

Analysis of Effect of Perceived Family Supportive-work Culture and Job Satisfaction on Employee Turnover Intention Mediated by Affective Commitment

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Abstract: This study has the following objectives: (1). Test the positive influence of Perceived family-supportive work culture on Employee Affective commitment (2). Test the positive influence of Job Satisfaction on Employee Affective Commitments (3). Test the negative influence of Perceived family-supportive work culture on employee turnover intention, and (4). Test the negative effect of job satisfaction on employee turnover intention (5) Test the negative effect of Affective Commitment on employee turnover intention and (6) test the effect of Perceived family-supportive work culture and Job satisfaction on Intention Turnover mediated by employee Affective Commitment. The object of research is the insurance company in Klaten. The accuracy and consistency of the questionnaire items were tested for validity by looking at the factor loadings score for each construct. And Reliability is measured by looking. Cronbach alpha coefficient through the Composite reliability formula. The analytical tool used Structural Equation Modeling through the AMOS program. Sampling technique by Convenience Sampling. This study is to prove the effect of Perceived Family Supportive-work culture and Job Satisfaction on Employee Turnover Intention either directly or mediated through Affective Commitment.

1 INTRODUCTION

Employee turnover is a problem faced by all organizations since an employee follows the employee recruitment, selection, and withdrawal process (Abassi et al., 2008) and is very influential on strategic planning in achieving an organization's goals (Ramlall, S., 2003). As a result of the organization's employee turnover experiences a reduction in skills, the negative effect is the increase in the cost of hiring new workers, assimilation, training, and administrative costs; the effects of communication deteriorate, disrupting productivity (Garino & Martin, 2005). The symptoms of turnover intention are read through employees, often permission to not come to work and trying to find job vacancies, feel uncomfortable working at the company, often complain that they are not happy with their work, make negative statements, do not care about the company where they work, employees appear to be stressed (Miller, 2010).

Ologunde et al. (2003) explain the causes of turnover intention influenced by the labor market, institutional factors, wages, work skills, and supervision, including personal characteristics such as intelligence, attitude, past, gender, interests, age, and length of work and individual reactions to work. Ali & Baloch (2009) added employee perceptions that organizations are less responsive to problems or the needs of employees' families, arising from the impact of employees reducing commitment and being moved to leave the organization.

The turnover intention solution is done by implementing a fair and proper compensation system, managerial mapping of the workforce, including adding to the female workforce (Tuzun, 2007), including the participation of husband and wife in the family, so that employees have a strong commitment effective to be part of the organization and do not want to leave the organization (Aminah & Zohara, 2010). A strategic view of commitment (Loyalty to the organization) is realized through job satisfaction with the climate of

the organization, prioritizing dialogical humanistic relations so employees will be comfortable working and not thinking of moving to work, (Simanjuntak, 2003). Furthermore (Flinkman et al., 2006) shows the results of research that job satisfaction is an important predictor of anticipating employee turnover, this fact is supported by many researchers such as (Bartlett et al., 2004; Griffeth et al., 2000; Mosadeghrad, et, al, 2008). That job satisfaction has a positive effect on affective commitment, but the results contrast with the relationship of job satisfaction to turnover intention.

Thompson (1999) tries to answer by introducing the concept of work culture that receives family support (perceived family supportive-work culture), which mentions the sharing of trust and value from the combined work and family responsibilities of employees. This concept encompasses three dimensions, namely (1) managerial support for the balance between work families, (2). Careers related to the utilization/optimization of benefits of family support for work and (3) organizational time expectations related to family responsibilities. Perceived family supportive-work culture encourages the emergence of a relationship of the intellectual development of environmental awareness that has been socialized through primary groups (Ahmadi, 2009).

This turnover intention phenomenon is quite common in companies with a variety of reasons, not only in service companies such as hotels, hospitals but also in non-service companies, by developing research Aminah and Zohara (2010) about the phenomenon of turnover intention that occurs in service companies In Malaysia, research tries to include new variables, namely perceived family-supportive work culture and job satisfaction as independent variables with affective commitment as mediating variables, which are expected to reduce the level of turn over intention, of course not neglect to improve and maintain service quality, continue to innovate - continually through variety of products through the strategy of human resource skills. So, this study aimed to answer 1). Does the perceived family-supportive- work culture affect the employee's affective

commitment? 2). Does job satisfaction affect employee affective commitment, does perceived family-supportive work culture affect employee turnover intention, 3). Does job satisfaction affect employee turnover intention? 4). Whether affective commitment affects employee turnover intention, 5). Does affective commitment mediate the effect

between perceived family-supportive work culture and job satisfaction on employee turnover intention?

