

LEADERSHIP, COMPETENCY, WORKING MOTIVATION AND PERFORMANCE OF HIGH PRIVATE EDUCATION LECTURER WITH INSTITUTION ACCREDITATION B: AREA KOPERTIS IV BANTEN PROVINCE

Untung Rahardja¹, Anoesyirwan Moeins² and Ninda Lutfiani³

The purpose of this study is to study and obtain empirical evidence of leadership, competence, motivation on performance with accreditation of higher education institutions that are the objectives of education quality. This research uses explanatory-causality approach in explaining the relationship between leadership, competence and motivation to performance with institution accreditation. The data source is primary. The time dimension is one shot study. Methods of data collection are surveys. Research data in the form of subject data that states leadership, competence and motivation to performance with accreditation institute of higher education. Respondents are college stakeholders. The unit of analysis is Individual. The results showed that leadership, competence and motivation have a positive effect on performance improvement. Good performance has a positive effect on improving the results of institutional accreditation. While leadership has a negative effect, competence has a positive effect and motivation has a positive effect on institution accreditation. Follow up research can be determined positive variables to improve the accreditation of institutions.

Keywords: Leadership, Competence, Motivation on Performance, Accreditation, Explanatory Causality

INTRODUCTION

Higher Education is a place to run education consisting of students as learners and lecturers as teaching staff to be able to achieve the national development goals. In carrying out the educational process there are determinants, implementing the national standard of education, such as: 1. Graduate Competency Standards, 2. Learning Content Standards, 3. Learning Process Standards, 4. Learning Assessment Standards, 5. Lecturer Standards and Teacher Education, 6. Standard Facilities and Infrastructure of Learning, 7. Learning Management Standards, 8. Learning Financing Standards, 9. Research Standards, 10. Community Service Standards.

The paradigm of educational development should have implications for a change of perspective in educational development, from a perspective that considers education as a public service sector to an educational perspective as a product investment capable of promoting the growth of people in various areas of life. Because education is not a field a part from "life" other. The educational paradigm

¹ Faculty of Management Sciences Universitas Persada Indonesia YAI. Jakarta Indonesia.

² Faculty of Management Sciences Universitas Persada Indonesia, Jakarta, Indonesia

³ STMIK Raharja. Jakarta, Indonesia

Correspondent Author : amarta.nandan@gmail.com

in development that our current policy-makers follow today has weaknesses, both theoretical and methodological.

Some of the problems of education in Indonesia according to APTISI in the event of Problems and Challenges of Higher Education in Indonesia, on June 14, 2017, among others: Poverty and limited capitalization of campus, low qualifications of teachers and lecturers, lack of facilities and infrastructure, low application of technology on campus, distance traveled, and length of access to campus, less link and match between campus and industry, academic and vocational education ratio, education system and curriculum not based on good character, campus, teachers and lecturers less creative.

The basic of the accreditation of an educational institution that is Law Number 20/2003 on National Education System (Articles 60 and 61). Law Number 14/2005 on teachers and lecturers (Article 47) of Government Regulation Number 19/2005 on National Education Standards (Articles 86, 87 and 88). Regulation of the Minister of National Education of the Republic of Indonesia Number 28/2005 concerning National Accreditation Board of Higher Education. Based on April 27, 2017 issued by the Ministry of Research and Technology, as follows:

Higher Education Data Ministry of Research and Technology

<i>Number</i>	<i>Higher Education Types</i>	<i>Sum</i>
1	Stated Universities in Indonesia	121
2	Privat Universities in Indonesia	3.109
3	State Religious College in Indonesia	958
4	State College Services in Indonesia	175

Source: Research Higher Education

Improving the quality of education is a choice of universities both accreditation of study programs, let alone accreditation institutions. Accreditation becomes an important asset for establishing the position of a college institution or study program in the level of management competition with other university institutions and study programs and is a benchmark for the institutional user of the college program products to ensure that the graduates are viable as resulted from a management process well guarded.

Research highlights leadership, competence and motivation. Discussing the role of leadership within an organization means discussing the situation and behavior of leaders in a formal container. Leadership problems within the organization are always faced with issues that are never thoroughly discussed because a leader always confronts a group that sometimes becomes an enemy. Therefore, psychologically a person who will serve as a leader should have prepared themselves for leadership science. Some leadership types and leadership theories are certainly not easy.

