungkan saya					
2.	Saya telah diberi pelatihan dari waktu ke waktu (rutin) oleh perusahaan					
3.	Saya puas dengan teknis pelatihan yang diberikan perusahaan					
4.	Perusahaan menawarkan akses pelatihan bagi saya					
Penilaian Kinerja						
No	***Pernyataan***	***STS***	***TS***	***N***	***S***	***SS***
1.	Saya puas dengan cara perusahaan memberi saya umpan balik dalam penilaian kinerja					
2.	Umpan baik yang saya terima tentang bagaimana saya melakukan pekerjaan sangat relevan					
3.	Menurut saya, perusahaan saya mencoba untuk melakukan penilaian kinerja dengan cara terbaik					

4.	Perusahaan saya lebih baik terlibat dalam memberikan umpan balik positif untuk kinerja yang baik daripada mengkritik kinerja buruk					
Affective Commitment						
No	***Pernyataan***	***STS***	***TS***	***N***	***S***	***SS***
1.	Saya akan sangat senang menghabiskan sisa karir saya dengan perusahaan ini					
2.	Saya senang mendiskusikan perusahaan saya dengan orang-orang di luar perusahaan					
3.	Saya benar-benar merasa seolah-olah masalah organisasi ini adalah masalah saya sendiri					
4.	Saya tidak dapat dengan mudah menjadi terikat pada perusahaan ain seperti saya terikat terhadap perusahaan ini					
5.	Saya merasa seperti bagian dari keluarga di perusahaan saya					
6.	Saya merasa terikat secara emosional dengan perusahaan ini					
Continuance Commitment						
No	***Pernyataan***	***STS***	***TS***	***N***	***S***	***SS***

1.	Akan sangat sulit bagi saya untuk meninggalkan perusahaan saya sekarang, bahkan jika saya menginginkannya					
2.	Terlalu banyak yang akan terganggu didalam hidup saya jika saya memutuskan untuk meninggalkan perusahaan saya					
3.	Ini tidak akan terlalu merugikan bagi saya untuk meninggalkan perusahaan saya sekarang					
4.	Saya bertahan di perusahaan ini karena adanya kebutuhan dan keinginan					
5.	Salah satu dari beberapa konsekuensi serius meninggalkan ini adalah kelangkaan alternative perusahaan yang ada					
6.	Salah satu alasan utaman mengapa saya terus bekerja untuk perusahaan ini adalah bahwa apabila saya keluar akan memerlukan pengorbanan pribadi yang cukup besar—Sedangkan organisasi lain mungkin tidak sesuai dengan keseluruhan benefit yang saya dapatkan disini					
Normative Commitment						
No	Pernyataan	STS	TS	N	S	SS

1.	Saya berhutang budi pada perusahaan ini					
2.	Saya tidak akan meninggalkan perusahaan saya karena rasa tanggung jawab pada perusahaan					
3.	Perusahaan saya layak mendapatkan kesetiaan saya					
4.	Saya akan merasa bersalah jika saya meninggalkan perusahaan saya sekarang					
5.	Saya merasa berkewajiban untuk tetap mengikuti perusahaan saya saat ini					

Appendix 2

Questionnaire in English

Questionnaire

Research Questionnaire Analysis of the Influence of Recruitment and Selection, Training and Performance Appraisal towards Organizational Commitment

Thank you for your participation in filling out this questionnaire and being one of the respondents in this research. This questionnaire is one of the instruments of research conducted by:

Researcher: Sukma Anggraita

NIM: 14311165

Department: Management (IP)

Faculty: Economics Universitas Islam Indonesia

I really appreciate your honest answer and ensures its confidentiality of this questionnaire. Hopefully, the result of this research can give the maximum contribution.

Charging Instructions

1. Answer each of these questions according to your opinion honestly and please note that the answers of questionnaire is not related to true or false
2. Choose an answer by making a checklist (V) in one of the most appropriate answer according to you.

Meaning

SD = Strongly Disagree

D = Disagree

N = Neutral

A = Agree

SA = Strongly Agree

Respondent Identity

Respondent Name (optional)

1. Gender:
    a. Man
    b. Women
2. Age

a. less than 20 years
b. 21 years – 25 years
c. 26 years – 30 years
d. 31 years – 35 years
e. 36 years 40 years
f. 41 years – 45 years
g. 46 years – 50 years
h. More than 50 years

3. Length of Work

a. Less than 5 years
b. 6 years – 10 years
c. 11 years – 15 years
d. 16 years – 20 years
e. 26 years - 30 years
f. More than 30 years

4. Education

a. High School
b. Diploma
c. Bachelor degree
d. Master degree
e. Doctoral degre

RECRUITMENT						
NO	STATEMENT	SA	A	N	D	SD
1.	The recruitment process of your company is very clear					
2.	Your organization focuses on external sources of recruitment					
3.	Your organization focuses on internal sources of recruitment					
4.	Recruitment process of your company compares favorably to that of other companies					
5.	You are very satisfied with the company's recruitment process					
SELECTION						
1.	Your organization selects the right person for a right job					
2.	There is a proper procedure of the selection process					

3.	There are no chances of personal biasness while selecting the person					
4.	The selection process is fair and justifiable					
5.	You are satisfied with the selection process of the company					
TRAINING						
NO	STATEMENT	SA	A	N	D	SD
1.	The training policies of your organization are favorable to you					
2.	You have been given proper training time to time					
3.	You are satisfied with the training techniques					
4.	My organization offers access to training for me					
PERFORMANCE APPRAISAL						
NO	STATEMENT	SA	A	N	D	SD

	I am satisfied with the way my organization provides me with feedback					
	The feedback I receive on how I do my job is highly relevant					
	My organization is good at providing recognition for good performance					
	The feedback I receive agrees with what I have actually achieved					
	I think that my organization attempts to conduct performance appraisal the best possible way					
	My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance					
ORGANIZATIONAL COMMITMENT						
Affective Commitment						
NO	STATEMENT	SA	A	N	D	SD

1.	I would be very happy to spend the rest of my career with this organization					
2.	I enjoy discussing my organization with people outside it					
3.	I really feel as if this organization's problem are my own					
4.	I think that I could easily become as attached to another organization as I am to this one					
5.	I do not feel like "part of the family" at my organization					
6.	I do not feel "emotionally attached" to this organization					
Continuance Commitment						
1.	It would be very hard for me to leave my organization right now, even if I wanted to					

2.	Too much in my life would be disrupted if I decided to leave my organization now					
3.	It wouldn't be too costly for me to leave my organization now					
4.	Right now, staying with my organization is a matter of necessity as much as desire					
5.	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives					
6.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here					
Normative Commitment						

1.	I owe a great deal to my organization					
2.	I would not leave my organization right now because I have a sense of obligation to it					
3.	My organization deserves my loyalty					
4.	I would feel guilty if I left my organization right now					
5.	I do not feel any obligation to remain with my current organization					

