

# JOB SATISFACTION AND PERFORMANCE OF EMPLOYEES OF OVERSEAS COOPERATION MANAGEMENT BOARD IN WEST JAVA PROVINCIAL GOVERNMENT

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**ABSTRACT**---Based on the analysis that job satisfaction affects the performance of employees in the Agency Management Foreign Cooperation of the West Java Regional Government. Building and developing employee performance can be done through increasing the job satisfaction of its employees. Based on the research design considerations, this research includes explanatory research because this study intends to explain the causal relationship between variables through hypothesis testing. The unit of analysis of this study is individuals, namely employees Cooperation Agency of the West Java Regional Government as members of the organization. From the results of the analysis it can be shown that there is an influence of job satisfaction on the performance of employees as members of the organization. While the direction of the positive regression coefficient (0.948) shows that with increasing job satisfaction members of the organization will also improve the performance of employees as members of the organization.

**Keywords**---Job satisfaction, Employee Performance, Provincial Government.

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## I. Introduction

Article 195 of Law Number 32 of 2004 concerning Regional Government, states that in order to improve the welfare of the community and the provision of public services, regions can establish cooperation with other regions or cooperate with Third Parties based on consideration of service efficiency and effectiveness public relations, synergy and mutual benefit. Foreign relations are still the domain of the Central Government so that there are several regulations used, namely Law Number 37 of 1999 concerning Foreign Relations and Law Number 24 of 2000 concerning International Agreements used in establishing agreements .

In the Minister of Home Affairs Regulation No. 3/2008 concerning Guidelines for Implementing Regional Government Cooperation with Foreign Parties it is also regulated for the implementation and supervision of the implementation of regional cooperation, which among others regulates that supervision and cooperation of Regional Government with Foreign Parties is carried out by the Minister of Internal Affairs The country, and the guidance and supervision of the cooperation of the Regency / City Government is carried out by the Governor.

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As an implementation guideline used is the Minister of Home Affairs Regulation Number 3 of 2008 concerning Guidelines for Implementing Regional Government Cooperation with Foreign Parties plus by Regulation of the Minister of Foreign Affairs of the Republic of Indonesia Number 09 / A / KP / XII / 2006 01 concerning General Guidelines for Procedures Relations and Foreign Cooperation by Regional Governments.

As the Vision of West Java Province is, "The Creation of Independent, Dynamic and Prosperous West Java Communities," every Regency / City in West Java Province plays a full role in supporting development-oriented government policies and programs to improve community welfare, where one of its activities is in the form of building cooperation with foreign parties. Basically local government foreign relations are not decentralized, but regions and districts / cities are given the opportunity to conduct foreign relations in the form of cooperation or involve themselves in international forums and events that remain under the supervision of the central government.

Therefore it is necessary to establish foreign cooperation to improve regional excellence, but in reality the regions have limitations that can hamper efforts to administer government and development, one of which is the limited human resource management of foreign cooperation.

## **II. Literature Review**

### ***Organization***

Organization is a pattern of relationships of people under the direction of managers (leaders) to pursue common goals (Stoner, 2008). Organization is a form of every human union to achieve a common goal (Mooney, 2006), and an organization is a system of collaborative activities carried out by two or more people (Bernard, 2007).

Based on various opinions about the definition of the organization above, it can be concluded that the organization is a group of people arranged in groups, which work together to achieve common goals. Organization is a system of cooperation between two people or more, or organization is every form of cooperation for the achievement of common goals, organization is a structure of division of labor and structure of work relations between a group of people holding positions who work together to achieve certain goals together.

Each form of organization will have certain elements, among others as a place or place to work together, the process of cooperation is at least between two people, clearly the task of their respective positions, there are certain objectives. Organizational elements: man, cooperation, common goals, equipment, environment, and natural resources. Environmental factors such as social, cultural, economic and technological conditions. Included in environmental elements, among others:

- 1) Conditions or situations.
- 2) Place or location.
- 3) Operational areas that are divided into: a). The area of activity, which concerns the type of activity or what kinds of activities may be carried out in accordance with the objectives of the organization b). The area of coverage, or geographical area or territorial area, concerns the area or area of operation of the organization. c). Regional personnel, involving all parties (people, agencies) who have relations and interests with the organization. d). Areas of authority or power, concerning all matters, problems, obligations, duties, responsibilities and policies that must be carried out within certain limits that must not be exceeded in accordance with the rules of the game that have been set and in accordance with the provisions of the applicable legislation.

