



## International Journal of Economic Research

ISSN : 0972-9380

available at <http://www.serialsjournals.com>

© Serials Publications Pvt. Ltd.

Volume 14 • Number 17 • 2017

## The Model of Organization Commitment and Employee Performance

Anoesyirwan Moeins<sup>1</sup>, Wahyudi<sup>2</sup>, Khamim<sup>3</sup>, Guntur<sup>4</sup>, Ahmad Heru Purnama<sup>5</sup>

<sup>1</sup> Universitas Persada Indonesia YAI, Jakarta, Indonesia

<sup>2,3</sup> Politeknik Negeri Pontianak

<sup>4</sup> Region Parlement of Provinsi Kalimantan Barat

<sup>5</sup> Human Resources Development Department of Provinsi Kalimantan Barat, Indonesia

E-mail: [correspondent\\_author@gmail.com](mailto:correspondent_author@gmail.com)

**Abstract:** The purpose of this research is to know influence of competence, leadership and commitment organization on performance. This research took samples from 471 employees. The kind of research in writing this is descriptive and causal relationships. Data processing used namely by SPSS ver 5 pm. Research instruments consisting of engineering data analysis and the hypothesis. The results of the study states that contribution variable competence, leadership and commitment to explain performance variables employees is 81.6%. And explained that competence, leadership and commitment awarded to an employee simultaneous had links and real impact of the performance of employees.

**Key Words:** Competence, Leadership, Commitment, Performance.

### INTRODUCTION

The existence of resources improve our mankind in the company holding a very important role in exercise company. The potential of every human resources that is in the company has to be good, so it could give the maximal result. Company and employees is two things that needed each other. If the employee succeeded in carrying progress for the company, the advantage gained be plucked by both parties. For employees, success is actual potential self and opportunities to meet the life. For the company, success is a means of to growth and development company.

Companies often ignored human resource management, despite having often hear the importance of human resource management, but the handling in a planned fashion and are focused, either by both firms and individuals as an employee itself rare. Human resources management well will increase the performance of employees and will increase the company.

Business environment is currently being two facing the main challenges. First, change business environment rapid accompanied by the increase in the quality and the need for consumers. From one side a rapid change that resulted in the dynamics of a job of change and the demanding dexterity and skill that exceeds than before. On the other hand it turns out that the wants and needs of consumers is not a static, but continued to berkembang dynamically also. Consumers wish the wants and needs of could be met in quality and satisfying. Second, the increased competition between the company mengharuskannya each company to run their operations in a more efficient way, effective and productive. To face the challenges of this, so companies need to demanding of employee performance tall one of them influenced by competence that should be owned by each employee. If competence was not optimal namely the tolerance of crimes against employees performing bad with will be given authority and tasks a great, it will not encourage the employees to understand competence to be present. In exercised their activities all plant Manufacturing Industries around the world have a strong commitment to create harmonious relations stated in commitment as follows:

- 1) Commitment to customers, as satisfaction the hearts of customers, yamaha will always offer products and services quality superior through advanced technology and traditional, creativity and sensitivity colorful, and always be a brand that recognized keberadannya, trusted and full of the impression.
- 2) Commitment to parties that works with: really make brand yamaha shining in and of itself is all those that have a working relationship with yamaha. Building relationships trust within the framework of regulations that fair based on community social norms, simultaneously indicates best performance and realization self through working on, and to the creation of climate a company that cheerful having the pride of and confidence.
- 3) Commitment to society: put the main priority to safety and environmental sustainability the earth, obey rules very high moral, and as a company residents the community, play an active role in develop social aspects, cultural and economic good to the community regional and the global community.

So the importance of factors human resources it makes company management doing improvement human resources in the area. The main focus of improvement human resources among others is a factor competence and commitment employees.

According to R. Palan (2007, 8) use the model iceberg who describes the six kinds of characteristic of competence namely : knowledge, skills, values, self concept, traits, and motives. These characteristics can be grouped into two a large group that is hard competence and soft competence. Hard of competency as background education and training an employee of. Manufacturing Industries in general good enough, but should also in upgrade to employees can produce performed well. Soft competence who can be competence functional and leadership is competence not seen so it is more difficult to di-upgrade.