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Appendix 3

Research Data

No	X1.1	X1.2	X1.3	X1.4	X1.5	X2.1	X2.2	X2.3	X2.4	X2.5	X3.1	X3.2	X3.3	X3.4	X4.1
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No	X1.1	X1.2	X1.3	X1.4	X1.5	X2.1	X2.2	X2.3	X2.4	X2.5	X3.1	X3.2	X3.3	X3.4	X4.1
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No	X1.1	X1.2	X1.3	X1.4	X1.5	X2.1	X2.2	X2.3	X2.4	X2.5	X3.1	X3.2	X3.3	X3.4	X4.1
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No	X1.1	X1.2	X1.3	X1.4	X1.5	X2.1	X2.2	X2.3	X2.4	X2.5	X3.1	X3.2	X3.3	X3.4	X4.1
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174	4	4	4	4	4	5	5	5	4	5	4	4	5	5	4
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179	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4
180	3	3	4	4	3	4	4	3	3	4	4	3	4	3	4
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182	4	4	4	5	5	5	5	5	5	5	4	5	4	4	5
183	3	3	3	3	3	2	2	3	3	3	4	4	5	4	4
184	4	5	5	5	5	4	4	4	4	4	4	5	5	5	4
185	5	5	5	5	5	5	5	5	5	4	4	5	5	5	4
186	5	5	4	4	4	5	4	5	5	4	5	5	5	5	4
187	5	5	4	4	4	4	4	4	4	4	5	5	4	5	4
188	5	4	5	4	5	4	4	4	4	4	4	5	5	5	5
189	4	4	4	4	4	5	4	5	4	5	5	5	5	4	4
190	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4
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192	5	5	5	5	5	4	5	4	5	4	4	5	5	4	5
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194	5	5	4	4	4	4	4	5	5	5	4	5	5	4	4
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196	5	5	4	4	4	5	5	5	5	5	4	4	4	4	4
197	4	4	4	4	4	5	5	5	5	5	5	5	5	4	4
198	5	5	5	4	4	4	4	4	4	4	4	5	5	4	3
199	5	5	5	5	5	4	4	4	4	4	4	4	4	4	5
200	4	4	4	4	4	5	5	4	4	5	4	4	4	4	4

No	X1.1	X1.2	X1.3	X1.4	X1.5	X2.1	X2.2	X2.3	X2.4	X2.5	X3.1	X3.2	X3.3	X3.4	X4.1
201	4	4	4	4	4	5	5	4	4	5	4	5	4	5	5
202	4	4	5	5	5	4	4	4	4	4	5	5	5	5	4
203	5	5	5	4	4	4	4	4	4	4	4	4	4	5	4
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205	5	5	4	4	4	5	5	4	4	5	5	5	4	4	5
206	5	5	5	5	5	5	5	4	4	5	4	5	5	5	4
207	4	4	5	5	5	4	4	4	4	4	4	4	4	4	4
208	5	5	5	4	4	4	4	4	4	4	5	5	5	5	5
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211	4	3	3	3	4	4	4	3	3	3	2	2	2	2	3
212	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4
213	5	5	5	5	5	4	4	4	4	4	3	3	3	3	2
214	4	4	4	4	4	4	5	5	5	5	4	5	4	5	4
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216	5	5	5	5	5	4	5	5	4	4	5	4	4	4	4
217	4	3	3	2	2	4	4	4	4	4	4	4	4	4	3
218	4	5	5	5	5	4	4	4	4	4	4	4	5	5	5
219	4	4	5	5	5	2	3	2	2	2	2	2	2	2	4
220	4	5	5	4	4	5	4	5	4	5	5	5	5	5	4
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224	3	2	2	2	2	3	3	3	3	3	2	2	2	2	3
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226	4	4	4	4	4	4	5	5	5	5	5	5	5	5	4
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228	5	5	5	4	5	5	5	4	4	4	5	4	4	4	5
229	5	5	5	4	5	5	5	4	4	4	5	5	5	5	4
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231	4	4	4	4	4	4	4	4	4	4	5	4	5	5	5
232	4	4	4	4	5	5	5	5	5	5	5	5	5	5	4
233	5	5	4	4	4	4	4	4	4	4	5	5	4	4	4
234	4	4	5	5	5	5	5	4	4	4	5	4	5	5	5
235	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4
236	4	4	4	5	5	5	5	5	4	4	4	5	5	5	4
237	5	4	5	4	5	4	4	5	5	5	5	5	5	4	5
238	5	4	4	4	4	4	4	4	4	4	5	5	5	4	4
239	4	4	4	4	4	4	4	4	4	4	5	5	4	4	5
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241	5	4	5	5	4	5	5	5	4	4	4	4	5	5	5
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243	4	5	4	4	4	5	5	4	4	4	4	4	4	4	5
244	5	4	5	5	4	5	5	5	5	5	5	4	5	4	4
245	5	5	5	5	5	4	4	4	4	5	4	4	4	4	4
246	5	5	5	5	4	5	5	5	4	4	5	5	5	5	5
247	4	4	4	4	4	5	5	5	5	5	5	4	4	5	4
248	5	4	5	5	4	4	4	4	4	4	4	5	4	5	4
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250	5	5	5	5	5	5	5	5	5	5	4	4	4	4	5
251	4	4	4	4	4	5	5	5	5	5	5	4	5	4	4

No	X1.1	X1.2	X1.3	X1.4	X1.5	X2.1	X2.2	X2.3	X2.4	X2.5	X3.1	X3.2	X3.3	X3.4	X4.1
252	5	5	5	5	4	4	4	4	4	4	5	5	5	5	5
253	5	4	5	5	4	5	4	5	5	4	5	5	4	4	4
254	4	4	4	4	4	5	5	5	5	5	4	4	4	4	4
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256	5	4	5	4	5	5	4	5	5	4	4	4	4	4	3
257	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4
258	4	5	4	5	5	4	5	5	5	4	4	4	5	5	5
259	4	5	4	5	4	5	5	5	4	5	5	5	5	4	4
260	5	5	5	5	5	5	5	5	4	5	4	4	4	4	4
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262	4	4	4	4	4	4	4	4	4	4	5	5	5	5	4
263	3	5	5	5	5	4	4	5	5	5	4	4	4	4	4
264	5	5	4	4	5	5	5	5	5	5	5	5	5	4	4
265	5	5	4	4	5	4	4	4	4	4	5	5	5	5	4
266	4	4	4	4	4	5	4	5	4	5	4	4	4	4	4
267	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5