### ***Job Satisfaction***

Job satisfaction is an effectiveness or emotional response to various aspects of work. Satisfaction is not a single concept, on the contrary a person can be relatively satisfied with an aspect and work and not satisfied with one or more other

aspects (Kreitner and Kinicki, 2004). The five prominent models of satisfaction will classify the causes, namely fulfillment of needs, incompatibility, achievement of values, equities, and components of genetic character. Job satisfaction in general is a relationship between individuals and jobs from their environment. Job satisfaction will arise if the individual likes the work and the environment and vice versa, there will be a feeling of dissatisfaction in an employee if he does not like his job (Robbins, 2003). Job satisfaction emphasizes the employee's perception of the benefits obtained from his work and is an important factor that must be considered in understanding organizational behavior (Luthans, 2002).

Job satisfaction arises based on perceptions, opinions, or views of employees of the work from its aspects, namely the benefits and benefits that can be given by the work from the environment. Job aspects are wages, opportunities, promotions, supervisors, and coworkers. Also from work environment factors such as policies and procedures, work group affiliation, and working conditions. The relationship between employees and their organization is called a psychological contract, because employees who give up their time, ability, skills from their business also expect rewards from the organization.

Impacts arising from job satisfaction or the effect of job satisfaction outline these as follows (Robbins, 2006):

1. Satisfaction and productivity. Job satisfaction has a positive relationship with productivity, meaning high job satisfaction will increase employee productivity. This relationship will be strong if the employee is not influenced by external factors. Job levels also influence the strength of the relationship between job satisfaction and productivity. Research shows that strong relationships are seen in employees with higher levels of employment, for example for managerial positions.
2. Job satisfaction and turnover. The relationship between job satisfaction and turnover is negative, with the strength of relationships that are moderate or not too strong and not too weak. There are other factors that have a role in determining the relationship between job satisfaction and turnover such as age, commitment to the organization, general economic conditions, and labor market conditions.
3. Job satisfaction with absenteeism. The negative relationship between job satisfaction and absenteeism has a weaker strength compared to the relationship between job satisfaction and turnover. The strength of the relationship is influenced by the employee's feeling towards the job he occupies, namely whether he feels his job is important or not. Another factor that also influences is if the organization has a policy to reduce wages if its employees are not present.

Basically there are several causes of dissatisfaction from employees or work groups within a company, for example due to poor levels of supervision, low working conditions, conflicts among fellow coworkers, with superiors or subordinates, lack of security, limited opportunities for advancement and employment which is felt to be inappropriate.

There are several approaches to overcome problems and improve job dissatisfaction, if the causative factors have been previously known (Mangkunegara, 2001):

1. Changing work conditions, salary or job design, depending on the causes.
2. Moving these employees to other fields of work so that the characteristics of the employee are in accordance with his job.
3. Trying to change the perceptions of employees who experience a sense of job dissatisfaction.

Job satisfaction consists of five dimensions (Hadiana and Molan, 2006) including 1) work itself, 2) wages and promotions, 3) working conditions, 4) coworkers, supervisors, and superiors, and 5) conformity between work and personality.

### ***Employee Performance***

Performance is interpreted as the work of an employee, a management process or an organization as a whole, where the results of the work must be demonstrated concretely and can be measured (compared to predetermined standards). Employee performance is the maximum result of work achieved by employees in carrying out their work based on skills, experience and sincerity as well as time. Work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time (Hasibuan, 2006).

