



## Effect of Self Efficacy and Organizational Commitment to Organizational Performance through Job Satisfaction PT. Adhi Karya (Persero)

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## Abstract

*This study aimed to determine the effect of self-efficacy and organizational commitment to organizational performance simultaneously, determine the effect of self-efficacy to organizational performance partially determine the effect of organizational commitment on organizational performance partially determine the effect of job satisfaction on organizational performance partially determine the effect of self efficacy on performance through job satisfaction and determine the effect of organizational commitment on organizational performance through variable job satisfaction. The sampling technique using saturated samples involving 88 employees in all parts of the organization. Analysis of data using path analysis. Based on data analysis found that the variable self-efficacy, job satisfaction, and organizational commitment affect the performance of the organization.*

**Keywords:** self-efficacy, organizational commitment, job satisfaction, organizational performance

## Introduction

Every organization wants to grow and be able to compete with other companies. Organizational performance is measured not only in terms of concept but also of non-financial. Performance can be measured by productivity, quality, and consistency and so on. On the other hand measure organizational performance outcomes, behavioral and normative level, education and concepts generated including management development (Richard, 2002).

Factors that affect the performance of the organization of which is self-efficacy, organizational commitment, and job satisfaction. Bandura(2000) defines self-efficacy that her abilities in performing a task or action needed to achieve a particular result. Meanwhile, Baron and Byrne (1991) define self-efficacy as an evaluation of a person about his ability or competence to perform a task, achieve goals and overcome obstacles. In research, Lai and Chen (2012) stated that self-efficacy



affect the performance of the organization. This research was conducted at the company's vehicle sales in the country of Taiwan.

Other factors that affect the performance of an organization are how big a factor of organizational commitment. According to Robbins and Judge (2008:100) organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals. Research conducted by the experts stated that organizational commitment affects the performance of the organization. The higher the better organizational commitment organizational performance (Irefin and Mechanic, 2014).

Other factors that affect the performance of the organization is the factor of job satisfaction. Job satisfaction is a feeling or attitude of someone in their work, which can be influenced by various factors, both internal factors, and external factors. Job satisfaction is an expression of one's feelings of well-being to do the work that job satisfaction is a person's attitude towards work. That attitude comes from their perception of the work, that perception is a cognitive process (giving meaning) that is used by a person to interpret and understand the perspectives of individuals in seeing the same thing in a different way. Job satisfaction also is as a result of the employees' perception of how well their work and provide the items considered important. Bacotic (2016) stated that job satisfaction affects the performance of the organization.

## Literature Review

### *Self Efficacy*

Bandura (2000) defines self-efficacy that her abilities in performing a task or action needed to achieve a particular result. Meanwhile, Baron and Byrne(1991) define self-efficacy as an evaluation of a person about his ability or competence to perform a task, achieve goals and overcome obstacles. Bandura and Woods explained that self-efficacy refers to the belief in the ability of individuals to drive motivation, cognitive abilities, and the actions needed to meet the demands of the situation.

Although Bandura's self-efficacy assumes that occur in a particular situation phenomenon capability, other researchers have distinguished themselves special efficacy of self-efficacy in general or generalized self-efficacy.

Self-efficacy generally describes an assessment of how well a person can perform an act in diverse situations.

Bandura (1997) suggest that self-efficacy is basically the result of cognitive processes such as decision, belief, or appreciation of the extent to which individuals estimate the ability of him in performing specific tasks or actions required to achieve the desired results. According to him, self-efficacy is not related to skills possessed but related to the individual's beliefs about what can be done with the skill he possessed no matter how large.

Emphasis on the self-efficacy component of one's own self-belief in the face of situations that will come up that contains ambiguous, unpredictable and often fraught with tension. Although self-efficacy has a causal influence on the action of our large, self-efficacy in combination with the environment, previous behavior and other personal variables, particularly the expectations of the results to produce behavior. Self-efficacy will affect some aspects of cognition and behavior.