No	X4.2	X4.3	X4.4	Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	Y.8	Y.9	Y.10	Y.11	Y.12
1	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5
2	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
3	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
4	5	4	4	5	5	5	5	5	5	5	4	3	5	5	5
5	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5
6	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
7	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
8	4	4	4	4	4	5	4	4	5	5	5	5	5	5	5
9	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
10	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5
11	5	4	4	5	5	5	5	5	5	3	5	5	5	5	5
12	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5
13	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
14	5	5	5	5	5	5	5	5	5	5	5	3	5	5	4
15	5	5	5	5	5	5	5	5	5	4	4	5	4	5	5
16	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
17	5	4	4	5	5	5	5	5	5	4	4	4	4	5	4
18	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
19	4	4	4	5	5	5	5	5	5	5	5	5	4	5	5
20	5	5	4	5	5	5	5	5	5	5	4	3	5	5	5
21	4	4	4	5	5	5	5	5	5	5	5	5	4	4	4
22	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5
23	5	5	4	5	5	5	5	5	5	5	4	3	4	5	4
24	4	4	4	5	5	5	5	5	5	5	5	5	4	5	5
25	4	5	4	5	5	5	5	5	5	5	5	5	5	5	5
26	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
27	5	5	5	4	4	5	4	4	5	5	5	5	5	5	5
28	4	5	4	5	5	5	5	5	5	5	5	5	5	5	5
29	5	5	4	5	5	5	5	5	5	5	5	4	4	5	5
30	4	4	4	5	5	5	5	5	4	4	4	5	5	5	5
31	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
32	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
33	4	4	4	4	5	5	4	5	5	5	5	5	5	5	5

No	X4.2	X4.3	X4.4	Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	Y.8	Y.9	Y.10	Y.11	Y.12
34	4	5	4	5	5	4	5	4	4	5	5	5	5	5	5
35	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
36	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5
37	5	5	5	5	5	5	5	5	4	5	5	4	5	5	5
38	5	5	5	5	5	4	4	4	5	5	5	5	5	5	4
39	5	4	4	4	4	4	4	4	5	5	5	5	5	5	5
40	4	4	4	5	5	5	5	4	5	5	5	5	5	5	5
41	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
42	5	4	4	5	5	5	5	5	5	5	5	5	5	4	5
43	4	5	5	5	5	5	5	5	5	4	4	5	5	5	5
44	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
45	5	5	5	4	4	4	4	5	5	5	5	5	5	5	5
46	4	5	5	4	4	4	5	5	5	5	5	5	5	5	5
47	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
48	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5
49	4	4	4	5	5	5	5	5	5	5	4	4	4	5	5
50	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5
51	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
52	4	4	5	5	5	5	5	4	5	5	4	5	5	5	5
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54	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
55	4	4	5	5	5	5	5	4	5	5	5	5	4	5	5
56	5	4	5	5	5	5	5	5	5	5	5	5	5	4	4
57	4	4	5	5	5	5	5	5	5	4	5	5	4	5	4
58	5	5	5	5	4	5	4	4	5	5	5	5	5	5	5
59	5	5	4	4	4	5	5	5	5	5	5	5	4	5	5
60	5	4	5	4	5	5	4	4	5	4	5	5	5	5	5
61	5	4	4	4	5	5	4	4	5	5	5	5	5	5	5
62	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5
63	5	5	5	4	4	4	5	5	5	5	5	5	5	5	5
64	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5
65	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5
66	4	5	4	4	4	5	5	5	5	5	5	5	5	5	5
67	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
68	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5
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70	5	5	5	4	4	5	5	5	5	5	5	5	5	5	5
71	5	4	4	4	4	4	4	5	5	5	5	5	5	5	5
72	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4
73	5	5	5	3	3	5	5	5	5	5	5	5	5	5	5
74	4	4	4	4	5	3	5	5	5	5	5	5	5	5	5
75	4	5	5	5	4	5	5	5	5	5	5	5	5	5	5
76	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
77	5	4	4	5	5	4	5	4	5	5	5	5	5	5	5
78	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
79	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
80	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
81	4	4	4	3	3	5	5	5	5	5	5	5	5	5	5
82	4	5	5	5	5	4	4	5	5	5	5	5	5	5	5
83	4	5	3	5	5	5	5	5	5	5	5	5	5	5	5
84	5	4	5	5	5	5	5	5	5	5	5	5	5	5	4

No	X4.2	X4.3	X4.4	Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	Y.8	Y.9	Y.10	Y.11	Y.12
85	4	5	5	5	5	5	5	5	5	5	5	4	5	4	5
86	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
87	4	4	4	5	5	5	5	5	5	5	5	3	5	5	4
88	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
89	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
90	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
91	4	4	4	5	5	5	5	5	5	4	4	5	5	5	5
92	5	5	5	4	4	4	4	4	5	5	5	5	5	5	5
93	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5
94	4	4	4	5	5	4	4	4	5	5	4	3	5	5	5
95	4	5	4	4	4	4	4	4	5	5	5	5	5	5	5
96	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5
97	4	4	4	5	5	5	5	5	5	5	5	5	5	4	5
98	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
99	4	4	5	4	5	5	5	5	5	4	4	4	5	5	5
100	4	4	5	5	5	5	5	5	5	5	5	5	5	4	4
101	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
102	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
103	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
104	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
105	5	5	4	5	5	5	5	5	5	5	5	5	5	5	4
106	4	4	4	5	5	5	5	5	5	5	5	5	5	5	4
107	5	4	5	4	5	4	5	4	4	5	5	5	5	5	5
108	5	4	5	5	4	5	4	4	5	5	5	5	5	5	5
109	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4
110	5	4	4	4	4	4	4	4	3	5	5	5	5	5	5
111	5	5	5	4	4	5	4	4	4	5	5	5	5	5	5
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113	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
114	4	5	5	4	4	5	5	5	5	5	5	5	5	5	5
115	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5
116	5	4	5	4	4	4	4	4	5	5	5	5	5	5	5
117	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
118	4	5	5	5	5	5	5	5	5	5	4	5	4	5	4
119	4	5	5	4	4	4	4	5	5	5	5	5	5	5	4
120	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
121	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5
122	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5
123	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5
124	4	4	4	5	5	5	5	5	5	5	5	5	4	4	4
125	4	5	4	4	5	3	4	5	5	5	5	5	3	5	5
126	5	4	4	4	4	5	5	5	5	5	5	5	5	5	5
127	4	4	4	4	5	5	5	5	5	5	5	5	4	4	4
128	4	4	4	5	5	5	5	5	5	5	5	3	5	5	4
129	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
130	4	4	4	5	5	5	5	5	5	4	4	5	5	5	5
131	5	5	3	5	5	5	4	4	4	5	5	5	5	5	5
132	5	5	4	4	4	4	4	4	5	5	5	5	5	5	5
133	4	4	4	5	4	5	5	5	5	5	5	5	4	5	5
134	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
135	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5