2 LITERATURE REVIEW

2.1 Turnover Intentions

Turnover intentions are the same as the desire to move employees from one workplace to another. Ding, CG, & Lin, CP (2006) Another opinion of turnover intentions is the desire to move, not yet at the realization stage, which is to move from one workplace to another. It was also said that the emergence of turnover intentions was due to the desire to get a better job. Turnover is a special challenge for human resource development because these events can sometimes be unpredictable. Anticipatory development activities must prepare every time a replacement for employees who leave, Turnover intentions are an important phenomenon in organizational life. Employee turnover sometimes has a positive impact, but on the contrary does not have a slight adverse effect on the organization, either to cause a loss in terms of cost, time, and opportunity to take advantage of opportunities.

Indications that can be used as a reference to predict employee turnover intentions in a company, among others (1). Increased absenteeism, which is an employee who wishes to move to work, is usually characterized by increasing absenteeism. The level of employee responsibility in this phase is very less compared to before (2). Start lazy to work, i.e., employees who want to move to work will be lazier to work because this employee's orientation is to work in other places that are considered more able to fulfill all the desires of the employees concerned. (3). An increase in violations of work order. I.e. various violations of the rules in the work environment are often done by employees who will make a turnover. Employees more often leave the workplace during work hours, as well as various other forms of violations. (4). Increased protests against superiors, namely employees who want to move to work, more often protest against company policies to superiors. The material of the protest emphasized is usually related to retribution or other rules that do not agree with the wishes of the employee. (5). Positive behavior is very different from the usual. That is, this usually applies to employees with positive characteristics. This employee has a high responsibility for the tasks assigned, and if the positive behavior of these employees increases considerably and is different

from normal, it indicates that this employee will make a turnover.

2.2 Organization Commitment

Organizational Commitment tends to be defined as a combination of attitudes and behavior. Organizational commitment involves three attitudes. Namely, a sense of identifying with organizational goals, a sense of involvement with the task, and Fogarty (1995) uses two views about the organizational commitment that is effective and continuous. Meyer, David, Herscovitch (2002), defines 3 (three) types of employee commitment to the organization/company where they work: (1) Affective commitment refers to emotional attachment, recognition, and involvement of employees in the company where they work. Employees with strong affective commitment continue to join the company where they work because they want to. (2) Continuance commitment refers to the continued joining of employees in the company related to the costs received when leaving the company. (3) Normative commitment reflects the obligation to continue working at the company, and this arises because of feelings that arise because the company has treated the employee well, so employees feel indebted to the company.

This research is deliberately focused on Affective commitment because it relates to an employee's emotions to leave the company where they work to move to another company.

2.3 Perceived Family Supportive- Work Culture

Kane in Friedman (1998) defines family support as a process of relationship between family and social environment. The three dimensions of the interaction of family social support are a hassle (nature and reciprocity). Advice or feedback (earnings and quality) communication and emotional involvement (institutional depth and trust) in social relations. Serason (1983) in Kuncoro (2002) said that family support is the existence, willingness, care, of people who can be relied on, respect, and love us. The same view was expressed by Cobb, who defines family support as comfort, attention, and appreciation or helping by accepting his condition.

The social support is obtained from individuals or groups. Types of family support by Kaplan (1996) are broken down into four types of support, namely (1). Informational Support, i.e., The family functions as a collector and disseminator of information about

the world that can be used to express a problem. The benefit of this support is that it can suppress the emergence of a stressor because the information provided can contribute to specific suggestions actions on individuals; aspects of this support are advice, proposals, suggestions, instructions, and giving information. (2). Appraisal Support, namely the family, acts as feedback guidance, guides, and mediates problems as well as a source of validator family member identity, including providing support and attention., (3). Instrumental Support, namely the family is a source of practical and concrete assistance including direct assistance from people who are relied on such as material, energy and facilities. The benefit of this support is to support the recovery of energy or stamina and decreased enthusiasm, besides that individuals feel that there is still attention or concern from the environment for someone who is experiencing distress or suffering., (4). Emotional Support, which is the family as a safe and peaceful place for rest and recovery and helps control emotions. The benefits of this support are emotionally guaranteed individual values (both men and women) will always be kept confidential from the curiosity of others. Aspects of emotional support include support that is manifested in the form of affection, the existence of trust, attention, and listening and listening.