Based on the above analysis, look the important role competency and committed to increase of employee performance. Of preliminary observations conducted in employees in Manufacturing Industries, it can be seen that the skill employees especially competence, leadership and commitment employees is still low. This can be seen from the phenomenon fact that there are still employees poor in implementing the tasks, not can work together in teamwork and lack of a sense of responsibility. Next seen from of employee

performance, looked the limited of employee performance. This can be seen from employees often procrastinate the work so the completion of time the work is not on time, is not oriented at the success employment and the provision of employment only to people certain, work does not effective and work like robot without any creativity and the idea / suggestions. This has led to the low kineja owned employees.

## LITERATURE REVIEW

### 1. Competence

Malthis and Jackson (2006: 219) that competence is karakteristik-karakteristik basic can be connected with the performance of which jumped from individuals or a team. Gibson, James I, John M. Lvancevich, James H. Donnelly and Robert Konopaske (2012) provide explanations the process of competence in the work will be benefits as:

- 1) Help meet the needs of individual, as: direct behavior in diharapan standards and improved the skills.
- 2) The use of competency standard to help on policy selection to pick the candidate employee who best, associated with conformity behavior effective that have implemented functions, and responsibilities of. Someone manager could lead on a target that is selective and reduce the recruitment unnecessary, as for example by develop a set behavior needed for each function office and focus on conduct interview selection.
- 3) Maximize productivity, with competency standard to make an organization trying to effective and help to find employee who bias developed in a purposeful manner and meet the gap keterampilananya, that have implemented fungus duty.
- 4) A basis for development system remuneration, model competence can be used to develop system remuneration (return) a more flexible and more just. Policy remuneration will be directed and transparent by associating as much as possible decision by a set behavior expected shown of an employee.
- 5) Facilitate adaptation to change, in this era of environmental changes a very fast, affecting the nature of a and the consequent need for the ability new continues to rise. Model competence this gives means of to establish skill what is required to meet needs that would constantly change.
- 6) Adjust behavior working with values organization, model competence is the way the most striking to communicate values and things what it must be focus on were work employees.

### 2. Leadership

Kreitner (2008: 402) said, that leadership is the process of inspiration, affecting, and guide others to participate in the joint effort to. With these words other, leadership is a process influence inspiration social and guide others in the joint effort to. Next Kreitner (2008: 402) added that leaders assume responsibility guide a number of a constituent to the achievement of a goal thorough, whether to bring employees lead to greater productivity, guiding suppliers to a better understanding a way to work in order the more serve their customers company, or help investors appreciate strategy and how achievement company of strategy will

produces increased shareholder value. All need a solid in vision who supervised leader and eventually organization to a better performance.

Leadership shall jointly universal generate a level of performance and satisfaction subordinate high. In a different situation requires style leadership that is characteristic of personal and environmental forces. This theory also describes how perception hope influenced by the kontijensi of four styles leadership and various the attitudes and behavior employees. Behavior a leader gives motivation up to the levels (1) lower the barriers the disturbing the achievement of a goal, (2) guiding and support required by the employees, and (3) linked award which means to the achievement of a goal.

### 3. Commitments

Originating in employees to finish various duties, responsibilities and authority supported by motivation owned. Gibson *et al.* (2009: 121) expressed their commitment is acceptance employees over nilai-nilai organization (identification), the involvement of (involvement) psychologically and loyalty (loyalty). This means that commitment has three aspects: (1) an identification come into being in the trust employees over organisation; (2) loyalty, shows the attitudes and behavior that positive for his organization, an employee will have souls continues to defend his organization, tried to improve achievement and have confidence indeed to help realize organizational goal; (3) involvement, would have to have a sense of for employees to his organization. We hope that it can run and achieve success and welfare organization in the long term.

