

CHAPTER V

CONCLUSION

In this fifth chapter, the author will draw conclusions from the results of the research that has been conducted. Afterwards, the authors made managerial implications and explained the limitations of the study based on the results of the study.

5.1. Conclusion

From the results of data analysis, the following conclusions can be drawn:

1. The psychological contract (trust toward employees, fulfillment of mutual responsibilities, perception of fairness and duration of job contract) is simultaneously able to influence 68.4% increase in affective commitment.
2. Trust toward employees has a significant and positive influence in increasing the affective commitment of PT Enagic Indonesia's employees.
3. Fulfillment of mutual responsibilities has a significant and positive influence in increasing the affective commitment of PT Enagic Indonesia's employees.
4. Perception of fairness has a significant and positive influence in increasing the affective commitment of PT Enagic Indonesia's employees.

5. The duration of the job contract has a significant and positive influence in increasing the affective commitment of PT Enagic Indonesia's employees.

5.2. Managerial Implications

The results of this study provide empirical evidence that the employee's affective commitment will increase along with the improvement of psychological contracts built within an organization. The psychological contract is reflected in the management's trust in employees, the implementation of a good reciprocal agreement between two parties which are the employees and the organization, the ability of management to treat employees fairly, and the implementation of agreements between employees and the company for a certain time which contains conditions and terms of work, rights and obligations.

Based on the research results, it is important for each organization to develop a better psychological contract with the purpose of obtaining positive outcomes for the organization, one of which is increasing the affective commitment of its employees. The psychological contract improvement was focused on a number of things (indicators) that were deemed lower than the respondents' perception on other indicators. Improvements in each of these dimensions are applied on:

1. Focus on the trust toward employees dimension on the indicator "Management believes that I can make sensible decisions for the future of the company.". The way this can be done is by providing a wider opportunity for employees to apply their knowledge and skills in making

strategic decisions at work. With the guidance and supervision of the employee's direct supervisor, employees are trained to be able to make correct and rational decisions regarding their job.

2. Focus on the dimension of fulfillment of mutual responsibilities on the indicator "I can trust the people I work with to help me if I encounter problems.". The way that can be done is to build better relationships between employees within the company. A good working relationship can be built through the formation of a work team consisting of several employees with diverse and complementary knowledge and skills. In addition, management also performs job rotations in hopes that employees can connect with other employees in the organization.
3. Focus on the dimension of perception of fairness on the indicator "I believe that management is not merely taking advantage of employees.". The way this can be done is to invite employees to further participate in the organization's strategic decision making. This is done with the purpose of making strategic decisions and relating to the interests of employees to be made based on the principle of benefit and common goals and not to harm the interests of employees.
4. Focus on the dimension of the duration of job contract on the indicator "The company will provide everything that is the employees' rights.". One of the company's responsibility towards employees is to provide everything that belongs to the employee without additional conditions.

Therefore, the management of PT Enagic Indonesia must give all employees their rights in the appropriate form, quantity and time.

5.3. Research Limitations

The questionnaire was distributed via google form by the management of PT Enagic Indonesia. Such deployment methods can affect employee independence in answering the research questions. The logical consequence is that the results of this study may not be, or not yet be able to describe the actual situation at PT Enagic Indonesia. In future studies, the author is recommended to ask for policies from the management of PT Enagic Indonesia to be able to directly distribute the research questionnaires.

5.4. Recommendations for Future Research

In similar research in the future, the method of distributing questionnaires is conducted directly by researchers with the purpose of increasing the independence of respondents in providing answers to the questionnaires sent. In addition, similar research in the future can expand the scope research variables by adding relevant outcomes variables (dependent variable) such as employee loyalty, employee retention and so on.

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Appendix I Questionnaire

RESEARCH QUESTIONNAIRE

**THE IMPACT OF PSYCHOLOGICAL CONTRACT ON
ORGANISATIONAL AFFECTIVE COMMITMENT**

Dear:
PT Enagic Indonesia Employees
In place

Yours faithfully,

Introduce me as the following identity:

Name : Polaryanto
Student Id: : 141221651
Study Program : Management
Concentration : Human Resources
Faculty : Business and Economics
University : Atma Jaya Yogyakarta University

Is a student who is doing research and needs data if you can help me. Thank you very much for your willingness to take the time to fill out the research questionnaire.

Your faithfully:

Polaryanto

PART I: CHARACTERISTICS OF RESPONDENTS

The following is a questionnaire regarding the demographic characteristics of the respondents. You are welcome to answer by putting a cross(X) or check list (√) on one of the alternative answers that have been provided according to your current characteristics.

1. Gender:
 - a. male
 - b. female

2. Your current age:
 - a. 20 - 34 years old
 - b. 35 - 49 years old
 - c. Over than 49 years old

3. How long have you worked atPT EnagicIndonesia:
 - a. 3 - 5 years
 - b. 6 - 8 years
 - c. Over than 8 years

4. Your last education level:
 - a. Senior High School
 - b. Diploma (D1 – D3)
 - c. Bachelor Degree
 - d. Postgraduate (S2 – S3)

PART II: RESEARCH QUESTIONNAIRE

The following is a research questionnaire. You are welcome to answer by crossing (X) or check list (√) on one of the alternave answers provided.

Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A); Strongly Agree (SA).