The low competence of lecturers in pedagogic, professional, self-development and social competence are also problems in developing universities. The demand of qualified lecturers in developing the learning process, supporting the research and community service, on the other hand the low increase of lecturer competence which is also the responsibility of the college, is not implemented properly. Low motivation results in the loss of someone's desire to do an act, not excited, so there is no seriousness, or a sincere desire to produce something good. So produce something that is low and can not produce something quality.

This research contributes to, first, economics, especially in the field of human resources by using the perspective of leadership, competence and motivation. Second, Higher Education Institution, Faculty, Study Program in improving university standard mandatory or voluntary. Third, further research for human resources researchers in terms of performance as a study that plays a role in the process that affects the Accreditation of Higher Education Institutions.

LITERATURE REVIEW

Leadership

Leadership is defined by various experts but in general leadership describes the relationship between the leader and the follower (Locander *et al.*, 2002). Locander *et al* (2002) further explains that leadership implies the leader influences the follower but the relationship between the leader and the follower is mutually beneficial to both parties. According to Tead; Terry; Hoyt (in Kartono, 2003). Understanding Leadership is the activity or art of influencing others to want to cooperate based on the person's ability to guide others in achieving the goals desired group. Such leadership is actually the result of a one-way influence, since leaders may have certain qualities that distinguish themselves from their followers. compliance induction theorist view leadership as coercion or imposition of influence indirectly and as a means of forming groups according to the will of the leader (Moejiono, 2002).

Lok and Crawford (2001) view leadership as a process affecting the activities of an organization in an effort to set and achieve goals. In line with the above description, Andrews and Field (1998) conclude three important elements that must exist in leadership: leaders, follower, and interaction between of there. Without these three essential elements, then leadership will never exist. From some of the above definitions can be concluded that leadership is the ability to influence others, subordinates or groups, the ability to direct the behavior of subordinates or groups, have the ability or special skills in the field desired by the group, to achieve organizational or group goals.

Competence

McAshan (2003) explain that competence is a knowledge, skills, and abilities or capabilities that a person achieves, which become part of his or her being to the

exent or she can satisfactorily perform particular cognitive, affective, and psychomotor behaviors. Understanding Competence by Robbins and Judge (2007: 57-61), competence or ability means the capacity of an individual to perform various tasks in a job. Ability is a recent assessment of what a person can do. Robbins shares the overall ability of a person into two sets of factors: intellectual ability, ability needed to perform various mental activities, thinking, reasoning, and problem solving. Intelligent individuals usually earn more money and higher levels of education. Intelligent individuals are also more likely to be leaders in a group.

There are seven most frequently mentioned dimensions that shape intellectual ability are numbers, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization, and memory. There is a difference in job demands for employees when using their intellectual abilities. In Law Enforcement Number 14/2005 on teachers and lecturers mentioned that the competence of lecturers include: pedagogic competence, personality competence, social competence, and professional competence obtained through professional education, training, and professional experience.

Motivation

Motivation is an impulse of the will that causes a person to perform an action to achieve a certain goal. Motivation comes from the word motive which means “encouragement” or stimulation or “driving force” that exists within a person. According Uno (2007), motivation can be interpreted as an internal and external impulse in a person indicated by the existence; desires and interests; encouragement and need; hope and aspiration; appreciation and respect.

Machrony (2009) defines motivation as a psychological state and a mental attitude that energizes human beings, encourages activities, and directs or channel behavior toward achieving needs that satisfy or reduce imbalances. Robbins and Judge (2007) define motivation as a process that explains the intensity, direction and persistence of effort to achieve a goal.

Performance

Understanding the performance according to Mangkunegara (2001) is “the work in quality and quantity achieved by an employee in performing their duties in accordance with the responsibility given to him”. Quality is meant here is seen from the smoothness, cleanliness and accuracy in the work while the quantity seen from the number or number of jobs to be completed employees.