H1: there is a positive influence of Perceived family-supportive work culture on Employee Affective commitment

2.4 Job Satisfaction

Many experts who have defined job satisfaction include Davis (1996, p. 500), who said that job satisfaction is a feeling of pleasure or a sense of displeasure of employees towards work they and it is influenced by their environment. Robbins (1996) defines job satisfaction as a person's attitude toward work as the difference between the amount of reward received by the worker and the amount believed by that person should be received. For there to measure the level of job satisfaction through 5 dimensions, namely wages/salaries, opportunities for advancement, leadership, work colleagues, and working conditions.

2.5 Research Hypothesis

H1: there is a positive influence of Perceived family-supportive work culture on employee affective commitment.

H2: There is a positive influence Job satisfaction on Affective Commitment employees

H3: there is a negative influence Perceived family-supportive work culture on employee turnover intention.

H4: There is a negative influence of job satisfaction on employee turnover intention.

H5: There is a negative influence of Affective Commitment on employee turnover intention.

H6: There is the influence of Perceived family-supportive work culture and Job satisfaction on Intention Turnover mediated by employee Affective Commitments.

3 RESEARCH METHODS

This research is an empirical study, the sample is an employee of an Insurance Company in Klaten, and the sampling technique is convenience sampling, which is that any employee found at the research site is made a respondent (Sekaran, 1999). This is done considering that employees do not fully always work in place, because as a field worker in marketing their products. Determination of the size of the sample taken as many as 112 respondents fulfilled the rule of thumb, according to Roscoe of at least 100 (Sekaran, 2000).

Data collection is done by distributing questionnaires to respondents. Instrument variables in this study, (1). Perceived Family - Supportive work culture is family support as a comfort, attention, and appreciation or helping with the attitude to accept the conditions, in this study, there are four dimensions, namely informational support (1 item), assessment support (1 item), instrumental support (1 item), and emotional support (1 item). (2). There are five dimensions of Job Satisfaction that measure the level of job satisfaction, namely wages/salaries (3 items of questions), an opportunity to progress (1 item), leaders (2 items), coworkers (2 items), and working conditions (4 items), (3). The affective commitment was developed by Meyer and Allen (1984). This instrument consists of 6 items, (4). Turnover intention is measured by five dimensions, namely absenteeism that increases (1 item), starts to lazy to work (1 item), increases in violation of work procedures (1 item), increased protest against superiors (1 item), and positive behavior that is very different from usually (1 item).

The measurement of variables uses a Likert rating scale with a grading interval of one (1) to five (5).

4 RESULTS

Analysis techniques and hypothesis testing, at the beginning of the study before the data, is processed first, the validity test refers to what was stated by Mac Lean and Gray (1998) by looking at the core factor loadings for each construct validity, said to be valid if factor loadings \geq of 0.05 while rules of thumb acceptance score factor loadings are \geq 0.4. And the calculation results are all valid because of the factor loadings \geq 0.4. sting is done by comparing.

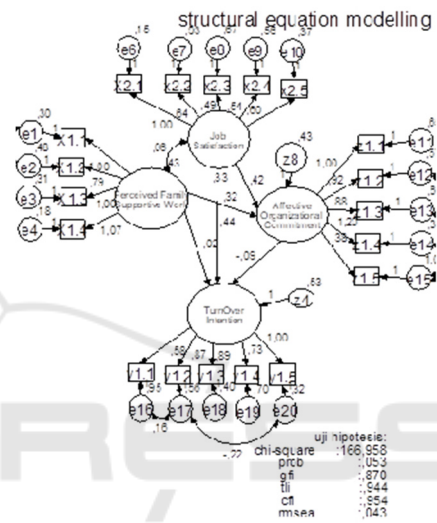


Figure 1. SEM Test Results

Figure 1 shows that the evaluation of the model is generally acceptable or the model is in accordance with the data because the chi-square value = 166.958 is estimated to be sufficient to meet the requirements after knowing the significance of the probability = 0.053 which is \geq 0.05; The GFI result of 0.870 shows a pretty good model and can be tested in research because it shows a number that approaches \geq 0.90, TLI = 0.944 which shows a Probability values and is said to be significant if the probability value of \leq 0.05 with the criteria can be seen in table 4 Estimation parameters between Perceived family-supportive work culture and Affective commitment of employees n indicates a positive effect that can be seen from the results of the value of CR or t-count = 2.499 greater or CR or t-table \pm 2.00 at a significance level of 0.05 (5%), and these effects indicate a significant effect seen probability of 0.012 is still below alpha 5%. Thus hypothesis 1 can be accepted or supported.