TRUST TOWARD EMPLOYEES

Number	STATEMENT	SD	D	N	A	SA
1	Management believes in my efforts.					
2	Management believes that I can make sensible decisions for the future of the company.					
3	Management believes that I would do my job even without supervision.					
4	Management gives full authority to me to make a decision.					
5	Management believes in my abilities					

FULFILMENT OF MUTUAL RESPONSIBILITIES

Number	STATEMENT	SD	D	N	A	SA
1	I can trust the people I work with to help me if I encounter problems.					
2	My co-workers can be counted on to do what they said they will do.					
3	I have full confidence in the skills of my co-workers.					
4	I can rely on other workers to not make my job more difficult through obnoxious work.					
5	If I encounter difficulties at work, I trust that my co-workers will help me.					

PERCEPTION OF FAIRNESS

Number	STATEMENT	SD	D	N	A	SA
1	I feel confident that the company always tries to treat me fairly.					
2	I believe that management is not merely taking advantage of employees.					
3	I receive all that is my rights.					
4	Management fairly divides work between employees.					
5	I get an award according to my work performance.					

DURATION OF JOB CONTRACT

Number	STATEMENT	SD	D	N	A	SA
1	The company guarantees that they will not unilaterally lay off their employees.					
2	Management will fulfill its obligations as stated in the contract that we have made.					
3	Management has a high commitment to live up to the contracts that have been made.					
4	The company will provide everything that is the employees' rights.					
5	The company will complete a well-made employment contract.					

AFFECTIVE COMMITMENT

Number	STATEMENT	SD	D	N	A	SA
1	Happy to spend the rest of their career at the company.					
2	Enjoys discussing the organization with others outside the organization.					
3	The problems that exist in the organization are also employees' problems.					
4	Does not easily get attached to other organizations.					
5	Becomes part of the organizational family.					
6	Have an emotional bond with the organization.					
7	The organization has deep personal meaning.					
8	Have a sense of belonging towards the organization.					

THANK YOU FOR PARTICIPATING IN FILL OUT THE RESEARCH QUESTIONNAIRE

Case Summaries

	Gender	Age	Work experience	Education level	Trust.1	Trust.2	Trust.3	Trust.4
1	Male	20 - 34 years old	3 - 5 years	Diploma	2	3	2	3
2	Female	Over than 49 years old	6 - 8 years	Bachelor Degree	4	4	4	3
3	Female	20 - 34 years old	3 - 5 years	Senior High School	5	4	4	4
4	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	2	3	3	3
5	Male	20 - 34 years old	Over than 8 years	Diploma	5	5	5	5
6	Male	20 - 34 years old	3 - 5 years	Senior High School	2	2	2	2
7	Male	35 - 49 years old	3 - 5 years	Bachelor Degree	4	4	4	4
8	Male	35 - 49 years old	3 - 5 years	Bachelor Degree	4	3	3	4
9	Male	Over than 49 years old	Over than 8 years	Bachelor Degree	4	3	4	4
10	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	5	5	5	5
11	Male	35 - 49 years old	6 - 8 years	Bachelor Degree	3	2	3	3
12	Male	35 - 49 years old	6 - 8 years	Postgraduate	5	5	5	5
13	Female	20 - 34 years old	3 - 5 years	Bachelor Degree	5	5	4	5
14	Male	35 - 49 years old	Over than 8 years	Bachelor Degree	3	3	4	3
15	Female	35 - 49 years old	3 - 5 years	Senior High School	5	5	5	4
16	Male	20 - 34 years old	3 - 5 years	Postgraduate	5	5	5	5
17	Female	Over than 49 years old	Over than 8 years	Bachelor Degree	5	5	5	5
18	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	4	4	4	4
19	Male	20 - 34 years old	3 - 5 years	Senior High School	4	3	3	4
20	Male	20 - 34 years old	6 - 8 years	Senior High School	3	4	4	5
21	Female	35 - 49 years old	6 - 8 years	Bachelor Degree	5	4	4	4
22	Female	20 - 34 years old	3 - 5 years	Bachelor Degree	2	2	2	2
23	Male	20 - 34 years old	3 - 5 years	Diploma	4	5	4	4
24	Male	20 - 34 years old	3 - 5 years	Diploma	3	3	3	3
25	Female	20 - 34 years old	3 - 5 years	Bachelor Degree	4	3	3	4
26	Male	20 - 34 years old	3 - 5 years	Diploma	1	1	2	1
27	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	4	3	5	4
28	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	3	2	3	2
29	Male	20 - 34 years old	3 - 5 years	Diploma	4	3	4	3
30	Male	20 - 34 years old	Over than 8 years	Bachelor Degree	4	3	3	3
31	Male	20 - 34 years old	6 - 8 years	Diploma	4	4	3	3
32	Male	20 - 34 years old	6 - 8 years	Diploma	3	4	4	5
33	Male	20 - 34 years old	6 - 8 years	Bachelor Degree	4	4	5	4
34	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	4	5	4	5
35	Male	20 - 34 years old	3 - 5 years	Diploma	4	4	3	3
36	Male	Over than 49 years old	6 - 8 years	Senior High School	2	2	3	4
37	Female	Over than 49 years old	Over than 8 years	Diploma	4	4	4	5
38	Male	35 - 49 years old	3 - 5 years	Bachelor Degree	2	3	3	3
39	Female	Over than 49 years old	6 - 8 years	Postgraduate	5	4	4	4
40	Male	20 - 34 years old	6 - 8 years	Bachelor Degree	5	3	4	5
41	Female	35 - 49 years old	6 - 8 years	Diploma	5	4	4	4
42	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	2	1	2	1
43	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	3	4	4	4
44	Male	35 - 49 years old	3 - 5 years	Bachelor Degree	4	3	3	4
45	Male	20 - 34 years old	6 - 8 years	Bachelor Degree	3	4	4	4
46	Female	20 - 34 years old	3 - 5 years	Diploma	3	3	3	3
47	Male	35 - 49 years old	6 - 8 years	Bachelor Degree	4	4	4	4
48	Female	20 - 34 years old	3 - 5 years	Bachelor Degree	4	3	3	4
49	Female	35 - 49 years old	6 - 8 years	Senior High School	4	4	5	4
50	Female	Over than 49 years old	6 - 8 years	Bachelor Degree	3	3	3	4