While Handoko (2000), defines performance as a process by which the organization evaluates or assesses employee performance. Tika (2006) defines performance as the results of a person’s job function that is influenced by various factors to achieve organizational goals within a certain period of time. Besides performance can also be interpreted as a result of one’s efforts achieved with the

ability and needs in certain situations. So that performance is the result of inter-business, ability and perception of tasks.

Institutional Accreditation

Accreditation is the determination of quality standards and assessment of an educational institution (higher education) by parties outside independent institutions. Accreditation also means a government effort to standardize and guarantee the quality outcome from higher education so that the quality of graduates between universities is not very varied and according to work needs. At the opening of the academic manuscript book *Accreditation of Higher Education Institutions*, it was explained that accreditation is a comprehensive evaluation and evaluation process of the college's commitment to the quality and capacity of Tri Dharma universities to determine the feasibility of education programs and units. Evaluation and assessment in the framework of institution accreditation is conducted by assessors team consisting of experts who understand the nature of management of universities.

Accreditation is understood as the determination of quality standards as well as the assessment of an educational institution (in this case higher education) by parties outside the educational institution itself. Given the various notions about the nature of universities (Barnet, 1992) then the criteria of accreditation can be different. Barnet points out that there are at least four notions or concepts about the nature of colleges:

1. College as a producer of qualified manpower. In this sense higher education is a process and students are perceived as outputs that have value or price in the labor market, and that success is measured by the rate of employment rate and is sometimes measured at the level the income they earn in their careers.
2. College as a training institution for researcher's career. The quality of the college is determined by the performance of research staff members. Feedback of inputs and outputs shall be calculated by the number of staff awarded by the results of their research (either at the national or international level), or the amount of funds received by staff and / or by their agencies for research activities, or the number of scientific publications published in Scientific magazine recognized by peer group.
3. Higher education institutions as an efficient management organization. In this sense, universities are considered good if the resources and funds available, the number of students through the process of education (throughput) is greater.
4. College as an effort to expand and enhance the enrichment of life. The indicator of institutional success lies in the rapid growth of the number of students and the variety of types of programs offered. The large ratio of

students and the low tuition fees of each student is also seen as a measure of college success.

Looking at the purpose and means of assessment, of course accreditation is important (read: very important). Accreditation is a form of standardization. In technological engineering, the use of the same standard allows all the different elements to be integrated. For example just the size of a car tire. With the same standards, different companies can make their own tire versions, but can still be paired to a car. Standardization of education is very important if we want our education forward. With the same standard, the graduate of engineering degree from PT A, will be relatively parallel with engineering degree from PT B. Institutional accreditation models encourage universities to look at institutional capacity, educational effectiveness.

EMPIRICAL STUDY

1. The research entitled “The Influence of Leadership, Competence, Performance and Compensation on Employee Performance” on behalf of Maria Gratia Prima Sarman, while the research result is research to know influence of leadership, competence, performance and compensation to employees performance to employees of Ministry of Religion East Nusa Tenggara, with the number of respondents 100 people. Partial research results that leadership and competence bring a positive influence on performance, while motivation and no compensation to give a positive influence on performance.
2. Research entitled The Influence of Competence, Motivation and Organizational Culture on Employee Performance: The Role of Organizational Commitment Mediation. This research was conducted by Agustina Rantesalu, Abdul Rahman Mus, Mapparenta, and Zaenal Arifin. The purpose of this study was to analyze the influence of competence, motivation and organizational culture on organizational commitment and employee performance. The study was conducted at the Institute of Education and Training of South Sulawesi Province with a population of 513 people and based on Slovin formulation; Sample set as many as 224 employees. The research hypothesis was tested using Structural Equation Models (Moment Structure Analysis, AMOS version 18). The study found that organizational competence and culture have a positive and significant influence on organizational commitment. Work motivation has a negative and insignificant effect on organizational commitment. Competence, organizational culture and organizational commitment have a positive and significant impact on employee performance. Work motivation has a negative and insignificant effect on employee performance. Organizational commitment as a mediation variable in explaining the effect of work motivation on employee performance, while on, explaining the influence of competence and organizational culture on performance, organizational commitment is not proven.