Further, hodge and anthony (1988 : 541) will factors commitment organization differently. As for factors affecting commitment organization is:

- 1) Satisfaction work when employees have personal satisfaction on duty, they will be tolerance in driving and control her if those who disappointment.
- 2) Identification when employees feel the goal in line with its aim company will cause identification and confidence that the company will benefit those.
- 3) Involvement work employee who active participate in companies and work (especially in decision-making also having a commitment and more interested in the organization.

### 4. Employee Performance

Performance individual employees increasingly important when an organization will do reposition employees. It means how organization need to know what factors influences the performance. The results of ananlisis is going to be beneficial for the construct program the development of human resources in steady. In turn performance individual would reflect degrees competence an organization. Ivancevich (2008: 109) define performance as function go on strike work in accordance with capacity, chance and his part want to indicated. While Gibson *et al.* (2009: 67) see performance as the level of success in implementing the tasks and the ability to hit its intended purpose and Robbins and Judge (2009: 74) identify performance as the achievement of its intended purpose is one of benchmark performance individual.

According to Suyadi Prawirosentono (1999: 30), in general there are four factors that can affect organisational performance, namely:

- 1) The effectiveness of the effectiveness of an organization is that if the purpose of these organisations could be achieved as the need planned. Efficiency pertaining to the number sacrifice issued in achieving the objectives. If salvation considered too big, thus it can be said inefficient. According to Hani Handoko (1995: 7), efficient is the ability to finish the job properly and effectiveness is the ability to choose appropriate destinations or equipment appropriate to accomplish its intended purpose.
- 2) Authority and responsibilities of the authority and responsibility is an important factor in mengefektifitaskan organisational performance. Masing-masing a member of a know what has been duties and responsibilities in an effort to reach a goal organization. According to bernard based translated by suyadi prawirosentono (1999: 30), authority is a person right to give orders (to subordinate). While responsibility is part that cannot be separated or as a result of possession of the authority. If there were authority mean by itself appear responsibility.
- 3) Discipline disciplinarian in general wisdom and insight obey laws and regulations. Discipline employees obedience employees are concerned in honor of the agreement is where he works. Discipline also closely related to the need to sentence for parties who violate, so that the thing is will give hue on performance organization.
- 4) Initiative the initiative the subordinate related to the power think of creativity in the form of an idea to plan something pertaining to organizational goals. In other words, the initiative participants organization is thrust progress that finally influences the performance an organization concerned. So the initiative is necessary to uapaya completed a work. Without any initiative so a job will not be reached or intractable, the goaleffectively and efficiently. Hence each worker have to dig power he thought to find different kind of the initiative in finish the job. .

## RESULT AND DISCUSSION

There are testing a positive influence competence ( $x_1$ ), leadership ( $x_2$ ) and commitment ( $x_3$ ) on performance of employee ( $y$ ) correlation test the results of the analysis correlation between competence, leadership, and commitment to performance of employees shown in the table 1:

**Table 1**  
**Double correlation between x1: competence, x2: leadership and x3: commitment to y of employee performance**

<b>Model Summary<sup>b</sup></b>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.909 <sup>a</sup>	.827	.816	.66602

a. Predictors: (Constant), Competence, Leadership, Commitment

b. Dependent Variable : Employee Performance

On the top is correlation between competence, leadership, and commitment to employee performance which has indicated by value  $r = 0.909$ . This means that there is a correlation a strong positive and in line between competence, leadership, and commitment on performance employees.

The significance correlation double the formulation hypothesis is as follows:

$H_0 = \beta_1 = \beta_2 = \beta_3 = 0$ . Competence, leadership and commitment have not significant correlations on performance of employees.