Case Summaries

	Gender	Age	Work experience	Education level	Trust.1	Trust.2	Trust.3	Trust.4
51	Male	20 - 34 years old	6 - 8 years	Bachelor Degree	4	4	3	4
52	Male	20 - 34 years old	6 - 8 years	Diploma	4	4	3	3
53	Male	20 - 34 years old	3 - 5 years	Diploma	4	1	3	2
54	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	4	4	4	3
55	Male	Over than 49 years old	6 - 8 years	Senior High School	4	4	4	3
56	Male	35 - 49 years old	3 - 5 years	Bachelor Degree	3	4	4	4
57	Female	Over than 49 years old	Over than 8 years	Bachelor Degree	5	5	4	4
58	Male	35 - 49 years old	6 - 8 years	Bachelor Degree	4	4	4	5
59	Male	35 - 49 years old	3 - 5 years	Bachelor Degree	4	3	3	3
60	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	4	3	3	4
61	Male	20 - 34 years old	6 - 8 years	Bachelor Degree	4	4	5	3
62	Male	35 - 49 years old	3 - 5 years	Bachelor Degree	5	5	4	5
63	Male	20 - 34 years old	3 - 5 years	Senior High School	2	3	2	3
64	Female	35 - 49 years old	3 - 5 years	Diploma	4	4	3	4
65	Male	20 - 34 years old	3 - 5 years	Senior High School	4	4	5	3
66	Male	35 - 49 years old	6 - 8 years	Bachelor Degree	4	3	3	4
67	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	5	4	4	4
68	Female	20 - 34 years old	3 - 5 years	Bachelor Degree	3	2	2	2
69	Female	Over than 49 years old	6 - 8 years	Diploma	5	5	4	5
70	Male	Over than 49 years old	6 - 8 years	Bachelor Degree	5	5	5	5
71	Female	20 - 34 years old	6 - 8 years	Senior High School	4	4	4	4
72	Female	35 - 49 years old	6 - 8 years	Diploma	4	4	5	3
73	Female	20 - 34 years old	3 - 5 years	Diploma	4	4	5	3
74	Male	20 - 34 years old	3 - 5 years	Senior High School	3	3	4	3
75	Male	Over than 49 years old	Over than 8 years	Bachelor Degree	4	5	4	3
76	Male	Over than 49 years old	3 - 5 years	Bachelor Degree	5	4	4	4
77	Female	20 - 34 years old	3 - 5 years	Bachelor Degree	4	4	4	4
78	Female	20 - 34 years old	3 - 5 years	Diploma	3	3	4	3
79	Female	20 - 34 years old	6 - 8 years	Bachelor Degree	5	5	5	5
80	Female	20 - 34 years old	3 - 5 years	Bachelor Degree	4	3	3	4
81	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	3	3	4	3
82	Male	35 - 49 years old	6 - 8 years	Postgraduate	5	5	5	5
83	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	3	3	3	3
84	Female	20 - 34 years old	6 - 8 years	Diploma	5	5	5	5
85	Male	35 - 49 years old	Over than 8 years	Diploma	4	4	5	4
86	Male	20 - 34 years old	3 - 5 years	Diploma	4	3	3	4
87	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	5	4	4	5
88	Male	20 - 34 years old	3 - 5 years	Diploma	4	3	3	5
89	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	4	4	4	2
90	Female	20 - 34 years old	3 - 5 years	Postgraduate	5	4	4	5
91	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	4	3	4	3
92	Female	20 - 34 years old	3 - 5 years	Diploma	2	3	3	3
93	Male	35 - 49 years old	Over than 8 years	Senior High School	4	3	3	4
94	Female	20 - 34 years old	6 - 8 years	Diploma	4	5	4	3
95	Male	20 - 34 years old	6 - 8 years	Bachelor Degree	4	4	4	4
96	Male	20 - 34 years old	3 - 5 years	Senior High School	3	3	3	4
97	Female	35 - 49 years old	6 - 8 years	Bachelor Degree	4	4	4	4
98	Male	20 - 34 years old	3 - 5 years	Senior High School	3	2	2	3
99	Female	Over than 49 years old	Over than 8 years	Diploma	5	4	4	4
100	Male	20 - 34 years old	6 - 8 years	Diploma	4	3	4	4