In everyday life, self-efficacy leads us to set goals that challenge and survive in the face of difficulties. More than a hundred studies show that self-efficacy predicts worker productivity. When problems arise, a strong sense of self-efficacy to encourage workers to remain calm and seek solutions rather than brooding disability. Effort and persistence resulted in achievement.

### *Organizational Commitment*

According to Robbins and Judge (2008:100) organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2005:165) that reflects the organization's commitment to recognizing the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of



the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

### **Job Satisfaction**

Martoyo (1992:115) states that satisfaction is basically a psychological aspect that reflects one's feelings toward his work, he will be satisfied with the fit between the capabilities, skills, and expectations with the job he faced. Satisfaction is actually a condition that is subjective is the result of conclusions based on a comparison of what is received by employees from their jobs compared with the expected, desired, and thinking as being inappropriate or entitled to it. While every employer/employee subjectively determine how the work was satisfactory.

By As'ad (1995:104) states that job satisfaction is closely related to the attitude of employees toward his own work, the work situation, cooperation between leaders and employees. Meanwhile, according to As'ad (1995:104) suggests that job satisfaction is the general attitude is the result of some special attitude towards factors - factors work, adjustment and individual social relationships outside of work.

According to Hasibuan (2006:202) job satisfaction is a pleasant emotional attitude and loves his job. This attitude mirrored by morale, discipline, and work performance. Job satisfaction enjoys, off the job, and combinations between the two. Rivai (2004: 475) which describes the evaluation of a person's satisfaction is a top feeling happy or not satisfied inside attitude to work. Meanwhile, according to Cherington (2010) "job satisfaction basically refers to how much an employee enjoys his work"

Simply put that job satisfaction is one's feelings toward his work. This means that the concept of job satisfaction to see it as the result of human interaction in their work environment.

### **Organizational Performance**

Performance is an overview of the level of achievement of the implementation of an activity/program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization (Mahsun, 2006:25). Performance is a set of outputs (outcomes) generated by the execution of a particular function for a certain period (Tangkilisan, 2003:109).

According Prawirosentono (2007:17) argues that the performance is the result of work that can be achieved by an employee or group of employees in an organization, in

accordance with the authority and responsibilities of each in order to achieve the objectives of the organization in question legally, do not break the law and in accordance with moral and ethics.

Based on some opinions on the above, it can be said that the concept of performance is an overview of the accomplishments of the employees or groups within an organization in the implementation of activities, programs, policies in order to realize the vision, mission, and goals of the organization that has been designated. It is also explained that the concept of performance is closely linked to the concept of the organization.

Organizational performance is an overview of the work of the organization in achieving its goals will, of course, be influenced by resources owned by the organization. The resources in question can be physical such as human resources and nonphysical such as regulation, information, and policies, to better understand the factors that can affect an organization's performance. The concept of organizational performance also illustrates that any public organization providing services to the public and can be a measured performance by using performance indicators there is to see whether the organization has conducted its duties well and to identify its purpose has been achieved or not.

### **Research Methods**

#### **Research Design**

This study uses the analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable.

#### **Object of Research**

The study was conducted by in PT. Adhi Karya (Persero).

#### **Population and Sample**

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono,2005). Samples were towing the majority of the population to represent the entire population, (Surakhmad, 2010). The sample used by the author in this study was employees of PT. Adhi Karya (Persero).

The total number of employees as many as 88 people. Employees are entirely included in the data analysis. This sampling included in the sample collection by using purposive sampling method. This sampling is sampling in an analytical unit by taking into account the



same characteristics in the samples. Overall samples were taken at the organization's use of saturated sampling.

**Deviations Classical Assumption Test**

Stages of processing the data in this study are the classical assumption test with such regression linearity test, heteroscedasticity test, normality test, multicollinearity and autocorrelation and the search for descriptive statistics that the average value, median mode, standard deviation, and range.