$H_1 \neq \beta_1 \neq \beta_2 \neq \beta_3 \neq 0$ . Competence, leadership, and commitment have significant correlations on performance employees. The significance correlation at the  $\alpha = 0.05$  is as follows:

**Table 2**  
**Correlations Test**  
**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.548	3	34.516	77.812	.000 <sup>a</sup>
	Residual	21.735	449	.444		
	Total	125.283	452			

Predictors: (Constant), Competence, Leadership, Commitment

Dependent Variable :Employee Performance

Value significance indicated by the magnitude of statistical produced, namely F-test = 77.812 > F-table = 2.79 with  $p(0.000) < \alpha = 0.05$  so  $H_0$  rejected. This indicates that there is a positive influence competence ( $x_1$ ), leadership ( $x_2$ ) and commitment ( $x_3$ ) on performance of employee ( $y$ ). The results of the analysis regression competence, leadership, and commitment on employee performance is presented in the table below this:

**Table 3**  
**The regression coefficient competence, leadership, and acommitment to employee performance**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.711	2.791		11.720	.000
	Competence	.015	.071	.015	.209	.835
	Leadership	.922	.085	.849	10.860	.000
	Commitment	.041	.034	.089	1.217	.230

a. Dependent Variable: Employee Performance

Table 3 above shows estimation the model,  $\beta_0$  (intercept) of 32.711;  $\beta_1$  of 0.015;  $\beta_2$  of 0.922 and  $\beta_3$  of 0.041. Until they reached the regression equation as follows:

$$\hat{Y} = a + b_1 X_1 + b_2 X_2 + b_3 X_3$$

$$\hat{Y} = 32.711 + 0.015 X_1 + 0.922 X_2 + 0.041 X_3$$

This equation can be defined as following:

- a) Constant of 32. 711 means: if competence ( $x_1$ ), leadership ( $x_2$ ) and commitment ( $x_3$ ) the value of the three are 0 so employee performance ( $y$ ) value of 32. 711 positive.
- b) The competence regression variable ( $x_1$ ) of 0. 015 which means: if competence increased by a unit, then employee performance ( $y$ ) will increased by 0. 015 unit assuming variable leadership and commitment are constant.
- c) The regression coefficient variable of leadership ( $x_2$ ) as much as 0. 922 means, if leadership increased by a unit, so employee performance ( $y$ ) will increase 0. 922 a unit of assuming variable commitment and variable competence are constant.
- d) The regression coefficient variable commitment ( $x_3$ ) as much as 0. 041 means, if commitment increased by a unit, so employee performance ( $y$ ) will increase 0. 041 a unit of assuming variable competency and leadership are constant.

The formulation hypothesis is as follows:

$H_0 = \beta_1 = \beta_2 = \beta_3 = 0$  (competence, leadership and commitment have not positive and significant effect on performance of employees).

$H_1 \neq \beta_1 \neq \beta_2 \neq \beta_3 \neq 0$  (competence, leadership, and commitment have positif and significant effect on performance of employees). The significant regression is presented in the table below this :

**Table 4**  
**ANOVA<sup>b</sup>**

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1 Regression	103. 548	3	34. 516	77. 812	. 000 <sup>a</sup>
Residual	21. 735	449	. 444		
Total	125. 283	452			

Predictors: (Constant), Competence, Leadership, Commitment

Dependent Variable :Employee Performance

Table 4 shows the statistics F-test = 77. 812 > F-table = f0. 05; 3; 49 = 2. 79 with -p (0. 000) <  $\alpha$  = 0. 05 so  $h_0$  rejected. It means competence, leadership, and commitment have positive and significant effect on performance of employees. After the probe so hypothesis research its fourth proven received or supported.

The size of the kontribution of competence, leadership, and committed to explain performance of employees measured by the coefficients of determination ( $R^2$ ). The size of the coefficient of determination is presented in table 5 the following:

**Table 5**  
**The coefficients determination competence, leadership and commitment to of employee performance**  
**Model Summary<sup>b</sup>**

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	. 909 <sup>a</sup>	. 827	. 816	. 66602

Predictors: (Constant), Competence, Leadership, Commitment

Dependent Variable :Employee Performance

Table 5 shows the R of 0.909 and value  $R^2$  of 0.816 which means contribution of competence, leadership, and committed to explain performance of employees is of 81.6% and the rest 18.4% described by other variables that not included in the model.