No	X4.2	X4.3	X4.4	Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	Y.8	Y.9	Y.10	Y.11	Y.12
136	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
137	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
138	4	4	4	5	5	5	5	5	5	5	5	5	5	5	4
139	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5
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149	4	4	5	5	5	3	3	5	5	5	5	5	5	5	5
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154	5	4	4	4	4	4	5	5	5	3	5	5	5	5	5
155	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5
156	4	4	5	3	5	5	5	5	5	5	5	5	5	5	5
157	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5
158	4	5	5	5	5	5	5	5	5	5	5	5	5	5	4
159	5	5	4	5	4	5	5	5	5	5	5	5	5	5	5
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163	4	5	3	5	5	5	5	5	5	5	5	4	4	4	4
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168	5	5	5	3	4	5	5	5	5	5	5	5	5	5	5
169	4	4	4	3	5	5	5	5	5	5	5	5	5	5	5
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174	4	5	5	4	4	4	4	5	5	4	5	5	5	5	5
175	5	5	4	4	4	4	4	5	5	5	5	5	5	5	5
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177	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
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179	4	5	4	5	5	4	4	4	5	5	5	5	5	5	5
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181	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
182	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
183	3	3	3	5	5	5	5	5	5	4	3	4	4	4	4
184	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5
185	5	4	5	4	5	4	5	4	5	5	5	5	5	5	5
186	5	5	4	4	5	3	4	5	5	5	5	5	5	5	5

No	X4.2	X4.3	X4.4	Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	Y.8	Y.9	Y.10	Y.11	Y.12
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189	4	4	4	5	5	5	5	5	5	5	5	3	5	5	4
190	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
191	5	5	4	5	5	5	5	5	5	4	4	5	5	5	5
192	5	4	4	5	5	5	4	4	4	5	5	5	5	5	5
193	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5
194	5	5	4	4	4	5	5	5	5	5	5	5	5	5	5
195	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5
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197	4	5	4	5	5	5	5	5	5	5	5	5	5	5	5
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199	5	4	4	4	4	5	5	5	5	5	5	5	5	5	5
200	4	4	4	5	4	5	5	5	5	5	5	5	5	5	5
201	5	5	5	5	5	5	5	5	5	5	5	3	5	5	4
202	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
203	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
204	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
205	4	5	4	5	5	5	5	5	5	4	4	5	5	5	5
206	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5
207	5	4	4	5	5	5	4	4	4	5	5	5	5	5	5
208	4	5	4	5	5	4	4	4	5	5	5	5	5	5	5
209	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5
210	4	4	5	5	5	5	5	5	5	5	5	5	5	4	5
211	3	3	3	5	5	5	5	5	5	3	3	3	3	3	3
212	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
213	2	2	3	4	4	5	5	5	5	3	3	4	3	3	3
214	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
215	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
216	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
217	4	3	3	5	5	5	5	5	5	4	3	4	3	3	3
218	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5
219	4	5	5	4	5	5	5	5	4	3	4	3	3	2	2
220	5	4	5	4	5	3	4	4	5	5	5	5	5	5	5
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222	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
223	4	5	4	4	5	5	5	5	5	5	5	5	5	5	5
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225	5	4	3	4	4	5	4	5	5	5	5	5	4	4	5
226	4	4	4	5	5	5	5	5	5	5	5	5	4	4	5
227	4	3	3	5	5	5	5	5	5	3	3	3	4	3	3
228	5	5	5	5	5	4	3	5	5	5	5	5	5	5	5
229	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5
230	5	5	4	5	5	5	4	4	4	5	5	5	5	4	4
231	5	5	5	5	5	5	5	5	5	5	4	3	5	5	5
232	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5
233	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5
234	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5
235	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
236	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5
237	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5

No	X4.2	X4.3	X4.4	Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	Y.8	Y.9	Y.10	Y.11	Y.12
238	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
239	4	4	3	5	5	5	5	5	5	5	5	5	5	5	5
240	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
241	4	5	4	5	5	5	5	5	5	5	5	5	5	5	5
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243	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
244	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
245	4	5	4	5	5	5	5	5	5	5	5	5	5	5	5
246	4	4	5	4	4	3	4	4	5	5	5	5	5	5	5
247	5	5	4	4	4	5	3	4	5	5	5	5	5	5	5
248	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
249	4	4	4	4	5	3	4	4	5	5	5	5	5	5	5
250	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
251	4	4	4	4	5	3	4	4	5	5	5	5	5	5	5
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253	4	4	4	4	5	3	4	4	5	5	5	5	5	5	5
254	4	4	4	4	5	3	4	4	5	5	5	5	5	5	5
255	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
256	5	5	5	4	4	3	5	5	5	5	5	5	5	5	5
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258	5	5	5	5	5	5	4	4	5	4	5	5	5	5	5
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260	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
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263	3	5	4	3	5	5	5	5	5	5	5	5	5	5	5
264	5	4	4	5	5	5	5	5	5	5	5	5	5	4	4
265	4	4	4	3	2	5	5	5	5	5	5	5	5	5	5
266	4	5	4	5	4	2	4	5	5	5	3	5	5	5	5
267	5	4	4	5	5	5	5	5	5	5	5	4	5	5	5

No	Y.13	Y.14	Y.15	Y.16	Y.17
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3	5	5	5	4	4
4	5	5	5	5	5
5	4	5	5	5	5
6	5	5	5	4	4
7	4	5	5	5	5
8	5	5	5	5	5
9	5	5	4	4	4
10	5	5	4	5	5
11	5	4	5	5	5
12	5	5	4	4	4
13	5	5	4	5	5
14	5	5	5	5	5
15	5	5	5	5	5
16	5	5	5	5	5
17	5	5	5	5	5
18	5	5	3	3	3
19	5	5	5	5	5

No.	Y.13	Y.14	Y.15	Y.16	Y.17
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22	5	5	3	3	3
23	5	5	5	5	5
24	4	5	5	5	5
25	5	5	3	3	3
26	5	5	4	4	4
27	5	5	5	5	5
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29	5	5	4	5	5
30	5	5	5	5	5
31	5	5	4	4	4
32	5	4	4	4	4
33	4	5	5	5	5
34	5	5	5	5	5
35	5	4	4	4	4
36	4	4	5	5	5
37	5	4	5	5	4
38	5	5	4	5	5

No	Y.13	Y.14	Y.15	Y.16	Y.17
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41	5	5	4	4	4
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82	5	5	5	5	4
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85	4	5	4	5	4
86	5	5	4	4	3
87	5	5	5	5	5
88	5	5	5	5	5
89	5	5	5	5	5

No.	Y.13	Y.14	Y.15	Y.16	Y.17
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92	4	5	5	5	5
93	5	5	4	4	3
94	5	5	5	5	5
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112	4	4	4	4	4
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134	5	5	5	4	4
135	5	5	5	4	4
136	5	5	5	5	5
137	5	5	5	4	4
138	4	5	5	5	5
139	5	5	3	3	3
140	5	5	3	3	3