The performance of an employee will be good if the employee has high expertise, is willing to work because of salary or given a salary in accordance with the agreement and has a hope (expectation) for a better future. Thus a performance appraisal is needed that can be obtained through effective performance management to achieve the desired performance improvement. Performance assessment is an organizational process to assess the performance of employees. The purpose of performance appraisal in general is to provide feedback to employees in an effort to improve their performance and improve organizational productivity, especially those related to policies towards employees such as promotion goals, salary increases, education and training. Objective performance criteria are evaluating performance against specific standards, while subjective measures are how well an employee works as a whole.

Performance Appraisal is the process of evaluating how well employees work when compared to a set of standards and then communicating with employees (Mathis and Jackson, 2002). Performance assessment is basically a part that is integrated with performance management. By applying it, performance is in accordance with the objectives of each organizational unit and the company's strategic goals. Some of the bases for the application of performance appraisal, namely first, performance appraisal plays an integral role in the performance management process. If the performance appraisal is not done periodically, the company will experience difficulties in describing in detail the company's strategic objectives in specific employee goals. Second, performance appraisal can be a medium for leaders and employees to plan improvements that occur due to assessment deficiencies. The three performance evaluations can be used as references to plan employee career promotions based on evaluating the strengths and weaknesses of employees in carrying out work activities. The four performance assessments have an influence on increasing salaries and also the decisions of leaders to promote employee positions (Dessler, 2000).

A person's performance can be influenced by internal factors and external factors, namely (Sofyan, 2004):

1. Internal factors, factors that come from within the employee itself, such as attitudes, behavior, and ability of employees can affect the performance of everyday employees.
2. External factors, factors that originate from the employee environment. This factor can affect the skills and motivation of employees. External factors that determine the level of employee performance are environment, management behavior, job design, work assessment, feedback and wage administration.

The factors that influence performance (work performance) are (Mangkunegara, 2001) factors of ability (ability) and motivation factors. Performance aspects assessed by an employee include (Gomez, 2003):

1. Quantity of work, namely the amount of work done in a predetermined period of time.
2. Quality of work, namely the quality of work achieved based on the conditions of conformity and readiness.
3. Job knowledge is the breadth of knowledge about work and skills
4. Creativeness, namely the authenticity of the ideas raised and the actions of skills
5. Cooperation is the willingness to cooperate with other people.
6. Dependability is awareness and can be entrusted in terms of attendance and work completion.
7. Initiative is the enthusiasm for completing new tasks in enlarging the responsibility.

8. Personal quality, which concerns personality, leadership, hospitality, and personal integrity.

For Civil Servants (PNS), performance appraisal is regulated in PP 10 of 1979 through the List of Job Implementation Assessments or DP3. Components of assessment in DP3 include loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and leadership for civil servants who occupy positions. However, along with the swift flow of bureaucratic reform, the performance appraisal system of PNS through DP3 was considered no longer comprehensive to be used as a measure of performance. The current DP3 is more emphasized on the aspects of civil servant behavior and cannot directly measure productivity and work outcomes of civil servants. In addition, the DP3 assessment often has high bias and subjectivity. Often the value given in DP3 will enter his personal opinion so that the value obtained will vary depending on the appraiser. Civil servant work performance assessments are carried out based on principles: objective, measurable, accountable, participatory and transparent. Work Behavior Assessment includes aspects: service orientation, integrity, commitment, discipline, cooperation, and leadership. Leadership assessment is only done for civil servants who occupy structural positions. Performance indicators according to PP No. 46 of 2011 concerning Civil Servants Job Performance Assessment include:

A. Target Employee Work (SKP)

1. Quantity is a measure of the amount or amount of work achieved.
2. Quality is a measure of the quality of each work outcome achieved.
3. Time is a measure of the length of the process of each work outcome achieved.
4. Cost is the amount of the budget used for each work outcome (Costs are only for civil servants who have structural positions).