**Results and Discussion**

**Classic Assumption Testing**

The regression equation generated from calculations using SPSS version 21 must be tested quality by using the classical assumption that qualifies Best Linear Unbiased Estimated (BLUE). Some classic assumption test that must be met is the normality test, autocorrelation, multicollinearity, and heteroscedasticity.

**Normality Test**

Testing normality of the data used to draw conclusions whether the data were examined distributed normally so if described would form a normal curve. Test data normality using the Kolmogorov-Smirnov with the results shown in the following table.

**Table 1. Results of the calculations Kolmogorov-Smirnov One-Sample Kolmogorov-Smirnov Test One-Sample Kolmogorov-Smirnov Test**

		Self	Commitment	Satisfaction	Performance
N		88	88	88	88
Normal Parameters <sup>a,b</sup>	19,3977	21,5455	41,7386	42,4886	42,4886
	3,72485	5,76535	6,19138	5,63241	5,63241
Most Extreme Differences	,223	,111	,126	,138	,138
	,087	,068	,079	,087	,087
	-,223	-,111	-,126	-,138	-,138
Test Statistic		,223	,111	,126	,138
Asymp. Sig. (2-tailed)		,000 <sup>c</sup>	,009 <sup>c</sup>	,001 <sup>c</sup>	,000 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Significance Lilliefors Correction.

Based on the above table it is known that the data meet the assumptions of normality if the value of the significance of having a number greater than 0.05. The data in the table above illustrates that the data has significant numbers above 0.05 so it can be said that the data on the results of the questionnaire have a normal distribution.

The portrayal of normality curves can also be seen based on the image below. The image obtained from the illustration on the SPSS wherein X is S resid entered and Y is Z Pred.

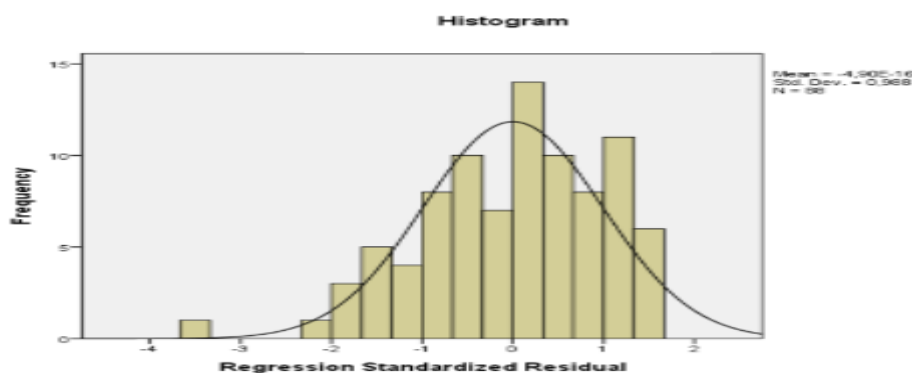


Figure 1. The curve normality



Based on the above image note that the data are normally distributed. This analysis supports the analysis that has been done before. The equation is formed if drawn also form a linear curve. This curve can be described as follows.

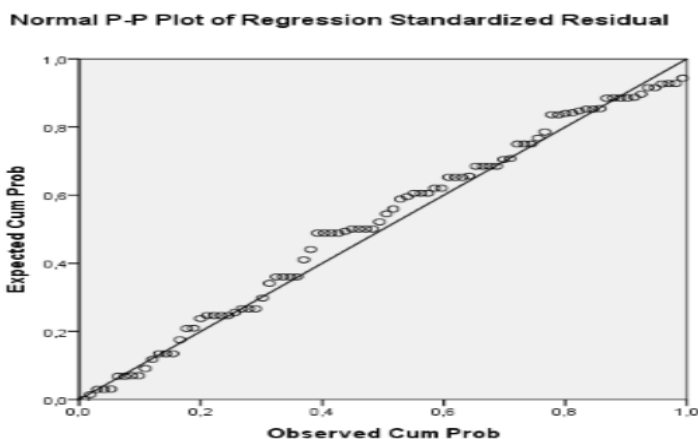


Figure 2. The curve linearity of data

**Autocorrelation Test Data**

This test includes testing whether the data in one variable has a significant correlation or not. Testing autocorrelation can be viewed by using the value of Durbin Watson as follows.