Case Summaries

	Gender	Age	Work experience	Education level	Trust.1	Trust.2	Trust.3	Trust.4
101	Male	35 - 49 years old	Over than 8 years	Bachelor Degree	5	4	4	4
102	Male	20 - 34 years old	3 - 5 years	Diploma	5	3	4	4
103	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	5	4	4	4
104	Male	20 - 34 years old	6 - 8 years	Bachelor Degree	3	4	5	4
105	Female	20 - 34 years old	3 - 5 years	Bachelor Degree	4	4	4	4
106	Male	Over than 49 years old	6 - 8 years	Bachelor Degree	4	4	4	4
107	Female	20 - 34 years old	3 - 5 years	Senior High School	4	4	4	4
108	Male	35 - 49 years old	3 - 5 years	Bachelor Degree	5	5	5	4
109	Male	20 - 34 years old	6 - 8 years	Bachelor Degree	5	5	4	5
110	Female	35 - 49 years old	3 - 5 years	Diploma	4	5	4	5
111	Female	35 - 49 years old	3 - 5 years	Diploma	5	5	5	5
112	Male	35 - 49 years old	6 - 8 years	Postgraduate	5	3	4	4
113	Female	20 - 34 years old	6 - 8 years	Senior High School	5	4	4	4
114	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	5	5	4	4
115	Male	Over than 49 years old	Over than 8 years	Bachelor Degree	4	3	3	5
116	Male	20 - 34 years old	3 - 5 years	Senior High School	5	5	5	4
117	Male	Over than 49 years old	6 - 8 years	Postgraduate	5	5	5	4
118	Female	20 - 34 years old	6 - 8 years	Bachelor Degree	5	5	4	5
119	Female	20 - 34 years old	3 - 5 years	Senior High School	3	3	3	4
120	Male	Over than 49 years old	Over than 8 years	Diploma	4	2	4	5
121	Female	20 - 34 years old	3 - 5 years	Senior High School	3	3	3	3
122	Female	20 - 34 years old	3 - 5 years	Bachelor Degree	3	3	3	4
123	Male	35 - 49 years old	3 - 5 years	Bachelor Degree	4	3	2	3
124	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	3	3	3	4
125	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	4	4	3	3
126	Female	20 - 34 years old	6 - 8 years	Diploma	5	3	4	4
127	Female	20 - 34 years old	3 - 5 years	Bachelor Degree	3	3	4	4
128	Male	35 - 49 years old	Over than 8 years	Bachelor Degree	5	4	4	4
129	Female	35 - 49 years old	Over than 8 years	Bachelor Degree	5	4	5	5
130	Male	20 - 34 years old	6 - 8 years	Bachelor Degree	5	4	4	4
131	Female	35 - 49 years old	6 - 8 years	Diploma	5	5	5	5
132	Male	20 - 34 years old	3 - 5 years	Diploma	5	3	5	4
133	Male	20 - 34 years old	3 - 5 years	Diploma	3	3	4	3
134	Male	20 - 34 years old	3 - 5 years	Senior High School	4	4	4	5
135	Female	20 - 34 years old	3 - 5 years	Diploma	3	3	3	3
136	Male	35 - 49 years old	6 - 8 years	Bachelor Degree	5	4	5	5
137	Female	35 - 49 years old	3 - 5 years	Senior High School	4	4	4	3
138	Male	20 - 34 years old	6 - 8 years	Diploma	5	3	4	5
139	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	4	3	3	4
140	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	2	1	1	2
141	Female	20 - 34 years old	3 - 5 years	Bachelor Degree	4	4	3	5
142	Female	35 - 49 years old	3 - 5 years	Senior High School	3	3	3	4
143	Male	35 - 49 years old	6 - 8 years	Senior High School	4	4	4	4
144	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	4	4	3	3
145	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	5	5	5	5
146	Female	20 - 34 years old	Over than 8 years	Bachelor Degree	4	4	3	4
147	Female	20 - 34 years old	3 - 5 years	Diploma	4	4	4	4
148	Male	20 - 34 years old	3 - 5 years	Bachelor Degree	4	4	3	3
149	Male	20 - 34 years old	3 - 5 years	Diploma	3	5	5	3
150	Male	20 - 34 years old	3 - 5 years	Diploma	4	4	4	4

Case Summaries

	Trust.5	Full.1	Full.2	Full.3	Full.4	Full.5	Fair.1	Fair.2	Fair.3	Fair.4	Fair.5
1	3	2	2	1	2	1	1	1	2	1	1
2	3	4	3	4	4	4	3	2	3	3	3
3	4	2	2	2	1	2	4	4	3	4	4
4	3	3	3	3	2	3	4	4	2	4	4
5	5	5	5	5	5	5	3	4	3	4	5
6	2	2	1	2	1	1	3	2	3	2	5
7	4	4	4	4	4	4	3	3	5	3	3
8	4	4	5	5	5	3	2	2	2	2	2
9	4	4	4	2	3	2	3	3	3	4	3
10	5	5	4	4	4	4	5	5	5	5	5
11	2	4	4	4	4	4	3	3	3	4	4
12	5	5	5	5	5	5	5	4	4	5	4
13	5	4	3	4	5	4	4	3	3	4	4
14	3	2	3	3	3	3	3	3	3	5	3
15	4	5	4	5	5	3	3	4	3	4	3
16	5	5	5	5	5	5	3	3	3	3	3
17	5	5	5	5	5	5	4	3	4	3	4
18	4	4	4	4	4	4	4	4	4	4	4
19	4	4	3	3	3	3	2	2	1	4	2
20	4	4	3	4	4	3	3	3	3	3	2
21	4	4	4	4	4	4	4	4	4	4	4
22	2	2	3	3	3	3	5	4	5	4	4
23	4	3	3	3	3	3	3	3	2	4	4
24	3	4	3	3	3	3	3	3	3	4	3
25	4	2	3	3	3	3	3	3	3	2	2
26	2	4	3	3	3	3	2	1	2	1	2
27	4	3	4	4	3	4	3	4	3	3	3
28	2	2	3	3	3	3	3	3	3	3	2
29	3	3	3	4	3	4	3	4	4	4	4
30	3	3	5	3	4	3	3	3	3	3	3
31	3	3	3	4	3	4	4	4	5	4	4
32	4	5	3	4	4	4	3	4	4	4	5
33	4	4	4	3	3	3	4	4	4	4	4
34	5	5	5	3	3	3	3	4	4	3	5
35	3	3	3	4	3	4	3	2	2	4	3
36	4	4	4	4	3	3	3	3	3	3	3
37	4	4	4	4	4	4	3	3	4	3	4
38	3	4	2	4	4	4	3	3	3	3	2
39	4	4	3	3	3	3	3	3	2	3	3
40	4	3	4	4	4	4	4	3	4	4	4
41	4	4	4	4	5	4	4	3	4	3	4
42	2	5	4	4	4	4	3	3	2	4	4
43	5	4	5	4	4	3	4	4	4	4	4
44	4	3	4	3	3	3	4	3	3	4	4
45	4	3	4	4	3	4	5	2	4	3	4
46	3	4	4	4	4	4	4	3	4	5	4
47	5	4	4	3	4	3	5	4	5	3	3
48	4	4	5	4	4	3	2	1	2	1	1
49	3	4	4	3	3	3	5	4	5	4	4
50	4	5	5	3	3	3	3	4	4	4	5