No	Y.13	Y.14	Y.15	Y.16	Y.17
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143	3	4	5	5	4
144	5	5	3	3	3
145	4	4	4	4	4
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177	5	5	5	5	5
178	2	2	3	4	4
179	5	5	5	5	4
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183	4	4	4	3	4
184	5	5	5	5	5
185	5	4	5	4	5
186	5	4	5	3	5
187	5	4	4	5	4
188	5	5	5	5	5
189	5	5	5	5	5
190	5	5	5	5	5
191	5	5	4	5	5

No.	Y.13	Y.14	Y.15	Y.16	Y.17
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207	5	4	5	4	4
208	5	4	4	4	4
209	5	5	5	5	5
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211	3	3	3	4	3
212	5	5	5	5	5
213	2	2	2	3	3
214	5	5	5	5	5
215	5	5	4	4	4
216	5	5	5	5	5
217	4	3	3	3	4
218	5	5	5	4	4
219	2	2	1	2	3
220	5	5	5	5	5
221	4	4	4	4	5
222	3	4	4	4	4
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224	2	2	3	3	3
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237	5	5	5	5	5
238	5	5	5	5	5
239	5	5	5	5	5
240	5	5	5	5	5
241	5	5	5	4	5
242	5	5	4	5	5

No	Y.13	Y.14	Y.15	Y.16	Y.17
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245	5	5	5	5	4
246	5	5	5	5	5
247	5	5	5	5	5
248	5	5	5	5	5
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253	5	5	5	4	4
254	5	5	5	4	4
255	3	5	5	5	4
256	5	5	4	4	4
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260	5	5	5	5	5
261	5	5	5	5	5
262	5	5	5	5	5
263	5	5	3	4	5
264	4	4	5	5	4
265	5	4	4	5	5
266	5	5	5	5	4
267	5	5	5	5	5

UNIVERSITAS ISLAM INDONESIA

Appendix 4

Validity and Reliability Test

Correlations

Correlations

		Rec1	Rec2	Rec3	Rec4	Rec5	Tot_Rec
Rec1	Pearson Correlation	1	.480**	.482**	.309**	.312**	.671**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	267	267	267	267	267	267
Rec2	Pearson Correlation	.480**	1	.458**	.384**	.613**	.766**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	267	267	267	267	267	267
Rec3	Pearson Correlation	.482**	.458**	1	.769**	.525**	.842**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	267	267	267	267	267	267
Rec4	Pearson Correlation	.309**	.384**	.769**	1	.527**	.779**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	267	267	267	267	267	267
Rec5	Pearson Correlation	.312**	.613**	.525**	.527**	1	.778**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	267	267	267	267	267	267
Tot_Rec	Pearson Correlation	.671**	.766**	.842**	.779**	.778**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	267	267	267	267	267	267

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

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	267	100.0
	Excluded[a]	0	.0
	Total	267	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.825	5

Correlations

Correlations

		Sel1	Sel2	Sel3	Sel4	Sel5	Tot_Sel
Sel1	Pearson Correlation	1	.534**	.428**	.389**	.411**	.721**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	267	267	267	267	267	267
Sel2	Pearson Correlation	.534**	1	.444**	.402**	.474**	.741**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	267	267	267	267	267	267
Sel3	Pearson Correlation	.428**	.444**	1	.709**	.541**	.814**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	267	267	267	267	267	267
Sel4	Pearson Correlation	.389**	.402**	.709**	1	.529**	.792**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	267	267	267	267	267	267
Sel5	Pearson Correlation	.411**	.474**	.541**	.529**	1	.769**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	267	267	267	267	267	267
Tot_Sel	Pearson Correlation	.721**	.741**	.814**	.792**	.769**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	267	267	267	267	267	267

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

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	267	100.0
	Excluded[a]	0	.0
	Total	267	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.825	5

Correlations

Correlations

		Tra1	Tra2	Tra3	Tra4	Tot_Tra
Tra1	Pearson Correlation	1	.525**	.484**	.527**	.776**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	267	267	267	267	267
Tra2	Pearson Correlation	.525**	1	.686**	.543**	.835**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	267	267	267	267	267
Tra3	Pearson Correlation	.484**	.686**	1	.637**	.855**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	267	267	267	267	267
Tra4	Pearson Correlation	.527**	.543**	.637**	1	.820**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	267	267	267	267	267
Tot_Tra	Pearson Correlation	.776**	.835**	.855**	.820**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	267	267	267	267	267

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

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	267	100.0
	Excluded[a]	0	.0
	Total	267	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.839	4

Correlations

Correlations

		PA1	PA2	PA3	PA4	Tot_PA
PA1	Pearson Correlation	1	.411**	.342**	.409**	.716**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	267	267	267	267	267
PA2	Pearson Correlation	.411**	1	.458**	.376**	.746**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	267	267	267	267	267
PA3	Pearson Correlation	.342**	.458**	1	.518**	.776**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	267	267	267	267	267
PA4	Pearson Correlation	.409**	.376**	.518**	1	.766**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	267	267	267	267	267
Tot_PA	Pearson Correlation	.716**	.746**	.776**	.766**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	267	267	267	267	267

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

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	267	100.0
	Excluded[a]	0	.0
	Total	267	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.743	4