3. Research entitled: Influence Commitment, Competence, Job Satisfaction on Motivation, and Employee Performance on Integrated Services Office East Java. By: Murgianto, Siti Sulasmi, Suherman. This study aims to determine the commitment, competence, motivation and job satisfaction on performance. The method used is a survey with a population of employees in 7 districts of East Java Province, Indonesia with 250 respondents. Sample was taken from 154 respondents at random. Method of data analysis using Structural Modeling (SEM) with AMOS Version 2. The result of research indicate that after applying one stop service integrated have improve employee performance because work motivation partially mediate influence of job satisfaction to employee performance. The dominant variables in influencing work motivation are commitment, then competence and job satisfaction. In general it can be concluded that the commitment, competence and job satisfaction of each significant effect on employee motivation in Integrated Service Office in East Java, accept the truth. While the work motivation significantly influence the performance of employees in the Office of Integrated Services in East Java Province.
4. The Influence of Competence and Motivation and Cultural Organization on Organizational Commitment and Performance of State University Lecturers in East Kalimantan Indonesia. The number of samples multiplied by 5 to 10, and using 47 indicators to get $47 \times 5 = 235$ samples. The result of analysis shows that the competence of lecturer, motivation and organizational culture partially has no significant effect on organizational commitment with $p > 0,05$. It was found that the competence of lecturer, motivation and organizational culture was partially significant to lecturer performance at $p < 0,05$. Competence, motivation and organizational culture indirectly have no significant effect on lecturer performance through organizational commitment, it indicates that organizational commitment variable is not a variable of mediation between competence, work motivation and organizational culture on performance at Stated University East Kalimantan. To improve the performance of lecturers it is advisable to pay attention to competence, motivation and organizational culture.
5. The Effect of Competence and Motivation on Employee Performance at PT Pos Indonesia Bandung. The background of this study is the decrease in employee performance and the increasing number of employees who are absent. The problem needs to be addressed. This study aims to determine: (1) the level of competence (2) the level of motivation, (3) the level of performance, (4) the influence of competence and motivation on employee performance either partially or simultaneously by using descriptive survey method and explanation. The unit of analysis is the employee of PT Pos Indonesia Bandung. The population consists of 245 employees and the sample is drawn at random

as many as 78 employees. The method of analysis is path analysis. The results showed that competence and motivation have a significant and positive effect on the performance simultaneously equal to 54.70%. Partially, competence have positive and significant effect to the performance of 65,60% and work motivation have positive and significant influence to performance equal to 24,40%. The recommendation is that competencies can be improved through continuing education and training, while motivation can be improved through development, appreciation, and recognition.

RESEARCH METHODOLOGY

This study is an empirical test that will test the hypothesis. Therefore, the approach used in this study is explanatory-causality. Explanatory research Sugiyono (2006) is a study that explains the causal relationship between the variables that affect the hypothesis. In the study examined the interrelationship between leadership variables, competence, motivation, performance and accreditation institutions and this study serves to explain, predict and control a symptom. Therefore, in this research will be explained about the interactive or reciprocal relationship between the variables to be studied and the extent to which relationships affect each other.

Population and Sample: population in this research is all college lecturer in Kopertis Region IV. The sampling technique in this research is done through two stages, the first stage that determines the lecturer in the environment of Raharja College as many as 78 people, the amount taken from the Department, lecturers teaching foundation, quality control group, Raharja Enrichment Center, Mavib, with purposive sampling with consideration Characteristics of lecturer heterogeneity with population of each region. Second, determine the employee population of 78 employees, without using the sample.

Definition of Operational Variables: In this study consists of five variables consisting of three exogenous variables and two endogenous variables. Exogenous variables include leadership, competence, motivation and two endogenous variables of institution performance and accreditation, the definition of operational definition is the element of research that tells how to measure the variables.