Case Summaries

	Trust.5	Full.1	Full.2	Full.3	Full.4	Full.5	Fair.1	Fair.2	Fair.3	Fair.4	Fair.5
51	4	4	3	4	4	4	4	3	4	3	5
52	3	3	3	4	3	4	4	5	4	4	4
53	4	2	3	3	3	3	2	2	3	2	2
54	3	3	3	4	3	4	4	4	4	4	5
55	3	4	3	4	4	4	4	3	4	4	5
56	4	4	4	4	4	4	3	2	3	3	3
57	4	4	4	4	4	4	4	3	4	4	4
58	4	4	4	4	4	4	5	4	5	4	5
59	3	4	4	4	4	4	4	4	4	4	4
60	4	4	5	5	4	4	4	4	4	4	5
61	3	4	4	4	4	4	5	5	5	5	5
62	5	4	4	4	4	4	4	4	3	4	4
63	3	5	4	5	5	5	4	5	4	5	4
64	4	3	3	3	4	3	5	4	5	5	5
65	3	4	4	4	4	4	4	3	4	3	4
66	4	5	5	5	5	5	4	5	4	5	4
67	5	5	5	5	5	5	4	3	4	3	4
68	2	4	4	4	4	4	3	3	3	2	3
69	5	4	4	4	4	4	5	5	4	5	5
70	5	5	4	5	5	5	4	5	4	5	4
71	4	4	4	4	4	4	3	3	3	3	3
72	3	4	4	4	4	4	4	4	4	4	4
73	3	4	4	4	4	4	4	3	4	3	3
74	3	3	3	3	3	3	2	2	2	2	2
75	3	3	3	3	3	3	3	3	4	3	3
76	5	4	4	4	4	4	4	4	4	4	4
77	4	3	3	3	3	3	3	3	4	3	3
78	3	4	4	3	3	3	3	2	2	4	3
79	5	4	4	4	4	4	3	3	3	3	3
80	4	4	3	4	4	4	4	5	4	5	4
81	4	3	3	3	3	3	4	5	4	4	4
82	5	4	4	4	4	4	3	3	3	3	3
83	3	3	3	3	3	3	3	2	3	4	3
84	5	5	5	3	3	3	4	4	4	4	4
85	4	4	3	4	4	4	3	4	3	4	5
86	4	3	3	3	3	3	3	3	3	2	2
87	5	4	4	4	4	4	4	4	4	4	4
88	4	4	3	4	4	4	5	5	5	5	5
89	4	4	4	4	4	4	3	4	4	4	4
90	5	4	4	4	4	4	4	4	4	4	4
91	4	4	4	4	3	4	3	3	4	3	3
92	3	5	5	4	4	4	3	4	3	4	5
93	2	4	4	5	5	4	4	4	4	4	5
94	3	3	3	4	4	4	3	4	4	4	3
95	4	3	3	3	3	3	4	2	4	3	4
96	4	4	4	4	4	4	3	4	3	4	4
97	4	4	4	4	3	4	4	5	4	5	4
98	3	4	4	4	4	4	5	5	4	5	4
99	4	4	4	4	4	4	4	4	4	4	4
100	4	4	4	4	3	3	4	5	3	5	3