The influence of competence, leadership, and commitment on employee performance is positive and significant indicated by value a correlation coefficient of 0.909 with probabilities significance  $0.000 < 0.05$ . The influence of significant shown also by value regression, namely F test of 77.812 greater than F table = 2.79. This means that competence, leadership, and commitment awarded to an employee simultaneous had links and real impact of the performance of employees.

## CONCLUSION

Analysing data who carried and which are presented in analysis before, so can be concluded that Is the positive and significant competence of the performance of employees, so that employee performance can be increased by improving competence. Is the positive and significant leadership of the performance of employees, so that employee performance can be increased by improving leadership. Is the positive and significant commitment to of employee performance, so that employee performance can be increased by improving commitment. Is the positive and significantly from competence, leadership and commitment together on performance employees. The result of this research said that the leadership a dominant influence of employee performance, this can be seen of the value of the coefficients of determination more leadership greater than competence and commitment is as much as 0.906.

## REFERENCE

- Achua, Christopher F. and Robert N. Lussier, (2010), *Leadership*. Ohio : South Western Cengage Learning.
- Amirullah, (2002), *Perilaku Konsumen*, edisipertama, cetakan pertama, Penerbit : Graha Ilmu, Yogyakarta.
- Colquitt, Jason A, Jeffery A. Lepine and Michael J. Wesson. (2013), *Organization Behavior*. Singapore : McGraw-Hill.
- Davis, Keith dan John W. Newstrom, (2007), "*Organization Behavior*"; *Human Behavior at Work*. Singapore : McGraw-Hill.
- Dessler, Gary. "*Human Resource Management*". Pearson Prentice Hall. (2005).
- Febriani, I. S. (2004), *Hubungan antara Kepuasan Kerja dan Keterlibatan Kerja dengan Komitmen Organisasi pada Karyawan PT Astra International Tbk-Isuzu Cabang Semarang*. **Skripsi**. Semarang: Fakultas Psikologi Universitas Katolik Soegijapranata.
- Gibson *et al.*, (2009), *Organization: Behavior, Structure, Processes*, thirteenth edition Singapore, McGraw-hill internasional edition.
- Gibson, James L. , John M. Ivancevich, James H. Donnelly, Robert Konopaske, (2012), *Organizations, Behavior, Structure Process*, Fourth Edition, Boston, USA Mc. Graw Hill Inc.
- Gitosudarmo, Indriyodan I Nyoman Sudita, (2008), *Perilaku Organisasi*, edisipertama. BPFE, Yogyakarta.
- Hani Handoko, T. (1995), *Manajemen*, BPFE, Yogyakarta.
- Hasibuan, Malayu S. P. . (1994), *Manajemen Sumber Daya Manusia dan Kunci Keberhasilan, Haji Masyarakat Agung*, Jakarta.
- Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson, (2012), *Management of Organization Behavior 10<sup>th</sup> Edition*, Prentice Hall.
- Hodge, B. J. & Anthony, W. P. (1988), *Organization Theory*. America: Allyn & Bacon (third ed.)
- Hutapea, Parulian dan Nurianna Thoha, (2008), *Kompetensi Plus : Teori, Desain, Kasus dan Penerapan untuk HR dan Organisasi yang Dinamis*, Penerbit: Gramedia Pustaka Utama, Jakarta.