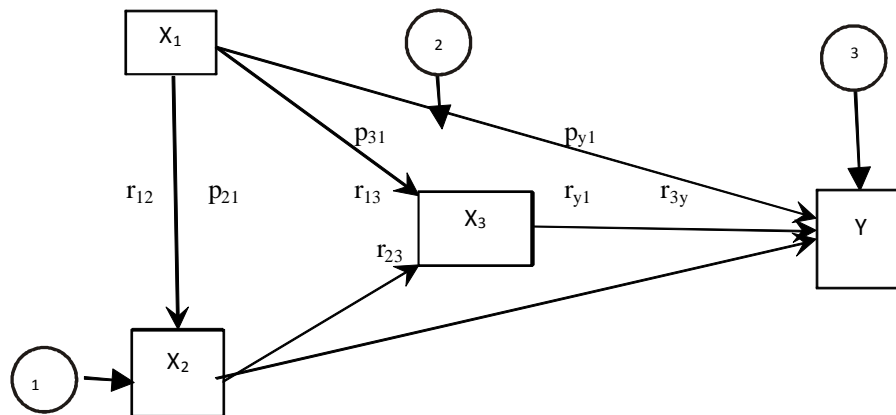
Leadership to the organization (X1): Leadership is a way of influencing Raharja College with indicators (1) Honest, (2) Tolerance, (3) Discipline, (4) Cooperation, (5) Creative, (6) Self, (7) Want To Know, (8) Communicative, (9) Sense of Concern, (10) Responsibility, (11) Polite, (12) Confidence, (13) Spiritual / Religious, with 26 items of questions.

Competence (X2) : Competence is the willingness and ability of individuals who are relatively stable when faced with situations and workplace formed from the synergy between character, self concept, internal motivation, as well as capacity of conceptual knowledge. With indicators (1) pedagogik, (2) professional, (3) personality and (4) social, with 46 questions items.

Work Motivation (X3): Motivation is the perseverance and hard work of the individual after the intrinsic and extrinsic goals are met, with the following items: The indicators used are: 1. intrinsic motivation, 2. extrinsic motivation with as many as 23 items of questions consisting of 14 intrinsic motivation items and extrinsic motivation 9 items of questions.

Performance (Y1): Performance is the result of the quality and quantity of work an employee makes in performing his duties in accordance with the responsibilities afforded to him. Performance indicators by Gomez include: 1) total employment; 2) quality of work; 3) timely implementation of work; 4) service orientation; 5) integrity; 6) discipline; 7) cooperation; 8) initiative; 9) working knowledge of his work; 10) Quality of employees with 10 items of questions.

Institutional Accreditation (Y2): Accreditation of the High-Desert Installation is a comprehensive evaluation and assessment process of the college’s commitment to the quality and capacity of the university’s tridarma program to determine the feasibility of the program and the education unit. Indicators of Institutional Accreditation include: 1) vision, mission, goals and objectives and achievement strategies; 2) governance, leadership, management system and quality assurance; 3) students and graduates; 4) human resources; 5) curriculum, learning, and academic atmosphere; 6) financing, facilities and infrastructure, and information systems; 7) research, service / community service, and cooperation. With 65 question items.



Data Analysis Techniques: In this study using SEM analysis tool that is useful to predict the dependent variable is the employee’s performance with the number of independent variables is the variable leadership, competence and motivation and independent variables is institutional accreditation, where the performance variable is an intervening variable.

Testing hypotheses about relationships among variables is highly dependent on the quality of the data used in the test. Therefore, the data must be valid and reliable. Validity indicates the rate at which the tools of measures what you want to measure. In this study used the questionnaire as a measuring tool that must be valid questionnaire. While reliability is an index indicating the extent to which a reliable measuring instrument, which means that the measuring tool used if used more than once, the results remain consistent.

FINDINGS RESEARCH

Goodness Fit Criteria: This stage is tested for conformity model through a review of the goodness of fit criteria. Here are some index compliance and cut-off values to test whether a model is acceptable or rejected, as required: 1. Chi-square statistics, 2. RMSEA (Root Mean Error of Approximation). 3. GFI (Goodness of Fit Index). 4. AGFI (Adjusted Goodness of Fit Index). 5. CMIN / DF, is a Simple Simple Limitations Function divided by the Degree of Freedom. 6. TLI (Tucker Lewis Index), 7. CFI (Comparative Fit Index).