Table 2. Results of the calculations Durbin Watson

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,771 <sup>a</sup>	,594	,585	3,62937	1,261

a. Predictors: (Constant), COMMITMENT, SELF  
 b. Dependent Variable: PERFORMANCE

Based on the above table the value of Durbin Watson was at the reception did not happen autocorrelation data.

**Multicollinearity Test Data**

Data multicollinearity test is a test to see whether there is a high correlation between the independent

variables. Assuming the testing is done using VIF. If VIF is less than 5 then does not occur between independent variables multicollinearity t. VIF calculation results can be seen in the following table.

Table 3. Results of the calculations VIF

Model	Collinearity Statistics	
	Tolerance	Tolerance
1 SELF	,980	1,021
COMMITMENT	,980	1,021

a. Dependent Variable: PERFORMANCE

Based on the above table it is known that VIF is less than 5 so that it can be said that the independent variables are not correlated.

**Heteroscedasticity Test Data**

Data heteroscedasticity test is a test to assess whether the predictive value of the data is correlated with the value

of the independent variable. If it happens then the resulting equation does not behave as a good estimator. This test can use the model curve resulting from the equation between X Pred on variable Y and D Resid in the variable X in SPSS. The resulting image can be seen in the following figure.



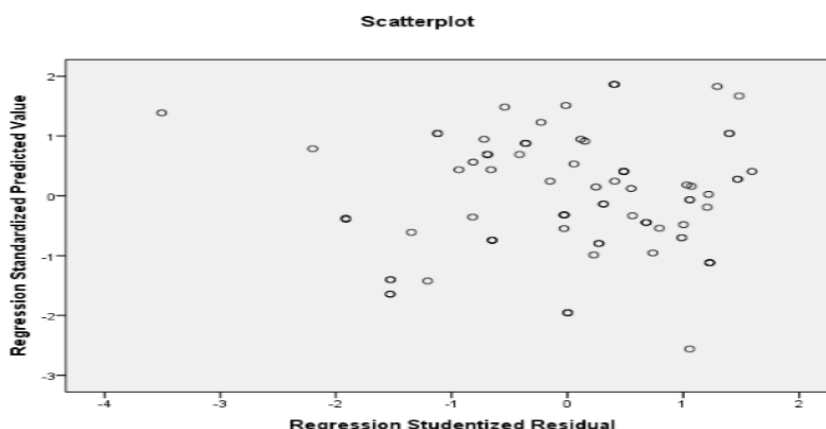


Figure 3. Testing heteroskedasticity

Based on the picture above it can be seen that the points are spread not form a specific pattern means that no correlation between predictions densest data on variable Y with the value of the independent variable in the variable X so that the data does not occur heteroskedasticity symptoms.

**Hypothesis Testing**

**1. The influence of self-efficacy and organizational commitment to organizational performance**

Linear analysis model can be based on calculations using SPSS program as follows.

**Table 4. Results of the analysis of the first equation**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	17,381	2,375		7,317	,000
SELF	,682	,106	,451	6,463	,000
COMMITMENT	,551	,068	,564	8,085	,000

a. Dependent Variable: PERFORMANCE

Based on the tables above, the simultaneous structural equations can be described as follows  
 $Y = 0,451X_1 + 0,564X_2$

F count can be obtained from the following table

**Table 5. Calculate the F value equations simultaneously**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1640,344	2	820,172	62,265	,000 <sup>b</sup>
Residual	1119,645	85	13,172		
Total	2759,989	87			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), COMMITMENT, SELF

Based on the above table it is known that the calculated F value of 62.265 and significance of 0.00. This value is less than 0.05. This means that the variables of self-efficacy and organizational commitment influence organizational

performance simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.