- Ivancevich, John M. (2008), *“Human Resources Management 10<sup>th</sup>”*. Singapore : McGraw-Hill.
- Jonathan, Sarwono. (2006), *Metode Penelitian Kuantitatif dan Kualitatif*. Yogyakarta: Graha Ilmu.
- Jones, Gareth R., (2013), *Organizational Theory, Design And Change, Seventh Ed.* , Boston, USA, Pearson.
- J. Supranto & Nandan Limakrisna. (2009), *Statistika Untuk Penelitian Pemasaran dan Sumber Daya Manusia*. Jakarta. Mitra Wacana Media.
- Kaihatu, Thomas Stefanus dan Wahyu Astjarjo Rini, (2007), *“Kepemimpinan Transformasional Dan Pengaruhnya Terhadap Kepuasan Atas Kualitas Kehidupan Kerja, Komitmen Organisasi Dan Perilaku Ekstra Peran : Studi Pada Guru-Guru SMU Di Kota Surabaya”*. *Jurnal Manajemen dan Kewirausahaan*, Vol. 98 No. 1, pp: 49-61.
- Kerlinger, Fred. N. (2003), *Azaz-azaz Penelitian Behavior*. Yogyakarta : Gajah Mada Universitas Press.
- Knoers, A. M dan Hadinoto, S. R, (2001), *Psikologi Perkembangan: Pengantar dalam Berbagai Bagiannya*, Penerbit : Gajah Mada University Press, Yogyakarta.
- Kreitner, Robert dan Angelo Kinicki. *“Perilaku Organisasi”*, Jilid 2, Jakarta:Salemba Empat, (2005).
- Kreitner, R. dan Kinicki, A. (2008), *“Organizational Behavior : Key Concepts, Skill & Practices”*. Boston : McGraw-Hill/Irwin.
- Kriyantono, Rachmat. (2007), *Teknik Praktis Riset Komunikasi*. Jakarta : Kencana Prenada Group.
- Kuntjoro, Zainuddin Sri (2002), *Komitmen Organisasi*. Http ://www.epsikologi. com/ masalah/ 250702. htm.
- Lumley, E. J., M. Coetzee, R. Tladinyane, dan N. Ferreira. , (2011), *“Exploring The Job Satisfaction And Organizational Commitment Of Employees In The Information Technology Environment”*. *Southern African Business Review*. Vol. 15, No. 1. Hh. 100-118.
- Luthans, Fred, (2008), *“Organizational Behavior”*. Singapore : McGraw-Hill.
- Malthis, Robert L. dan John H. Jackson, (2006), *Human Resource Management (Manajemen Sumber Daya Manusia)*, Edisi Sepuluh, Terjemahan : Diana Angelica, Penerbit : Salemba Empat, Jakarta
- Mathis, L. Robert dan Jackson, John H. *“Manajemen Sumber Daya Manusia”*. Jilid 1. Jakarta: Salemba Empat. (2009).
- Mangkunegara, Anwar Prabu. *Manajemen Sumber Daya Manusia*, Bandung: Badan penerbit. PT. Rosdakarya, (2005).
- Manullang, (2002), *Manajemen Personalia*, Penerbit : Ghalia Indonesia, Jakarta.
- Moh As’ad. (2003), *Psikologi Industri*. Yogyakarta: Libery.
- Muhammad Agus Tulus. (1995), *Manajemen Sumber Daya Manusia Panduan Mahasiswa*, P. T. Gramedia Pustaka Umum, Jakarta.
- Oktorita, Dkk. (2001), *Hubungan Antara Sikap Terhadap Penerapan Program K3 dengan Komitmen Karyawan Pada Perusahaan*. *Jurnal Psikologi*. No 2 (116-132).
- Paula, Crouse, Doyle Wendy and Young Jeffrey D. (2011), *Trends, Roles, and Competencies in Human Resource Management Practice: A Perspective from Practitioners in Halifax, Canada*. *Proceedings of ASBBS*, Vol. 18 No. 1.
- Prasetyo, Lis. *“Pengaruh Gaya Kepemimpinan Terhadap Kinerja”*, *Jurnal NeoBisnis*, Vol 2, No. 2, Desember 2008.
- Prihadi, S, (2004), *Kinerja, Aspek Pengukuran*, Penerbit : PT. Gramedia Pustaka, Jakarta.
- Priyatno, Duwi. (2008), *Mandiri Belajar SPSS*, Cetakan Ketiga. Yogyakarta : Media Kom.
- Quick, James Campbell and Debra L. Nelson, (2009), *“Organizational Behaviour: Foundations, Realities and Challenges”*. The United States: Thomson South-Western.
- Reza, Aditya. *“Pengaruh Gaya Kepemimpinan, Motivasi dan Disiplin kerja Terhadap Kinerja Karyawan”*. Skripsi Mahasiswa Universitas Diponegoro, (2010).
- Robbins, Stephen P. and Timothy A. Judge (2009), *Organizational behavior*. Singapore: Person international.
- Robbins, Stephen P. and Judge Timothy A. (2013), *Organizational behavior*, fifteenth Edition, Pearson International Edition, USA.
- Robbins, Stephen P, dan Timothy A. Judge, (2009), *“Organizational Behavior”*. New Jersey : Prentice Hall.