B. Work Behavior Assessment

1. Service orientation is the attitude and work behavior of civil servants in providing the best services to those who are served, among others, including the community, superiors, co-workers, related work units, and / or other agencies.
2. Integrity is the ability to act in accordance with values, norms and ethics in the organization.
3. Commitment is the willingness and ability to harmonize attitudes and actions of civil servants to realize organizational goals by prioritizing service interests rather than self, someone, and / or group interests.
4. Discipline is the ability of Civil Servants to obey obligations and avoid prohibitions specified in statutory regulations and / or official regulations that are punishable by discipline or violated.
5. Cooperation is the willingness and ability of civil servants to work with co-workers, superiors, subordinates in their work units and other agencies in completing specified tasks and responsibilities, so as to achieve maximum usability and results.
6. Leadership is the ability and willingness of civil servants to motivate and influence subordinates or other people related to their field of work in order to achieve organizational goals (Leadership is only for civil servants who have structural positions).

Job Performance Assessment is done by combining SKP assessment with Work Behavior assessment. The weight of the SKP element value is 60% and work behavior is 40%. Job performance assessments are carried out by appraisal officials once in 1 year, carried out in December. Value of Work Achievement PNS is stated as a number and designation as follows:

1.  $N \geq 91$ , very good.
2.  $90 \geq N \geq 76$ , good.

3.  $75 \geq N \geq 61$ , enough.
4.  $60 \geq N \geq 51$ , less.
5.  $50 \geq N$ , bad.

#### 2.4. *Job Satisfaction and Employee Performance*

Job satisfaction has a positive relationship with performance, meaning high job satisfaction will improve employee performance. The relationship will be strong if employees are not influenced by external factors, for example work that is highly dependent on machinery (Robbins, 2006). Job levels also influence the strength of the relationship between job satisfaction and productivity (Luthans, 2002). Research shows that strong relationships are seen in employees with higher levels of employment, for example for managerial positions. A person's performance can be influenced by internal factors and external factors. Internal factors are factors that come from within the employee itself, such as attitudes, behaviors, and work abilities that can affect daily performance. External factors are factors that originate from the employee environment. This factor can affect work skills and motivation. Employee performance is based on the ability or skill, motivation that is owned by the employee itself in carrying out work (Timpe, 2004).

### III. Research Methodology

The research method used is descriptive and verification method. the type of research used is explanatory research, namely research that intends to explain the position of the variables under study and the relationship between one variable and another variable (Sugiyono, 2008).

Variables examined in this study, namely job satisfaction (X) as independent variables and employee performance (as independent variables and employee performance (Y) as dependent variables. Dimensions of job satisfaction include the work itself, salary and promotion, working conditions, work colleagues and superiors, suitability between work and personality. The dimensions of employee performance include the quantity of work, quality of work, time, service orientation, cooperation, integrity, commitment, and discipline.

Respondents were taken as many as 74 employees in the management body of foreign cooperation in the government of West Java Province. The analytical method used is descriptive analysis, classic assumption test, correlation coefficient analysis, linear regression analysis and hypothesis testing. Data collection techniques using interviews, observation, and library research.

### IV. Results

**Table 1. Recapitulation of Variables Employee Job Satisfaction**

No	Alternative Answers	Total Bobot	Percentage (%)
1	(1) <u>Tidak Setuju</u>	59	2.97
2	(2) <u>Kurang Setuju</u>	188	9.46
3	(3) Ragu-Ragu	246	12.40
4	(4) <u>Setuju</u>	1160	58.35
5	(5) <u>Sangat Setuju</u>	335	16.85
Total Score		1988	100
Average		3.36	-
Standard Deviation		0.615	-

Source: Questionnaire processed, 2018

The magnitude of the average value of the job satisfaction variable (X) is 3.36 with a standard deviation of 0.615, thus the interval criteria are between:  $3.36 - 0.615 \leq X \leq 3.36 + 0.615$  or  $2.74 \leq X \leq 3.97$ . Thus the criteria for the variable job satisfaction for employees managing foreign cooperation in the regency / city government of West Java Province are in the fairly good criteria up to the criteria of good.