**Table 6. Values r squared regression model first**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,771 <sup>a</sup>	,594	,585	3,62937	1,261

a. Predictors: (Constant), COMMITMENT, SELF  
 b. Dependent Variable: PERFORMANCE

Based on the above table it is known that the value of r squared of 59.4% means that the variables of self-efficacy and organizational commitment affect the organizational performance of 59.4% while the rest influenced by other variables that are not incorporated into the model equations.

**2. Analysis of the influence of self-efficacy on organizational performance partially**

The results of the analysis of the effect of self-efficacy against partial performance can be seen in the following table.

**Table 7. Results of the analysis of the second regression equation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	26,902	2,728		9,862	,000
	SELF	,804	,138	,531	5,817	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0,531X1$$

Based on the chart above analysis it is known that the coefficient of self-efficacy equal to 0,531. T value of 5.817. The significant value of 0.00. The significance

value smaller than 0.05. This means that self-efficacy variables affect the performance of an organization partially. The magnitude of the effect of self-efficacy on organizational performance can be seen in the following table.

**Table 8. The value r squared second equation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,531 <sup>a</sup>	,282	,274	4,79907

a. Predictors: (Constant), SELF

Based on the above table it can be seen r squared value of 0.282. This means that the effect of self-efficacy variables on organizational performance by 28.2% and the rest influenced by other variables not included in the model equations.

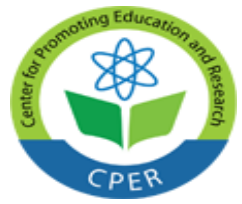
**3. Analysis of the influence of organizational commitment on organizational performance partially**

The results of the analysis of the effect of organizational commitment on performance can be partially seen in the following table.

**Table 9. Results of the analysis of the third regression equation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	29,260	1,827		16,016	,000
	COMMITMENT	,614	,082	,628	7,493	,000

a. Dependent Variable: PERFORMANCE



The structural equation of the above data can be seen as follows

$$Y = 0,628X2$$

Based on the chart above analysis it is known that the coefficient of organizational commitment at 0.628. T value of 7.493. The significant value of 0.00. The significance

value smaller than 0.05. This means that the organizational commitment variables affect the performance of an organization partially. The magnitude of the effect of organizational commitment on organizational performance can be seen in the following table.

**Table 10. Value quadratic equation r third**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	,628 <sup>a</sup>	,395	,388	4,40642

a. Predictors: (Constant), COMMITMENT

Based on the above table it can be seen r squared value of 0.395. This means that the effect of variable organizational commitment to organizational performance at 39.5% and the rest influenced by other variables not included in the model equations.

**4. Analysis of the influence of satisfaction on the performance of the organization as a partial**

The results of the analysis of the effect of job satisfaction on performance can be partially seen in the following table.

**Table 11. Results of the fourth regression equation analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	9,883	2,121		4,660	,000
SATISFACTION	,781	,050	,859	15,539	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0,859X3$$

Based on the chart above analysis it is known that job satisfaction coefficient of 0.859. T value of 15.539. The significant value of 0.00. The significance value

smaller than 0.05. This means that job satisfaction variables affect the performance of an organization partially. The magnitude of the effect of job satisfaction on organizational performance can be seen in the following table.

**Table 12. Value r squared fourth equation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,859 <sup>a</sup>	,737	,734	2,90312

a. Predictors: (Constant), SATISFACTION

Based on the above table it can be seen r squared value of 0.737. This means the effect of job satisfaction variables on organizational performance by 73.7% and the rest influenced by other variables not included in the model equations.