Estimation parameters between Job satisfaction and Employee Affective Commitment show a positive effect that can be seen from the results of the value of CR or t-count = 2.456 which is greater or CR or t-table ± 2.00 at a significance level of

0.05 (5%), and this effect shows a significant effect; the probability of 0.014 is still below alpha 5%. Thus hypothesis 2 can be accepted or supported.

The estimation parameter between Perceived pretty good number, because it shows a figure close to 0.95 as described. Likewise, CFI = 0.954 shows a number ≥ 0.95, and this shows that the model is very good. To the RMSEA value = 0.043, it is under the number 0.08 (≤ 0.08), which can be used to estimate the model in the population and also as an index for compensation chi-square statistics in a large sample.

4.1 Hypothesis Testing

Hypothesis Testing proposed in research relating to the studied variables is Perceived Family Supportive-work family-supportive work culture and employee turnover intention Mediated by Affective Commitments. Turnover Intention Mediated by Affective Commitments. to do after learning the results of a causal relationship between the variables studied, while the relationship between these variables can be seen in the evaluation of regression weight as can be seen in table.1

Table 1. Evaluation of the Regression Weight for causality test

		Estimate	SE	CR	P
Affective_Organizational_Commitment	Perceived Family_Supportive Work	0,32	0,129	2,499	0,012
Affective_Organizational_Commitment	Job_Satisfaction	0,423	0,172	2,456	0,014
TurnOver_Intention	Job_Satisfaction	0,444	0,193	2,308	0,021
TurnOver_Intention	Perceived Family_Supportive Work	-0,015	0,136	-0,113	0,910
TurnOver_Intention	Affective_Organizational_Commitment	-0,087	0,629	-0,138	0,883

Hypothesis testing is done by comparing probability values and is said to be significant if the probability value of £ 0.05 with the criteria can be seen in table 4 Estimation parameters between Perceived family-supportive work culture and Affective commitment of employees n indicates a positive effect that can be seen from the results of the value of CR or t-count = 2.499 greater or CR or t-table ± 2.00 at a significance level of 0.05 (5%), and these effects indicate a significant effect seen

probability of 0.012 is still below alpha 5%. Thus hypothesis 1 can be accepted or supported Estimation parameters between Job satisfaction and Employee Affective Commitment show a positive effect that can be seen from the results of the value of CR or t-count = 2.456 which is greater or CR or t-table ± 2.00 at a significance level of 0.05 (5%) and this effect shows a significant effect, the probability of 0.014 is still below alpha 5%. thus hypothesis 2 can be accepted or supported.

The estimation parameter between Perceived family-supportive work culture and employee turnover intention does not show a negative effect, even though it has the same direction. this can be seen from the results of the value of CR or t = -0.113 which is smaller CR or t-table va 2.00 at a significance level of 0.05 (5%), so also the relationship does not show a significant effect the visible probability of 0.910, well above alpha 5%. thus hypothesis 3 is unacceptable or unsupported.

Estimation parameters between job satisfaction and employee turnover intention do not show a negative effect, even have the opposite direction that is positive. This can be seen from the results of the CR value or t-count = 2.308 which is greater than the value of CR or t-table ± 2, 00 at a significance level of 0.05 (5%), thus the relationship does not show a significant negative effect, it is also seen in the probability of 0.021, far

below the alpha of 5%. thus hypothesis 4 is unacceptable or unsupported.

The estimation parameter between Commitment and employee turnover intention does not show a negative effect, even though it has the same direction. this can be seen from the results of the value of CR or t-count = -0.692 smaller CR values or t-table ± 2.00 at a significance level of 0.05 (5%), so also the relationship does not show a significant effect seen probability of 0.530 is above alpha 5%. Thus hypothesis 5 is unacceptable or unsupported.

Table 2. Standardized Total Effects (Group number 1 - Default model)

Table 2. Standardized Total Effects (Group number 1 - Default model)	Perceived Family Supportive Work	Job Satisfaction	Affective Organizational Commitment	Turnover intention
Affective_Organizational_Commitment		0,287	0,328	0,000
TurnOver_Intention	-0,015	0,373	0,304	0,083

In total, we know that there are results the positive influence of Perceived Family Supportive Work on Affective Organizational Commitment is 0.287, but the relationship between Perceived Family Supportive Work and Turnover Intention can be ascertained against the negative influence between Perceived Family Supportive Work on Turn Over Intention. Regarding Job Satisfaction, its relationship with Affective Organizational Commitment and Turnover Intention can be seen that there is a positive influence of Job Satisfaction with Affective Organizational Commitment of 0.328 and the positive effect of Job Satisfaction on Turnover Intention 0.304, while the relationship between Affective Organizational Commitment and Turnover Intention can be known to have a negative influence of Organizational Commitment to TurnOver Intention 0.304. Commitment to TurnOver Intention is -0,083.