Case Summaries

	Trust.5	Full.1	Full.2	Full.3	Full.4	Full.5	Fair.1	Fair.2	Fair.3	Fair.4	Fair.5
101	4	4	4	4	4	4	4	3	4	2	4
102	3	4	4	4	4	4	4	5	4	4	4
103	4	4	4	4	4	4	3	2	3	2	5
104	4	3	4	4	4	4	5	4	4	4	4
105	4	4	5	4	4	4	3	4	4	4	3
106	4	4	4	4	4	4	4	4	4	4	3
107	4	4	4	4	4	4	4	4	4	4	3
108	4	3	5	5	5	5	3	4	3	4	4
109	5	4	4	3	5	3	5	5	5	5	5
110	5	5	4	3	5	3	5	4	4	4	4
111	5	5	4	5	4	4	4	4	5	4	4
112	4	4	4	4	4	4	4	5	4	5	4
113	4	5	4	4	4	5	5	5	5	4	5
114	4	4	4	4	4	4	4	4	4	4	4
115	5	4	4	5	4	4	4	5	4	4	4
116	4	5	3	5	5	4	5	5	5	5	5
117	4	5	4	5	5	3	4	3	4	4	4
118	5	4	4	4	4	4	3	5	5	5	5
119	4	5	5	3	3	3	5	4	5	5	5
120	5	5	5	3	3	3	3	4	4	4	4
121	3	3	4	4	4	4	4	3	2	2	3
122	4	4	4	4	4	4	3	4	3	4	4
123	4	4	3	4	4	3	2	3	3	2	3
124	4	4	5	4	4	3	3	2	2	3	3
125	3	3	3	4	3	4	4	4	4	4	4
126	4	4	4	4	5	4	3	3	3	3	3
127	4	3	4	4	4	3	4	3	3	4	4
128	4	4	4	4	4	4	5	5	4	4	4
129	5	5	5	5	5	5	5	5	5	5	5
130	4	4	4	4	4	4	5	5	5	5	5
131	5	5	5	5	5	5	5	5	5	5	5
132	4	4	3	4	3	3	2	1	3	4	2
133	3	4	4	4	4	2	3	4	3	4	4
134	4	3	3	3	4	3	2	1	3	1	3
135	3	4	5	5	4	4	5	4	4	4	5
136	5	4	4	4	3	3	3	3	3	2	3
137	3	5	5	5	5	5	4	3	3	3	4
138	5	4	4	4	4	3	3	2	2	4	3
139	4	4	4	4	3	4	3	2	3	3	3
140	2	2	2	3	2	1	3	3	3	2	3
141	4	4	5	4	4	3	3	3	3	2	3
142	4	4	4	4	4	4	5	5	5	5	5
143	4	3	4	3	3	3	2	1	1	1	2
144	3	3	3	4	3	4	3	3	3	3	3
145	5	5	5	5	5	5	5	5	5	5	5
146	5	3	3	4	3	4	3	3	3	3	3
147	4	4	4	4	4	4	3	4	3	4	3
148	3	4	4	5	5	5	3	3	3	3	3
149	3	4	4	3	4	3	3	5	3	5	3
150	4	4	5	4	4	4	3	3	4	3	4

Case Summaries

	Dura.1	Dura.2	Dura.3	Dura.4	Dura.5	Aff.1	Aff.2	Aff.3	Aff.4	Aff.5	Aff.6
101	4	4	4	4	4	4	5	4	5	5	5
102	5	4	5	4	5	5	5	3	5	5	5
103	5	5	4	5	4	4	4	5	5	5	5
104	3	3	5	3	5	5	4	5	4	4	4
105	5	5	4	5	4	4	5	4	4	3	4
106	5	5	4	5	4	4	4	4	5	4	4
107	4	4	4	4	4	4	4	3	4	4	5
108	5	5	5	5	5	5	5	5	5	5	4
109	4	5	4	5	4	5	5	4	5	5	5
110	4	5	4	5	4	4	5	4	3	5	5
111	4	4	4	4	4	4	3	3	5	5	4
112	4	4	3	4	3	3	4	4	4	4	5
113	4	4	4	4	4	4	3	3	4	4	4
114	5	5	4	5	4	4	5	4	5	5	5
115	4	4	4	4	4	5	4	5	4	5	5
116	5	5	5	5	5	4	5	5	5	5	5
117	5	5	5	5	5	5	5	5	4	4	4
118	5	5	5	5	5	5	5	5	4	5	4
119	3	4	4	4	4	2	4	3	3	4	3
120	4	4	4	4	4	4	4	4	4	4	3
121	3	4	3	4	3	3	3	3	3	4	3
122	4	4	4	4	4	4	3	3	4	4	4
123	3	3	2	2	3	3	3	3	3	2	3
124	3	4	3	4	3	4	3	3	3	3	4
125	4	4	4	4	4	4	4	4	4	4	4
126	4	4	4	3	3	4	5	5	3	4	4
127	4	4	4	4	4	4	3	3	3	3	4
128	4	3	5	3	5	4	5	5	4	5	5
129	5	5	5	5	5	5	5	5	5	5	5
130	5	5	4	5	4	5	5	5	5	4	5
131	5	5	5	5	5	5	5	4	5	5	5
132	4	3	4	3	4	3	3	4	3	3	4
133	4	3	3	3	3	3	4	4	4	4	4
134	3	3	3	2	3	4	3	3	3	4	3
135	5	5	4	5	4	3	3	4	3	3	3
136	3	3	3	3	3	3	3	3	2	3	3
137	3	4	5	4	5	4	4	4	3	4	5
138	3	3	3	3	3	3	3	4	3	4	4
139	3	3	3	2	3	2	3	2	3	3	3
140	3	3	3	2	3	2	2	3	2	2	2
141	5	4	4	4	4	2	3	3	4	3	2
142	3	4	3	4	3	2	4	3	3	4	3
143	3	3	3	3	3	3	3	3	2	3	2
144	4	4	4	4	4	4	4	3	4	4	4
145	4	5	4	5	4	5	5	5	5	5	5
146	4	4	4	4	4	4	4	4	4	4	4
147	2	3	4	3	5	4	4	4	4	4	4
148	4	4	4	4	4	4	3	4	3	4	4
149	3	3	3	3	3	4	4	4	4	3	3
150	4	3	4	3	4	4	5	5	3	4	3

Case Summaries

	Aff.7	Aff.8
1	2	2
2	3	3
3	4	3
4	3	2
5	5	5
6	2	2
7	5	4
8	5	4
9	3	3
10	5	5
11	4	3
12	5	5
13	4	4
14	3	3
15	4	5
16	5	5
17	5	5
18	3	3
19	3	3
20	3	4
21	3	3
22	2	2
23	3	4
24	3	3
25	3	2
26	2	1
27	3	3
28	2	2
29	3	3
30	4	3
31	4	4
32	3	4
33	4	4
34	4	4
35	3	3
36	3	3
37	5	3
38	1	2
39	3	4
40	4	4
41	4	5
42	3	2
43	3	3
44	3	3
45	4	4
46	3	3
47	4	4
48	4	4
49	4	4
50	3	4