Correlations

Correlations

		OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10	OC11	OC12	OC13	OC14	OC15	OC16	OC17	Tot_OC
OC1	Pearson Correlation	1	.642**	.321**	.29**	.26**	.017	-.021	-.1*	-.2**	-.051	-.071	-.134*	.031	.069	-.025	-.026	-.004	.249**
	Sig. (2-tailed)		.000	.000	.000	.000	.785	.732	.038	.008	.407	.249	.028	.611	.263	.679	.670	.948	.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC2	Pearson Correlation	.642**	1	.231**	.27**	.19**	-.01	-.059	-.08	-.2**	-.071	-.115	-.16**	-.029	.039	-.012	-.066	.035	.202**
	Sig. (2-tailed)	.000		.000	.000	.002	.858	.334	.193	.009	.245	.061	.007	.640	.521	.848	.280	.571	.001
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC3	Pearson Correlation	.321**	.231**	1	.55**	.39**	.024	-.079	-.02	-.120	-.070	-.108	-.122*	-.041	-.020	-.177**	-.034	-.081	.186**
	Sig. (2-tailed)	.000	.000		.000	.000	.699	.201	.747	.050	.256	.078	.046	.501	.741	.004	.578	.185	.002
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC4	Pearson Correlation	.286**	.265**	.548**	1	.67**	.18**	-.058	-.06	-.109	-.077*	-.095	-.119	-.060	.023	-.186**	-.076	-.093	.199**
	Sig. (2-tailed)	.000	.000	.000		.000	.004	.343	.367	.076	.212	.120	.051	.331	.707	.002	.215	.131	.001
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC5	Pearson Correlation	.261**	.192**	.388**	.67**	1	.31**	-.064	-.06	-.094	-.099	-.102	-.121*	-.051	-.025	-.211**	-.137*	-.17**	.132*
	Sig. (2-tailed)	.000	.002	.000	.000		.000	.298	.357	.124	.105	.097	.049	.407	.689	.001	.025	.006	.031
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC6	Pearson Correlation	.017	-.011	.024	.18**	.31**	1	.063	.009	.028	.001	.079	.055	.012	.059	-.036	.071	.063	.159**
	Sig. (2-tailed)	.785	.858	.699	.004	.000		.304	.883	.644	.989	.199	.371	.845	.339	.553	.248	.307	.009
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC7	Pearson Correlation	-.021	-.059	-.079	-.058	-.06	.063	1	.7**	.33**	.495**	.482**	.503**	.460**	.406**	.251**	.166**	.086	.561**
	Sig. (2-tailed)	.732	.334	.201	.343	.298	.304		.000	.000	.000	.000	.000	.000	.000	.000	.007	.160	.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC8	Pearson Correlation	-.127*	-.080	-.020	-.055	-.06	.009	.68**	1	.51**	.585**	.515**	.523**	.461**	.372**	.271**	.181**	.110	.599**
	Sig. (2-tailed)	.038	.193	.747	.367	.357	.883	.000		.000	.000	.000	.000	.000	.000	.000	.003	.073	.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC9	Pearson Correlation	-.16**	-.16**	-.120	-.109	-.09	.028	.33**	.5**	1	.424**	.384**	.521**	.274**	.188**	.137*	.014	-.036	.376**
	Sig. (2-tailed)	.008	.009	.050	.076	.124	.644	.000	.000		.000	.000	.000	.000	.002	.025	.814	.560	.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC10	Pearson Correlation	-.051	-.071	-.070	-.077	-.10	.001	.50**	.6**	.42**	1	.676**	.605**	.486**	.442**	.322**	.204**	.054	.612**
	Sig. (2-tailed)	.407	.245	.256	.212	.105	.989	.000	.000	.000		.000	.000	.000	.000	.000	.001	.383	.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC11	Pearson Correlation	-.071	-.115	-.108	-.095	-.10	.079	.48**	.5**	.38**	.676**	1	.704**	.565**	.544**	.386**	.240**	.161**	.660**
	Sig. (2-tailed)	.249	.061	.078	.120	.097	.199	.000	.000	.000	.000		.000	.000	.000	.000	.000	.009	.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC12	Pearson Correlation	-.134*	-.16**	-.122*	-.119	-.12*	.055	.50**	.5**	.52**	.605**	.704**	1	.580**	.527**	.334**	.222**	.130*	.635**
	Sig. (2-tailed)	.028	.007	.046	.051	.049	.371	.000	.000	.000	.000	.000		.000	.000	.000	.000	.034	.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC13	Pearson Correlation	.031	-.029	-.041	-.060	-.05	.012	.46**	.5**	.27**	.486**	.565**	.580**	1	.615**	.376**	.215**	.202**	.660**
	Sig. (2-tailed)	.611	.640	.501	.331	.407	.845	.000	.000	.000	.000	.000	.000		.000	.000	.000	.001	.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC14	Pearson Correlation	.069	.039	-.020	.023	-.02	.059	.41**	.4**	.19**	.442**	.544**	.527**	.615**	1	.498**	.378**	.300**	.721**
	Sig. (2-tailed)	.263	.521	.741	.707	.689	.339	.000	.000	.002	.000	.000	.000	.000		.000	.000	.000	.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC15	Pearson Correlation	-.025	-.012	-.18**	-.2**	-.2**	-.04	.25**	.3**	.137*	.322**	.386**	.334**	.376**	.498**	1	.722**	.684**	.651**
	Sig. (2-tailed)	.679	.848	.004	.002	.001	.553	.000	.000	.025	.000	.000	.000	.000	.000		.000	.000	.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC16	Pearson Correlation	-.026	-.066	-.034	-.076	-.14*	.071	.17**	.2**	.014	.204**	.240**	.222**	.215**	.378**	.722**	1	.755**	.584**
	Sig. (2-tailed)	.670	.280	.578	.215	.025	.248	.007	.003	.814	.001	.000	.000	.000	.000	.000		.000	.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
OC17	Pearson Correlation	-.004	.035	-.081	-.093	-.2**	.063	.086	.110	-.036	.054	.161**	.130*	.202**	.300**	.684**	.755**	1	.507**
	Sig. (2-tailed)	.948	.571	.185	.131	.006	.307	.160	.073	.560	.383	.009	.034	.001	.000	.000	.000		.000
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267
Tot_OC	Pearson Correlation	.249**	.202**	.186**	.20**	.13*	.16**	.56**	.6**	.38**	.612**	.660**	.635**	.660**	.721**	.651**	.584**	.507**	1
	Sig. (2-tailed)	.000	.001	.002	.001	.031	.009	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267	267

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

*. Correlation is significant at the 0.05 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	267	100.0
	Excluded[a]	0	.0
	Total	267	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.721	18

Appendix 5

Multiple Linear Regression Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.437	.276		5.204	.000		
	Recruitment	.176	.043	.208	4.101	.000	.932	1.073
	Selection	.194	.045	.229	4.279	.000	.838	1.194
	Training	.216	.037	.307	5.798	.000	.856	1.168
	Performance appraisal	.157	.044	.184	3.546	.000	.895	1.118

a. Dependent Variable: Organizational commitment

Appendix 6

Classical Assumption

NPar Tests

One-Sample Kolmogorov-Smirnov Test

		Standardized Residual
N		267
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.99245272
Most Extreme Differences	Absolute	.048
	Positive	.039
	Negative	-.048
Test Statistic		.048
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

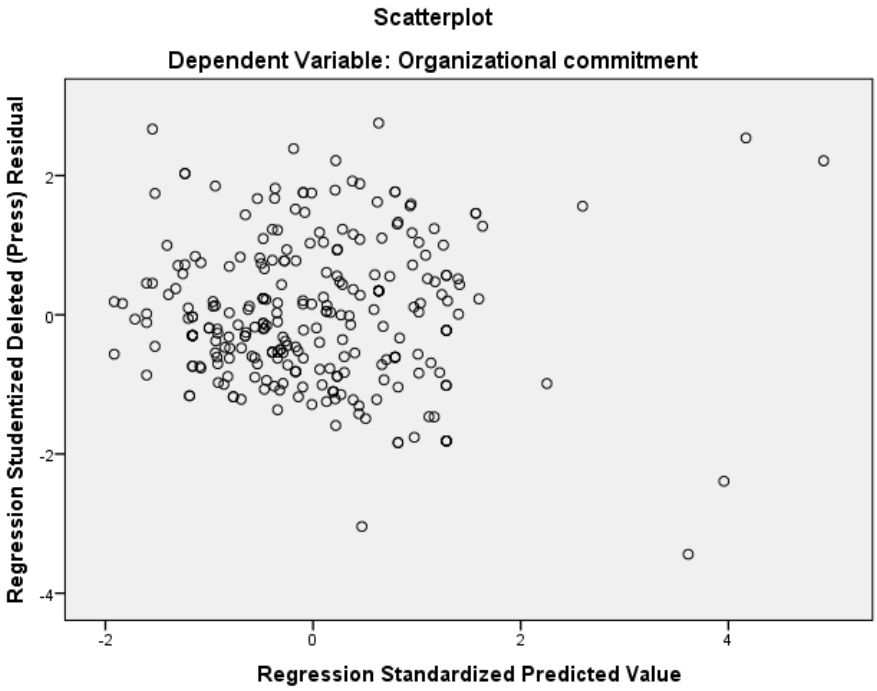
UJI MULTIKOLINIERITAS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.437	.276		5.204	.000		
	Recruitment	.176	.043	.208	4.101	.000	.932	1.073
	Selection	.194	.045	.229	4.279	.000	.838	1.194
	Training	.216	.037	.307	5.798	.000	.856	1.168
	Performance appraisal	.157	.044	.184	3.546	.000	.895	1.118