TESTS HYPOTHESES ON STRUCTURAL EQUATIONS

<i>Relationship of Causality</i>	<i>Estimation</i>	<i>Critical Ratio</i>	<i>p-value</i>
Leadership (X1) -> Performance (Y1)	0.401	4.323	0.000
Competence (X2) -> Performance (Y1)	0.334	3.192	0.001
Motivation (X3) -> Performance (Y1)	0.278	3.105	0.002
Performance (Y1) -> Institutional Accreditation (Y2)	0.323	2.444	0.013
Leadership (X1) -> Institutional Accreditation (Y2)	0.222	2.407	0.016
Competence (X2) -> Institutional Accreditation (Y2)	0.206	1.969	0.048
Motivation (X3) -> Institutional Accreditation (Y2)	0.239	2.259	0.008

The Effect of Leadership on Performance

The results of hypothesis testing about the influence between variables with AMOS 20.0 software shows the influence of leadership on performance. Number of leadership variables coefficient trajectory on performance at Raharja College of 0.401 with p value 0.000 smaller than 5%, meaning that leadership has a significant effect on performance at Raharja College. Thus the first hypothesis (H1) in this study which states that leadership affect performance at Raharja College is acceptable. Therefore, leadership must always be improved especially in influencing others to cooperate based on people's ability to guide others to achieve the goals of Raharja College.

Because the findings of this study are to support theories that have been disclosed Wiranata (2011) that leadership affects employee performance and stress. A good leader can support improving the performance of his workers in carrying out the work on Raharja College. Therefore, a leader must strive to always know

the level of performance of human resources in college, how to calculate performance and reward in accordance with the performance that has been produced. Therefore it can provide an increase thus can give high hopes for leader in supporting the purpose of Raharja College.

The Influence of Competence to Performance

The result of hypothesis testing about the influence between variables with AMOS 20.0 software shows the influence of competence on performance. Number of competence variables trajectory track on performance at Raharja College of 0.334 with a value of 0.001 p is smaller than 5%, meaning that the competence has a significant effect on the performance at Raharja College. Thus the second hypothesis (H2) in this study which states that the competence affects the performance in Raharja College is acceptable.

Therefore, competence is the ability of a person to perform a task that diverse. In the competence there is the ability of intellectual, the ability to perform mental activities, thinking, reasoning, and solve problems. Competence in this case is pedagogical, professional, personality and social competence. Because the findings of this study are to support theories that have been disclosed Zain, *et al.* (2012) shows the competence has a relationship with performance. Similarly, the results of research Bismark, *et al.* (2012) shows the competence effect on performance.

A competence person is the task dimension of the task, in which the action is used by the employee to accomplish their job duties satisfactorily and what the employee gives in different forms and levels of performance. This limitation implicitly implies that there is a relationship between competence and employee performance. Spencer (Sudarmanto, 2009), good employee competence can support employee performance in support of Raharja College goals. Therefore, a leader must strive to always know the competence of human resources in universities, how to place competence as an aspect that is very important to produce maximum work.

Influence Motivation on Performance

The result of hypothesis testing about the influence between variables with AMOS 20.0 software shows the influence of motivation to performance. Number of variables of track coefficient motivation on performance at Raharja College equal to 0,278 with p value 0,002 less than 5%, meaning motivation have a significant effect to performance at Raharja College. Thus the third hypothesis (H3) in this study which states that motivation affect performance at Raharja College is acceptable. Therefore, motivation must always be improved both intrinsic and extrinsic motivation, because by increasing the motivation it will be able to improve performance.

Because the findings of this study are to support the theories that Gomez (2003) has suggested that performance is a function of motivation and ability or can be written by the formula $P = f(M \times A)$ where P = performance, M = motivation / motivation, A = ability. An employee will be motivated in the job if his job performance needs are met well, motivated employees to continue to work well to support Raharja College goals. Therefore, a leader must strive to always know the level of motivation of human resources in college, how to motivate employees with the aim of maintaining employee stability. Ability inherent in a person and is innate as well as embodied in action in work, while motivation is a very important aspect to move the creativity and ability of a person in doing. From some of the description that has been described can be concluded that the employees are able to do the job and want to achieve maximum results in his work. Manifestation of maximum performance, it takes an impulse to bring the will and morale, that is with motivation. Motivation serves to stimulate the ability of employees will create maximum performance results.