Case Summaries

	Aff.7	Aff.8
51	4	4
52	3	3
53	2	2
54	3	3
55	4	3
56	4	4
57	4	4
58	4	4
59	5	4
60	4	4
61	3	3
62	3	4
63	4	4
64	4	4
65	3	3
66	4	4
67	5	5
68	3	3
69	4	3
70	5	5
71	4	4
72	4	4
73	4	4
74	3	2
75	3	4
76	4	4
77	2	4
78	3	3
79	5	4
80	4	4
81	3	3
82	5	4
83	3	3
84	5	4
85	3	3
86	2	3
87	4	4
88	3	3
89	4	4
90	4	4
91	4	4
92	3	3
93	5	5
94	4	4
95	3	3
96	4	4
97	4	4
98	4	4
99	5	4
100	4	4

Case Summaries

	Aff.7	Aff.8
101	5	4
102	5	4
103	5	5
104	4	4
105	5	4
106	5	4
107	4	3
108	5	4
109	5	5
110	5	5
111	4	4
112	4	4
113	4	4
114	5	4
115	5	5
116	5	4
117	5	4
118	4	5
119	5	5
120	4	4
121	3	3
122	4	4
123	3	4
124	3	3
125	4	4
126	4	3
127	3	3
128	5	4
129	5	5
130	5	5
131	5	5
132	3	4
133	4	4
134	3	3
135	4	4
136	3	4
137	4	4
138	4	3
139	2	1
140	2	1
141	2	2
142	3	4
143	3	3
144	4	4
145	5	5
146	4	4
147	4	4
148	4	4
149	3	3
150	4	3

Appendix III Validity and Reliability Test

Validity & Reliability: Trust toward employees

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.894	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Trust.1	15.1200	8.764	.749	.869
Trust.2	15.4000	8.644	.739	.872
Trust.3	15.3133	9.223	.701	.880
Trust.4	15.2467	8.845	.761	.867
Trust.5	15.2400	9.163	.757	.868

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.0800	13.591	3.68658	5

Validity & Reliability: Fulfilment of mutual responsibilities

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.883	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Full.1	15.1333	6.600	.685	.866
Full.2	15.1600	6.820	.626	.879
Full.3	15.1400	6.537	.787	.843
Full.4	15.2133	6.223	.792	.840
Full.5	15.3267	6.557	.713	.859

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.9933	9.940	3.15271	5

Validity & Reliability: Perception of fairness

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.904	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Fair.1	14.4400	10.758	.794	.876
Fair.2	14.5267	9.781	.800	.874
Fair.3	14.4667	10.868	.741	.886
Fair.4	14.3933	10.401	.734	.888
Fair.5	14.3333	10.707	.739	.887

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.0400	16.025	4.00315	5

Validity & Reliability: Duration of job contract

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.938	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Dura.1	14.8133	10.287	.793	.932
Dura.2	14.8400	9.572	.854	.920
Dura.3	14.8667	10.022	.834	.925
Dura.4	14.9600	8.696	.888	.916
Dura.5	14.8400	10.283	.828	.926

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.5800	15.037	3.87778	5

Validity & Reliability: Affective commitment

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.936	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Aff.1	26.1933	26.144	.674	.934
Aff.2	26.1133	24.651	.830	.923
Aff.3	26.2200	25.247	.735	.930
Aff.4	26.2200	25.515	.733	.930
Aff.5	26.0667	25.311	.800	.926
Aff.6	26.1067	24.311	.800	.925
Aff.7	26.1600	23.880	.854	.921
Aff.8	26.2667	24.841	.770	.928

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
29.9067	32.340	5.68685	8

Appendix IV Percentage Analysis

Frequencies

Frequency Table

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	99	66.0	66.0	66.0
	Female	51	34.0	34.0	100.0
	Total	150	100.0	100.0	

Age						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	20 - 34 years old	96	64.0	64.0	64.0	64.0
	35 - 49 years old	36	24.0	24.0	24.0	88.0
	Over than 49 years old	18	12.0	12.0	12.0	100.0
	Total	150	100.0	100.0	100.0	

Work experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 - 5 years	87	58.0	58.0	58.0
	6 - 8 years	46	30.7	30.7	88.7
	Over than 8 years	17	11.3	11.3	100.0
	Total	150	100.0	100.0	

Education level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior High School	24	16.0	16.0	16.0
	Diploma	40	26.7	26.7	42.7
	Bachelor Degree	79	52.7	52.7	95.3
	Postgraduate	7	4.7	4.7	100.0
	Total	150	100.0	100.0	

Appendix V Descriptive Analysis

Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Trust.1	150	1.00	5.00	3.9600	.90398
Trust.2	150	1.00	5.00	3.6800	.93636
Trust.3	150	1.00	5.00	3.7667	.85465
Trust.4	150	1.00	5.00	3.8333	.87789
Trust.5	150	2.00	5.00	3.8400	.81989
Trust toward employees	150	1.40	5.00	3.8160	.73732
Valid N (listwise)	150				

Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Full.1	150	2.00	5.00	3.8600	.77745
Full.2	150	1.00	5.00	3.8333	.77214
Full.3	150	1.00	5.00	3.8533	.71781
Full.4	150	1.00	5.00	3.7800	.78467
Full.5	150	1.00	5.00	3.6667	.76559
Fulfilment of mutual responsibilities	150	1.40	5.00	3.7987	.63054
Valid N (listwise)	150				

Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Fair.1	150	1.00	5.00	3.6000	.86699
Fair.2	150	1.00	5.00	3.5133	1.03455
Fair.3	150	1.00	5.00	3.5733	.89252
Fair.4	150	1.00	5.00	3.6467	.98401
Fair.5	150	1.00	5.00	3.7067	.92357
Perception of fairness	150	1.20	5.00	3.6080	.80063
Valid N (listwise)	150				

Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Dura.1	150	1.00	5.00	3.7667	.80616
Dura.2	150	1.00	5.00	3.7400	.88560
Dura.3	150	1.00	5.00	3.7133	.82199
Dura.4	150	1.00	5.00	3.6200	1.01446
Dura.5	150	1.00	5.00	3.7400	.78090
Duration of job contract	150	1.20	5.00	3.7160	.77556
Valid N (listwise)	150				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Aff.1	150	1.00	5.00	3.7133	.80549
Aff.2	150	1.00	5.00	3.7933	.84581
Aff.3	150	1.00	5.00	3.6867	.86028
Aff.4	150	1.00	5.00	3.6867	.82849
Aff.5	150	1.00	5.00	3.8400	.79495
Aff.6	150	1.00	5.00	3.8000	.91226
Aff.7	150	1.00	5.00	3.7467	.91363
Aff.8	150	1.00	5.00	3.6400	.87685
Affective commitment	150	1.25	5.00	3.7383	.71086
Valid N (listwise)	150				



Appendix VI Regression Analysis

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Duration of job contract, Perception of fairness, Trust toward employees, Fulfilment of mutual responsibilities ^a	.	Enter

a. All requested variables entered.

b. Dependent Variable: Affective commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.692	.684	.39987

a. Predictors: (Constant), Duration of job contract, Perception of fairness, Trust toward employees, Fulfilment of mutual responsibilities

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.107	4	13.027	81.468	.000 ^a
	Residual	23.185	145	.160		
	Total	75.292	149			

a. Predictors: (Constant), Duration of job contract, Perception of fairness, Trust toward employees, Fulfilment of mutual responsibilities

b. Dependent Variable: Affective commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	-.327	.230			-1.419	.158
	Trust toward employees	.396	.052	.410		7.643	.000
	Fulfilment of mutual responsibilities	.344	.066	.305		5.187	.000
	Perception of fairness	.139	.046	.157		3.035	.003
	Duration of job contract	.201	.050	.219		3.994	.000

a. Dependent Variable: Affective commitment

Appendix VII R Distribution Table

R 5% DISTRIBUTION TABLE

Df	5%	DF	5%	DF	5%	DF	5%
1	0.997	51	0.271	101	0.194	151	0.159
2	0.950	52	0.268	102	0.193	152	0.158
3	0.878	53	0.266	103	0.192	153	0.158
4	0.811	54	0.263	104	0.191	154	0.157
5	0.754	55	0.261	105	0.190	155	0.157
6	0.707	56	0.259	106	0.189	156	0.156
7	0.666	57	0.256	107	0.188	157	0.156
8	0.632	58	0.254	108	0.187	158	0.155
9	0.602	59	0.252	109	0.187	159	0.155
10	0.576	60	0.250	110	0.186	160	0.154
11	0.553	61	0.248	111	0.185	161	0.154
12	0.532	62	0.246	112	0.184	162	0.153
13	0.514	63	0.244	113	0.183	163	0.153
14	0.497	64	0.242	114	0.182	164	0.152
15	0.482	65	0.240	115	0.182	165	0.152
16	0.468	66	0.239	116	0.181	166	0.151
17	0.456	67	0.237	117	0.180	167	0.151
18	0.444	68	0.235	118	0.179	168	0.151
19	0.433	69	0.234	119	0.179	169	0.150
20	0.423	70	0.232	120	0.178	170	0.150
21	0.413	71	0.230	121	0.177	171	0.149
22	0.404	72	0.229	122	0.176	172	0.149
23	0.396	73	0.227	123	0.176	173	0.148
24	0.388	74	0.226	124	0.175	174	0.148
25	0.381	75	0.224	125	0.174	175	0.148
26	0.374	76	0.223	126	0.174	176	0.147
27	0.367	77	0.221	127	0.173	177	0.147
28	0.361	78	0.220	128	0.172	178	0.146
29	0.355	79	0.219	129	0.172	179	0.146
30	0.349	80	0.217	130	0.171	180	0.146
31	0.344	81	0.216	131	0.170	181	0.145
32	0.339	82	0.215	132	0.170	182	0.145
33	0.334	83	0.213	133	0.169	183	0.144
34	0.329	84	0.212	134	0.168	184	0.144
35	0.325	85	0.211	135	0.168	185	0.144
36	0.320	86	0.210	136	0.167	186	0.143
37	0.316	87	0.208	137	0.167	187	0.143
38	0.312	88	0.207	138	0.166	188	0.142
39	0.308	89	0.206	139	0.165	189	0.142
40	0.304	90	0.205	140	0.165	190	0.142
41	0.301	91	0.204	141	0.164	191	0.141
42	0.297	92	0.203	142	0.164	192	0.141
43	0.294	93	0.202	143	0.163	193	0.141
44	0.291	94	0.201	144	0.163	194	0.140
45	0.288	95	0.200	145	0.162	195	0.140
46	0.285	96	0.199	146	0.161	196	0.139
47	0.282	97	0.198	147	0.161	197	0.139
48	0.279	98	0.197	148	0.160	198	0.139
49	0.276	99	0.196	149	0.160	199	0.138
50	0.273	100	0.195	150	0.159	200	0.138