- Robbins, Stephen P, dan Timothy A. Judge, (2013), "*Organizational Behavior*". New Jersey : Prentice Hall.
- Santosa dan Ashari. 2005, *Analisa Statistik dengan Microsoft Excel & SPSS*. Yogyakarta: Andi
- Schermerhorn, Hunt, Richards, Osbron, (2011), *Organizational Behavior, Emerging Knowledge And Practice For The Real World*, Fifth Edition, USA, Mc. Graw Hill, Inc.
- Sedarmayanti. "*Manajemen Sumber Daya Manusia*". Cet kelima. Bandung: PT Refika Aditama, 2011.
- Sekaran. 2000, *Research Methods for Business, A Skill-Building Approach*, Thirt Edition. America: John Woley & Sons, Inc.
- Siregar, Sofyan. (2010), *Statistik Deskriptif Untuk Penelitian*. Jakarta : Rajawali Pers
- Siswandoko, Tjatjuk, dan Darsono. "*Sumber Daya Manusia Abad 21*". Jakarta: Nusantara Consulting. 2011.
- Sparrow, Paul R, Anil Chandrakumara, and Nelson Perera, (2010), "*Impact of work values and ethics on citizenship and task performance in local and foreign invested firms a test in a developing country context*". Centre for health development – CHSD Sydeny Business School, pp. 1-8.
- Sugiyono, (2005), *Statistika untuk penelitian*, Bandung : Alfabeta.
- Sugiyono, (2009), *Metode Penelitian Bisnis*. Cetakan ke -14. Bandung. Alfabeta
- Sukmalana, Soelaiman, (2010), *Perencanaan SDM (Konsep, Proses, Strategi dan Implementasi)*, Jakarta PT. IPU Publishing.
- Susanty, Aries dan Rizqi Miradipta, (2013), "*Anahysis of the effect of attitude towards works, organizational commitment, and job satisfaction, on employee's job performance*". European Journal of Business and Social Sciences, Vol. 1, No. 10, pp 15-24.
- Sutrisno, Edy. "*Manajemen Sumber Daya Manusia*". Ed. 1. Jakarta: Kencana Prenada Media Group. 2009.
- Suyadi Prawirosentono. (1999), *Manajemen Sumber Daya Manusia : Kebijakan Kinerja Karyawan*, BPFE Yogyakarta.
- Tampubolon, Biatna Dulbert. "*Analisis Faktor Gaya Kepemimpinan dan Faktor Etos Kerja terhadap Kinerja Pegawai pada Organisasi yang telah Menetapkan SNI 19-9001-2001*", Jurnal Standarisasi Vol. 9 No 3, 2007.
- Thoha, Miftah. *Kepemimpinan Dalam Manajemen*, Jakarta, PT. Rajagrafindo Persada, 2010.
- Umam, Khaerul. "*Perilaku Organisasi*", Bandung : CV Pustaka Setia, 2010.
- Veithzal Rivai, (2006), *Kepemimpinan dan Perilaku Organisasi*. Jakarta: PT. Raja Grafindo Persada.
- Veithzal Rivai dan Ella Jauvani Sagala. "*Manajemen Sumber Daya Manusia. Untuk Perusahaan*". Cet ke 3. Jakarta: Rajawali Pers. 2010.
- Wibowo, *Manajemen Kinerja*, Jakarta: Rajawali Pers, 2012.
- Yukl, Gary A. (2010), "*Leadership in Organizations*". New Jersey : Prentice Hall.
- Yunarsih, Tjutju dan Suwatno, (2008), *Manajemen Sumber Daya Manusia, Teori, Aplikasi dan Isu Penelitian*, Cetakan Kesatu, Penerbit : Alfabeta. Bandung.