Implications

The implication in the perspective of the development of theory, the results of this study is considered as the development of the theory of human resources by taking into account the leadership, competence and performance of employees in Raharja College. The results of this study have theoretical implications that leadership, competence and performance affect the performance, in addition, employee performance also affects the improvement of accreditation institutions in Raharja College. In previous research in the field of higher education prefer variables commitment, leadership, job satisfaction, motivation associated with the performance of this study proves that the competency variable is also important factor in improving employee performance, and also indirectly also increase accreditation institution.

The results show similarities and supporting / research theories: Lopez (2007); Xiaohua (2008); Meyer *et al.* (1989); Siders *et al.* (2001) that commitment will increase work motivation. Spencer (1993) that high motivation of competent employees, employees with good competence will foster high motivation towards the organization. Wiranata (2011: 155), who said that good leadership can improve employee performance.

CONCLUSIONS

The first hypothesis (H1) in this study which states that leadership affect performance at Raharja College is acceptable. Therefore, leadership must always be improved especially in influencing others to cooperate based on people's ability to guide others to achieve the goals of Raharja College. The second hypothesis (H2) in this study which states that the competence affects the performance in

Raharja College is acceptable. Therefore, competence is the ability of a person to perform a task that diverse. The third hypothesis (H3) in this study which states that motivation affect performance at Raharja College is acceptable. Therefore, motivation must always be improved both intrinsic and extrinsic motivation, because by increasing the motivation it will be able to improve performance.

References

- Mulyasa. (2003). *Kurikulum Berbasis Kompetensi*. Bandung: Remaja Rosda Karya.
- Akbar, Febrian Nurtaneo; Noermijati, (2011). Pengaruh Motivasi Intrinsik dan Motivasi kstrinsik Terhadap Kinerja Karyawan Pada PT Perkebunan Nusantara XII Surabaya, *Jurnal Ilmiah Mahasiswa Fakultas Ekonomi Brawijaya*, (Volume : 1, No 2, pp. 1-8), <http://jimfeb.ub.ac.id/index.php/jimfeb/article/view/366/0>, diakses tanggal :5 Agustus 2017.
- Babatunde, Osabaya, (2015). The Impact of Leadership Style on Employee's Performance in an Organization, *Public Policy and Administration Research*, (volume 5, no. 1, pp. 191-205) www.iiste.org
- Brahmasari dan Suprayetno. (2008). Pengaruh motivasi Kerja, Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan serta Dampaknya Pada Kinerja Perusahaan (Studi Kasus Pada PT Pei Hai Internasional Wiratama Indonesia).
- Dubrin, (2005). *Leadership: Research Findings, Practice, and Skills 7th Edition*, South Western Cengage Learning,
- Hamzah, B. Uno, *Teori Motivasi dan Pengukuran di Bidang Pendidikan*, Jakarta : Bumi Aksara.
- Handoko, T. Hani. (2003). *Manajemen*. Cetakan Kedelapan belas. BPFE Yogyakarta, Yogyakarta.
- Harkunsari, Untrika, (2012). Hubungan Kompetensi dan Kinerja Pegawai Negeri Sipil pada Kator Regional V Badan Kepagawaian Negara Jakarta, *Fakultas Ilmu Sosial dan Ilmu Politik Departemen Ilmu Administrasi Negara, Universitas Indonesia, Depok*.
- Imam, Moejiono, (2002). *Kepemimpinan dan Keorganisasian*, Yogyakarta, UII Press.
- Kartono, Kartini, (2003). *Pemimpin dan Kepemimpinan*, PT. Grafindo Persada. Jakarta.
- Limbong, Putri Mei R, (2014). Hubungan Kompetensi dengan Kinerja Karyawan pada PT. Sariwangi AEA Gunung Putri, *Departemen Manajemen Fakultas Ekonomi dan Manajemen Institut Pertanian Bogor.noermijati*,
- Locander, W.B., F. Hamilton, D.Ladik & J. Stuart., (2002). Developing a leadership- rich culture: The missing link to creating a market-focused organization. *Journal of Market-Focused Management*. Vol. 5, pp. 149-163.
- Lok, Peter; Crawford, John. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment, *Journal of Management Development* , Vol. 23 No. 4, pp. 321-338, Emerald Group Publishing Limited 0262-1711 DOI 10.1108/02621710410529785.
- Luhtan, Fred, (2002). The need for and meaning of positive organizational behavior, wiley online library, <http://onlinelibrary.wiley.com/doi/10.1002/job.165/abstract>
- Luthans, Fred. (2011). *Organizational Behavior : An Evidence-Based Approach*. New York : McGraw-Hill.
- Mahardika, Rangga; Hamid, Djumhur; Ruhana, Ika; (2013). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan (Survei Karyawan Pada PT. Axa Financial Indonesia Sales Office