**Table 2. Recapitulation of Employee Performance Variables**

No	Alternative Answers	Total Bobot	Percentage (%)
1	(1) <u>Tidak Setuju</u>	78	0.86
2	(2) <u>Kurang Setuju</u>	228	2.51
3	(3) Ragu-Ragu	1596	17.55
4	(4) <u>Setuju</u>	5624	61.86
5	(5) <u>Sangat Setuju</u>	1565	17.22
Total Score		9091	100
Average		3.72	-
Standard Deviation		0.780	-

Source: Questionnaire processed, 2018

The magnitude of the average value of employee performance variable (Y) is 3.72 with a standard deviation of 0.780, thus the criteria for the interval are between:  $3.72 - 0.780 \leq X_1 \leq 3.72 + 0.780$  or  $2.94 \leq X_1 \leq 4.50$ . Thus the variable criteria for the performance of employees of foreign cooperation managers in the regency / city government of West Java Province are in the fairly good criteria to very good criteria.

Based on the classic assumption test, it was found that the data were normally distributed, the data did not contain multicollinearity meaning that the independent variables had nothing to do with the dependent variable, and the data had a certain pattern or form meaning heteroscedasticity symptoms occurred in the regression model. Whereas from the F test, the sig value.  $0.00 < 0.05$  then the regression model can be applied in this study.

**Table 3. Regression coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	24.127	2.252		10.715	0.000
Job satisfaction	3.521	0.096	0.974	36.544	0.000

a. Dependent Variable: Employee performance

Source: Questionnaire processed, 2018

From Table 3, it can be explained that if job satisfaction does not change, the value of employee performance is 24,127 and if job satisfaction increases then the value of employee performance will increase or increase by 3,521.

**Table 4. Correlation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.974 <sup>a</sup>	0.949	0.948	6.001038	0.949	1335.465	1	72	0.000

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Employee Performance

Source: Questionnaire processed, 2018

To determine the magnitude of the effect of the variable job satisfaction (X) on employee performance (Y), we use the analysis of the coefficient of determination, namely the square of the correlation value (r) multiplied by 100%.

$$KD = (r^2) \times 100\% = 0.948 \times 100\% = 94.8\%$$

Job satisfaction variable (X) has an influence on employee performance (Y) of 94.80%. While the rest of 5.20% is explained by other variables not examined in this study.

**Table 5. T-test**

Model		t	Sig.
1	(Constant)	10.715	.000
	Job Satisfaction	36.544	.000

Source: Questionnaire processed, 2018



From table 5, obtained a t value of  $36,544 > 1,994$  so that it can be concluded that there is an influence of job satisfaction on employee performance.

## V. Discussion

Based on descriptive analysis of the variable job satisfaction measured by eight (8) statement items with six dimensions (the work itself, salary and promotion, working conditions, coworkers and superiors, suitability between work and personality), the average value of respondents' answers is 3.36 and standard deviation of 0.615. The respondent's answer value is between 2.74 to 3.97, which means that the criteria for the variable job satisfaction of employees of foreign cooperation managers in the regency / city government of West Java Province are in the fairly good criteria up to the criteria of good. The highest average value is a statement about satisfaction because coworkers can follow the job title while the lowest average value is a statement about dissatisfaction because agency leaders rarely give awards to the work performance of employees and are not satisfied with the promotion provided by the agency that works that is not appropriate with competence.

Whereas for employee performance variables measured by thirty-three (33) statement items with eight dimensions (quantity of work results, quality of work results, time, service orientation, cooperation, integrity, commitment and discipline), the respondent's average score was 3.72 and standard deviation of 0.780. This value is between 2.94 and 4.50, which means that the variable criteria for the performance of employees of foreign cooperation managers in the regency / city government of West Java Province are quite good criteria to very good criteria. The highest average value is a statement about being very sure that you can work together with colleagues in producing cooperation with foreigners. The lowest average value is a statement about not being able to complete the work that is charged on time and sometimes not complying with the standard time required completion of each job.