5 DISCUSSION

From the results of hypothesis testing that has been done shows that hypothesis 1 is accepted. The role of Perceived family-supportive work culture is very dominant in terms of contributing to work decisions, as well as the courage to act aggressively about things that were initially full of risks that are calculated, even in engaging in any activity regarding office activities that are of value in the results they dare to do because they feel there is a guarantee the strength of the family. The form of support varies in the form of information, and it can be coaching and consulting, assessment, instrumental and so on is very important for someone in work, because this support is a form of giving attention from family related to work or career in the future.

The results of hypothesis testing that have been done show that hypothesis 2 is accepted to support the research of Aminah&Zohara, (2010), (Bishop et al., (1997), Bartlett, et al., (2004); Griffeth et al., (2000), and Mosadeghrad, et, al., (2008) It is understood that a person's happy feelings will be reflected through positive attitudes tions in his work because what is expected been fulfilled, this is a reasonable form of ion, so his behavior often inspires business rs to measure how satisfied a person is with results he received from the contributions, satisfaction makes a person have high le and high achievers, the reciprocal impact of the results of his business impact on him

Hypothesis 3 is unacceptable or unsupported.

The fact of the results of the statistical analysis of the hypothesis it was proposed that it did not support the research conducted by (Aminah&Zohara, 2010) and also by Thompson et. al (2004). The results of the study actually did not have a negative effect on Perceived family-supportive work culture on employee turnover intention. This result is due to employee errors in interpreting information from the family, also because employees do not have competence capabilities related to the instrumental support that has been given due to the low self-efficacy they have, or lack of confidence in the support given by the family, due to material disagreement and behavior incompatibility.

Hypothesis 4 cannot be accepted or supported. The results of the statistical analysis of the hypotheses proposed did not support the research conducted by Aminah&Zohara, (2010), Pasewak&Viator (2006), Thompson &Pottas (2005) and Ghiselli at, al (2001), the results actually led to the results that conversely, there is no negative effect of job satisfaction on employee turnover intention. This result is due to differences in character, both characters related to the nature of his personality, as well as the character of the type of work, it needs special attention, by comparing employees who work in institutions or other companies.

Hypothesis 5 cannot be accepted or supported. The results of the statistical analysis conducted on the proposed hypothesis did not support the research conducted by (Aminah&Zohara, 2010) and also by Thompson et. al (2004), the results of Affective Commitment research on employee turnover intentions even though they have the same direction that is negative but has no effect and are not significant. This is because the ability or competency factor of employees in this company is still low, existing employee data is still dominated at the level of education, even though education is closely related to rational scientific thinking, systematic and logical focus, meaning that it is also related to how, model, employee strategies and techniques work.

The results of the analysis illustrate that there is a negative influence of Perceived family-supportive work culture on Intention Turnover, either indirectly through Affective Commitment, which does not support research conducted by Pasewak&Viator (2006) and Thompson &Pottas (2005). This study has the same perception and mindset of what is desired by employees as individuals with the form of support provided by the family, proven to have the same direction, but the results of the two variables

have no effect and are not significant. This result is due to the competency or intellectual role of the employee, which cannot be forced to work optimally.

The effect of Job satisfaction on indirect Turnover Intentions mediated by Affective Commitment turns out that the results are also not influential and insignificant despite having the same negative direction, so these results do not support research conducted by Pasewak&Viator (2006) and Thompson &Pottas (2005).

6 CONCLUSION

(1). There is a positive influence of Perceived family-supportive work culture on employee Affective commitment. (2). There is a positive influence on Job satisfaction on employee Affective Commitment. (3). There is a positive effect of Perceived family-supportive work culture on employee turnover intention. (4). There is no negative effect of job satisfaction on employee turnover intention. (5). There is no negative effect of Affective Commitment on employee turnover intention. (6). There is an influence of Perceived family-supportive work culture and Job satisfaction on Intention Turnover mediated by employee Affective Commitment.

Affective Commitment owned by employees is very good, but it would be even better if the ownership of employee commitments is complemented by additional support for ownership competency (differentiating competency). Indeed, competence is not necessarily obtained from the formal education bench, so to achieve it is necessary for the company to facilitate or form permission for support and advice to every employee to always improve his competence through employee self-development, character and personality quality improvement either through soft skills training or courses that support related with work completion.

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