- Malang), Fakultas Ilmu Administrasi Universitas Brawijaya, Jurnal Administrasi Bisnis, Universitas Brawijaya. (Volume : 4, No : 2, pp 1-10), <http://administrasibisnis.studentjournal.ub.ac.id/index.php/jab/articleview/187/284>, diakses tanggal : 4 Agustus 2017.
- Mankunegara, Anwar Prabu. (2001). Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT. Remaja Rosda Karya.
- Maria Gratia Prima Sarman, (2016). Pengaruh Kepemimpinan, Kompetensi, Motivasi dan Kompensasi Terhadap Kinerja Pegawai (Studi Kasus pada Pegawai Kantor Wilayah Kenentrian Agama Provinsi Nusa Tenggara Timur, Fakultas Ekonomi Universitas Sanata Dharma, Yogyakarta.
- Muhdar, Muis, Yusuf, Hamid, (2015). The Influence of Spiritual Intelligence, Leadership, and Organizational Culture on Organizational Citizenship Behavior and Employees Performance (A Study on Islamic Banks in Makassar, South Sulawesi Province, Indonesia), *The International Journal of Business & Management*. (volume 3. pp. 297-314).
- Murgianto, Siti Sulasmi, dan Suhermin, (2016). The Effect of Commitment, Competence, Work Satisfaction on Motivation and Performance of Employees at Integrated Services Office of East Java, *International Journal of Advanced Research*, (volume 3, pp 378-396).
- Rantesalu, Agustina; Mus, Abdul Rahman; Mapparenta, dan Arifin, Zaenal, Zaenal Arifin, (2016). Pengaruh Kompetensi, Motivasi dan Budaya Organisasi terhadap Kinerja Pegawai, Volume 4 ~ Issue 9 (2016), pp 2347-3002, www.questjournals.org
- Robbins, Stephen P. dan Judge, Timothy A. (2008). Organizational Behaviour. Jakarta : Salemba Empat.
- Robbins dan Judge, (2007). Perilaku organisasi, Jakarta : Salemba Empat.
- Sriekaningsih, Ana; Setyadi, Joko, (2015). The Effect of Competence and Motivation and Cultural Organization towards Organizational Commitment and Performance on State University Lecturers in East Kalimantan Indonesia, *European Journal of Business and Management*, (volume 7, No. 17, pp: 208-219). www.iiste.org
- Sujana, Edi, Pengaruh Kompetensi, Motivasi, Kesesuaian Peran dan Komitmen Organisasi Terhadap Kinerja Audit Internal Inspektorat Pemerintah Kabupaten (Studi Pada Kantor Inspektorat Kabupaten Badung dan Buleleng), Universitas Pendidikan Ganesha <https://ejournal.undiksha.ac.id/index.php/JJA/article/download/551/437>, diakses tanggal : 2 Agustus 2017).
- Sufri, Mukhlis; Rismawati, (2017). Influence Factors That Consist of Competence (Knowledge, Skills, Self-Concept and the Individual Characteristics) on Performance Employees in Tamalanrea Makassar, *IOSR Journal of Business and Management (IOSR-JBM)*, (volume 19, Issue 6. PP 45-51). www.iosrjournals.org.
- Tika, P, (2006). Budaya Organisasi Dan Peningkatan Kinerja Perusahaan. Jakarta : PT. Bumi Aksara.
- Winarno, Alex; Perdana, Yoga, (2015). The Effects of Competence and Motivation on Employee Performance at PT Pos Indonesia Bandung Cilaki Head Office, *Int'l Conference on Business, Marketing & Information System Management (BMISM'15)*, Nov. 25-26, 2015 Paris (France).