From the test results, it can be seen that the effect of job satisfaction on the performance of employees of managers of foreign cooperation in the district / city government of West Java Province is 94.80% while the outside effect of work satisfaction affects employee performance by 5.20%. The results of the above research are in line with the statement that job satisfaction has a positive relationship with performance, meaning that high job satisfaction will improve employee performance (Robbins, 2006). The relationship will be strong if the employee is not influenced by external factors, for example work that is highly dependent on the machine (Luthans, 2002). Job levels also influence the strength of the relationship between job satisfaction and productivity. Research shows that strong relationships are seen in employees with higher levels of employment, for example for managerial positions. A person's performance can be influenced by internal factors and external factors (Timpe, 2004). Internal factors are factors that come from within the employee itself, such as attitudes, behaviors, and work abilities that can affect daily performance. External factors are factors that originate from the employee environment. This factor can affect work skills and motivation. Employee performance is based on the ability or skill, motivation that is owned by the employee himself in carrying out the work.

## VI. Conclusion

Job satisfaction of employees of foreign cooperation managers in the district / city government of West Java Province are measured by six dimensions, namely: the work itself, salaries and promotions, working conditions, coworkers and superiors are in good enough criteria up to the criteria of good. The lowest average value is a statement about being dissatisfied because agency leaders rarely reward employees' work performance and are not satisfied with the promotions

given by workplace agencies that are not in accordance with their competencies.

The performance of employees of foreign cooperation managers in the district / city government of West Java Province as measured by eight dimensions, namely: quantity of work results, quality of work, time, service orientation, cooperation, integrity, commitment and discipline are quite good criteria up to the criteria very good. The lowest average value is a statement about not being able to complete the work that is charged in a timely manner and sometimes less compliant with the standard time needed in the completion of each job.

The effect of job satisfaction on the performance of employees of managers of foreign cooperation in the district / city government of West Java Province amounted to 94.80% while the influence from outside the work satisfaction variable that affects employee performance by 5.20%. The implications based on the conclusions above include:

1. Job satisfaction of employees of foreign cooperation managers in the regency / city government of West Java Province is in the fairly good criteria up to the criteria of good, but still needs improvement in not satisfied because agency leaders rarely reward employees' work performance and are less satisfied with promotions given by the place of work that is not in accordance with competence. For that leaders must have a high leadership spirit but it does not mean that it is authoritarian towards their subordinates but the nature of leadership that is able to guide subordinates and able to establish good relationships so that subordinates can work better and be able to provide good examples for subordinates so they can motivate employees to increase motivation their work. It is better to pay attention to the award by the manager of foreign cooperation in the regency / city government of West Java Province, because it has an impact on the employee's motivation to achieve the work target. He receives attention and appreciation both materially and non-materially. If the work target is not achieved, the need for punishment is given to employees who do not obey the rules and code of ethics of the institution must be firmly acted on so that employees will not repeat their mistakes. giving rewards and giving punishments by managers of foreign cooperation in the regency / city government of West Java Province to employees who excel and do not have good achievements should receive attention so that reward and punishment run according to their functions. a mechanism of reward and punishment by looking at the results of work evaluations and evaluations related to their duties and functions, so that employees have the drive to achieve performance and work targets.
2. The performance of employees of foreign cooperation managers in the regency / city government of West Java Province is quite good until the criteria are very good, but still needs improvement in not being able to finish work that is charged on time and sometimes less compliant with the standard time needed in the completion of each job. For this reason, it is recommended that the organization periodically conduct performance assessments and evaluations. The aim is:
  - a. The assessment of the ability of each employee in carrying out their duties and functions that refers to the vision and mission of the manager of foreign cooperation in the district / city government of West Java Province, can be used as a source of information to assess the work effectiveness of employees towards achievement of work targets.
  - b. Evaluation of work target determination by looking at the activities to be achieved by the part and field in the management environment of foreign cooperation in the district / city government of West Java Province through the mechanism of work carried out by each employee within the scope of the field and the achievement of work targets.
  - c. Employee development, benchmarks of employee development can not be separated from the assessment and evaluation of the performance of each employee so that employee development such as: promotion, transfer,

rotation, termination and adjustment of compensation is appropriate in its place. presumably the promotion and mutation goes according to its designation, it is necessary to have a psychological test that is useful for evaluating the ability of employees in accordance with their competencies.

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