a. Dependent Variable: Organizational commitment

UJI HETEROSKEDASTISITAS



Appendix 7

Permission Letter

INTERNATIONAL PROGRAM
BUSINESS AND ECONOMICS DEPARTMENT
UNIVERSITAS ISLAM INDONESIA

Yogyakarta, 2 April 2018

No. : 115/Prodi/10/IPFE-UII/III/2018
Perihal : Permohonan untuk mengambil data penelitian

Kepada Yth.
Pimpinan
PT PLN (Persero)
Jalan Trunojoyo Blok M-1 No. 135,
RT 6/ RW 2, Melawai, Kebayoran Baru,
Jakarta Selatan

Dengan hormat,
Dengan ini kami sampaikan bahwa mahasiswa berikut ini:

Nama	:	Sukma Anggraita
Tampat/ tanggal lahir	:	Yogyakarta/ 8 Desember 1995
Nomor mahasiswa	:	14311165
Alamat	:	Perum Cepoko Indah I 23 Piyungan, Bantul, Yogyakarta
Program studi	:	Manajemen (Program Internasional)

sedang menempuh skripsi dan perlu mengambil data pada institusi yang Bapak/Ibu pimpin. Penelitian mahasiswa tersebut berjudul **"The Influence of Recruitment and Selection, Training and Performance Appraisal Towards Organizational Commitment"** di bawah bimbingan **Ibu Dessy Isfianadewi, Dr., S.E., M.M.** sebagai salah satu dosen pada Jurusan Bisnis dan Ekonomi, Program Internasional, Universitas Islam Indonesia. Untuk itu, mohon bantuan Bapak untuk mempermudah mahasiswa tersebut dalam memperoleh data dan informasi.

Kami bisa menjamin bahwa perolehan data hanya untuk keperluan menambah wawasan di bidang bisnis dan ekonomi sebagai syarat untuk menyelesaikan studi pada Jurusan Bisnis dan Ekonomi, Program Internasional, Universitas Islam Indonesia.

Demikian permohonan kami, atas bantuan dan kerja samanya kami ucapkan terima kasih.

Hormat kami,

Anas Hidayat, Drs., MBA., Ph.D.
Ketua Jurusan Bisnis dan Ekonomi

Ring Road Utara Jl. Pawiro Kuwat Condong Catur
Depok, Sleman, Yogyakarta, INDONESIA 55283
Phone: +62 274 881 721 | **Fax:** +62 274 447 766 5
Email: **interpro.fe@uii.ac.id** Website: **www.ip.uii.ac.id**

PT PLN (Persero)
KANTOR PUSAT

Jalan Trunojoyo Blok M I/135 Kebayoran Baru – Jakarta 12160
Telepon : (021) 7261875, 7261122, 7262234 (021) 7251234, 7250550 Facsimile : (021) 7221330 Website : www.pln.co.id

Nomor : 1067 /SDM.04.06/DIVTLN/2018 08 Mei 2018
Lampiran : 1 (satu) lembar
Sifat : Biasa
Perihal : Persetujuan Pelaksanaan Penelitian Mahasiswa

Kepada

Yth. Ketua Jurusan Bisnis dan Ekonomi
Universitas Islam Indonesia
Jl. Pawiro Kuwat Condong Catur
Yogyakarta 55283

Menunjuk Surat Universitas Islam Indonesia Nomor 115/Prodi/10/IPFE-UII/III/2018, tanggal 2 April 2018, perihal Permohonan untuk mengambil data penelitian atas nama mahasiswa :

NIM	Nama	Jurusan
14311165	SUKMA ANGGRAITA	MANAJEMEN

Dengan ini disampaikan bahwa pengajuan Penelitian Data Mahasiswa tersebut dapat kami fasilitasi untuk melaksanakan penelitian pada Divisi Pengembangan Talenta.

Untuk kelengkapan administrasi, agar mahasiswa yang bersangkutan dapat mengembalikan Surat Pernyataan Penelitian Data/Riset ke Divisi Pengembangan Talenta paling lambat 1 (satu) minggu setelah surat ini diterima.

Demikian disampaikan, atas perhatian dan kerjasamanya diucapkan terima kasih.

PLH MANAJER SENIOR
PENGEMBANGAN KEPEMIMPINAN
DAN PENGELOLAAN PEGAWAI KANTOR PUSAT
MS PENGELOLAAN KARIR DAN TALENTA I

PT PLN (Persero) KANTOR PUSAT

DARU TRI TJAHJONO

MODEL 1001

INTERNATIONAL PROGRAM
BUSINESS AND ECONOMICS DEPARTMENT
UNIVERSITAS ISLAM INDONESIA

Yogyakarta, 12 Februari 2018

No. : 046/Prodi/10/IPFE-UII/II/2018
Perihal : Permohonan untuk mengambil data penelitian

Kepada Yth.
Pimpinan
PT Pertamina RU IV
Jl. MT. Haryono No. 77 Lomanis,
Cilacap, Jawa Tengah

Dengan hormat,
Dengan ini kami sampaikan bahwa mahasiswa berikut ini:

Nama	: Sukma Anggraita
Tampat/ tanggal lahir	: Yogyakarta/ 8 Desember 1995
Nomor mahasiswa	: 14311165
Alamat	: Perum Cepoko Indah Jalan Ibis I 23, Sitimulyo, Piyungan, Bantul, Yogyakarta
Program studi	: Manajemen (Program Internasional)

sedang menempuh skripsi dan perlu mengambil data pada institusi yang Bapak/Ibu pimpin. Penelitian mahasiswa tersebut berjudul **"The Influence of Recruitment and Selection, Training and Performance Appraisal Towards Organizational Commitment"** di bawah bimbingan **Ibu Dessy Isfianadewi, Dr., S.E., M.M.** sebagai salah satu dosen pada Jurusan Bisnis dan Ekonomi, Program Internasional, Universitas Islam Indonesia. Untuk itu, mohon bantuan Bapak untuk mempermudah mahasiswa tersebut dalam memperoleh data dan informasi.