**5. Analysis of the influence of self-efficacy on organizational performance through variable satisfaction**

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of line with the structure of this sub-image.





Figure 4. Analysis of the influence lines X1 to Y via X3

The coefficient of self-efficacy influence on job satisfaction can be seen in the following table

**Table 13. Effect of Self-efficacy on job satisfaction**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	20,540	2,667		7,701	,000
	SELF	1,093	,135	,657	8,092	,000

a. Dependent Variable: SATISFACTION

Based on the picture above can be seen that the influence of self-efficacy on organizational performance is 0,531. The influence of self-efficacy to organizational performance through job satisfaction is  $0.657 \times 0.859 = 0.564$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of job satisfaction as an intervening variable.

**6. Analysis of the influence of organizational commitment on organizational performance through variable job satisfaction**

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of a line with the structure of this sub-image.



Figure 5. Analysis of the influence lines X2 to Y via X3

The coefficient of organizational commitment on job satisfaction can be seen in the following table.

**Table 14. Coefficient organisasiterhadap influence job satisfaction Commitment**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	24,055	1,665		14,448	,000
	COMMITMENT	,821	,075	,764	10,991	,000

a. Dependent Variable: SATISFACTION



Based on the picture above it can be seen that the direct effect of organizational commitment on organizational performance is .628. While the Influence of organizational commitment on organizational performance through job satisfaction is  $0.764 \times 0.859 = 0,656$ . In this case smaller than the direct influence of indirect influence so that it can be said that the variables of job satisfaction as an intervening variable.

## Conclusion damn Suggestions

### Conclusion

The variables of self-efficacy and organizational commitment influence organizational performance simultaneously. Calculated F value of 62.265 and significance of 0.00. This value is less than 0.05. R squared value of 59.4% means that the variables of self-efficacy and organizational commitment affect the organizational performance of 59.4% while the rest influenced by other variables that are not incorporated into the model equations.

Self-efficacy variables affect the performance of an organization partially. T value of 5.817. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.282. This means that the effect of self-efficacy variables on organizational performance by 28.2% and the rest influenced by other variables not included in the model equations.

Organizational commitment variables affect the performance of an organization partially. T value of 7.493. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.395. This means that the effect of variable organizational commitment to organizational performance at 39.5% and the rest influenced by other variables not included in the model equations.

Job satisfaction variables affect the performance of an organization partially. T value of 15.539. The significant value of 0.00. The significance value smaller than 0.05. r squared value of 0.737. This means the effect of job satisfaction variables on organizational performance by

73.7% and the rest influenced by other variables not included in the model equations.

The influence of self-efficacy on organizational performance is 0,531. The influence of self-efficacy on performance through job satisfaction is  $0.657 \times 0.859 = 0.564$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of job satisfaction as an intervening variable.

The direct effect of organizational commitment on organizational performance is .628. While the Influence of organizational commitment on organizational performance through job satisfaction is  $0,764 \times 0,859 = 0,656$ . In this case smaller than the direct influence of indirect influence so that it can be said that the variables of job satisfaction as an intervening variable.

### Suggestion

Organizational performance needs to be improved by increasing self-efficacy and increase the employee's organizational commitment self-efficacy that her abilities in performing a task or action needed to achieve a particular result. Increased self-efficacy to do with improving the experience of success, pay attention experience of others to apply to other employees, improving the ability of verbal persuasion and pay attention to physiological conditions.

Commitment organizations: a situation in which an employee takes sides a particular organization, as well as the goals and desires to retain membership in the organization, can be improved through increased employee awareness of the organization in the form of employee participation to the decision making of the company, the activities of a togetherness and personality enhancement training activities.

Job satisfaction is also needed to improve organizational performance. Job satisfaction is an expression of one's feelings of well-being to do the work that job satisfaction is a person's attitude towards work. Things to consider to increase job satisfaction are salary, promotion, supervision, and co-workers.

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