Kami bisa menjamin bahwa perolehan data hanya untuk keperluan menambah wawasan di bidang bisnis dan ekonomi sebagai syarat untuk menyelesaikan studi pada Jurusan Bisnis dan Ekonomi, Program Internasional, Universitas Islam Indonesia.

Demikian permohonan kami, atas bantuan dan kerja samanya kami ucapkan terima kasih.

Hormat kami,

Anas Hidayat, Drs., MBA., Ph.D.
Ketua Jurusan Bisnis dan Ekonomi

Ring Road Utara Jl. Pawiro Kuwat Condong Catur
Depok, Sleman, Yogyakarta, INDONESIA 55283
Phone: +62 274 881 721 | **Fax:** +62 274 447 766 5
Email: **interpro.fe@uii.ac.id** Website: **www.ip.uii.ac.id**

Cilacap, 19 Februari 2018
No. 138/K22278/2018-S8

PERTAMINA

Perihal : **Keterangan Penelitian**

Yang Terhormat,

Ketua Jurusan Bisnis dan Ekonomi
Business and Economics Departement
International Program - Universitas Islam Indonesia
Ring Road Utara, Jl. Pawiro Kuwat Condong Catur
Depok, Sleman, Yogyakarta 55283

Dengan hormat,

Ref. Surat Ketua Jurusan Bisnis dan Ekonomi, International Program, Universitas Islam Indonesia Yogyakarta No.046/Prodi/10/IPFE-UII/II/2018 tanggal 12 Februari 2018 perihal Permohonan untuk mengambil data penelitian, dengan ini kami informasikan bahwa telah dilakukan pengambilan data penelitian oleh :

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Nomor mahasiswa	: 14311165
Program studi	: Manajemen (Program Internasional)
Judul penelitian	: "*The Influence of Recruitment and Selection, Training, and Performance Appraisal Towards Organizational Commitment*"

Demikian untuk diketahui sebagaimana mestinya dan atas perhatiannya kami ucapkan terima kasih.

PT Pertamina (Persero) RU IV Cilacap
Unit Manager HR RU IV,

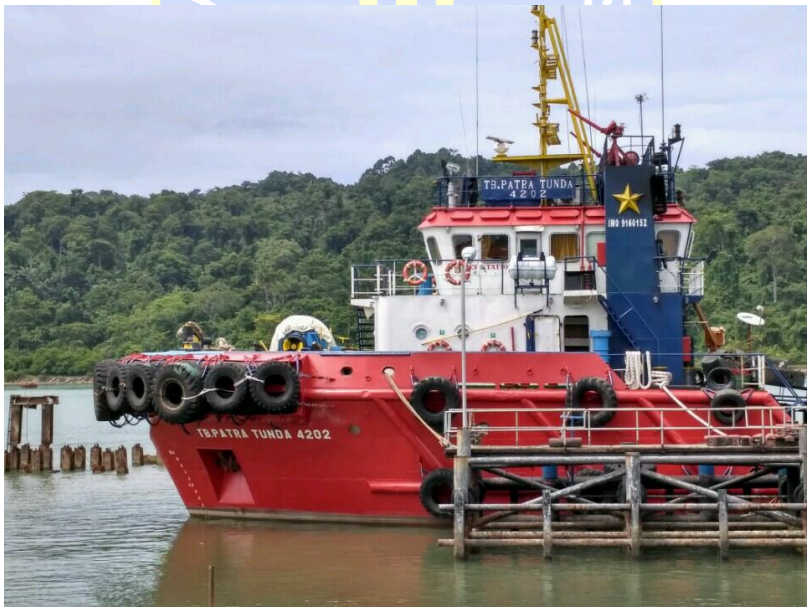
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Appendix 8

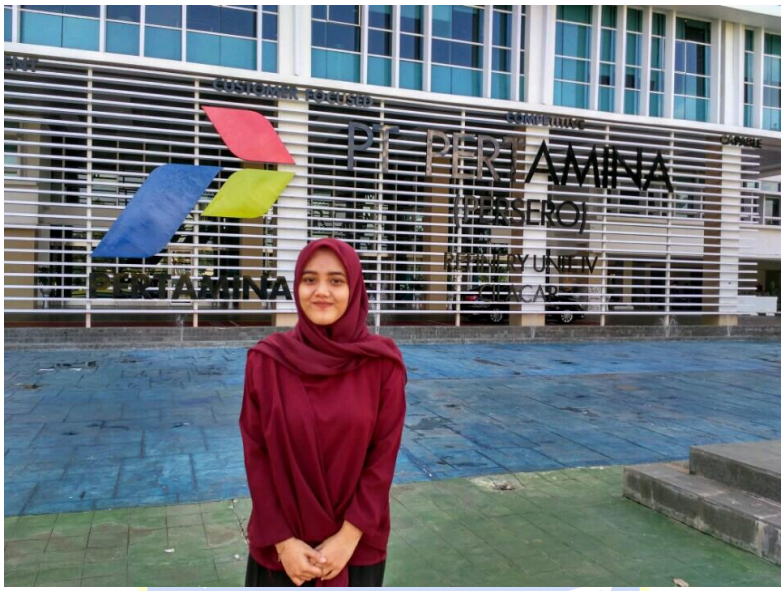
Documentation Photos by Researcher

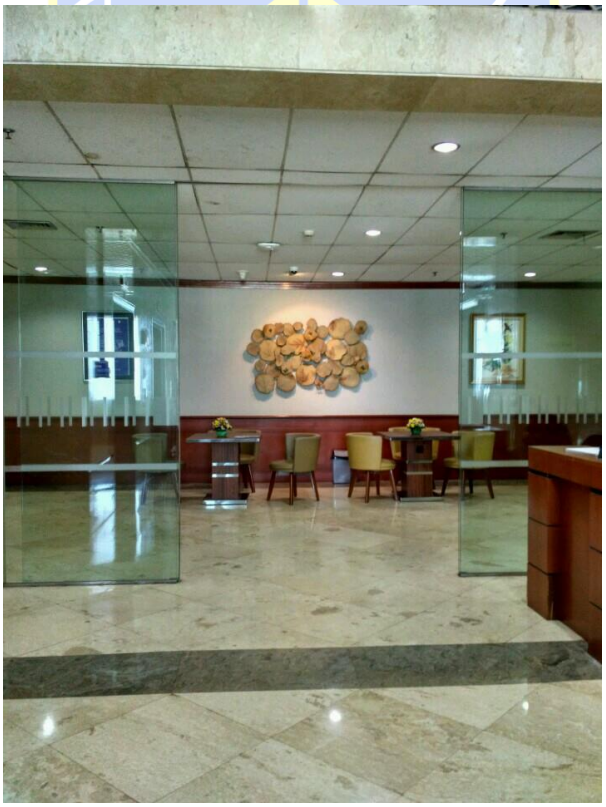





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