

## **The Effect of Competence, Commitment and the Work Environment on Management Performance of CLC in The Bondowoso District CLC Forum**

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### **Abstract**

The purpose of this study was to determine the effect of partially or simultaneously the variables of competence, commitment and work environment on the performance of PKBM managers Kab. Bondowoso, as well as to determine the ability of competency variables, organizational commitment and work environment in explaining performance variables. The number of samples in this study were 70 respondents. The analysis technique used is linear regression using SPSS 22.0. The results of data analysis showed that partially the competency, commitment and work environment variables had a significant effect on the performance of the PKBM managers in the District. Bondowoso. Simultaneously competence, commitment and work environment have a significant effect on the performance of PKBM managers Kab. Bondowoso. variable competency, work commitment and work environment have a contribution of 74.0% to the performance variable and the remaining 26.0% is influenced by other factors not included in the study.

**Keywords: Competence, Commitment, Work Environment, Manager Performance**

### **INTRODUCTION**

Education is a very strategic vehicle in improving the quality of human resources which is a determinant factor of development. Education is a conscious effort to prepare students through guidance, teaching, and or training activities for their role in the future (SPN Law No. 20 of 2003). The demands of globalization tend to have a quality system on an international scale, no longer local or national (Permadi, 2007: 13). Human resource management is one of the factors that play an important role in achieving these educational goals.

Schuler in Edi (2011:7) argues that human resource management is an acknowledgment of the importance of the organization's workforce as a very important human

resource in contributing to organizational goals, and using several functions and activities to ensure that human resources are used effectively. effective and fair for the interests of individuals, organizations and society. HR can work effectively and efficiently and must have qualified competencies supported by a solid commitment.

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Thus, competence shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as the superior of that field (Wibowo, 2013: 324).

Work commitment has two important components, namely the attitude and the will to behave towards a case. Attitude is related to identification, involvement and loyalty, while the will depends on the circumstances to behave in a willingness to display effort (Yusof, 2007). Work commitment is a personal characteristic that is reliable and trustworthy (Byron, 2010).

Departing from the goals of Indonesian education to be achieved, and the support of competent and committed human resources, the Government of Indonesia also fully supports by making non-formal education programs. Non-formal education is regular education that is consciously carried out but does not follow fixed and strict regulations (Joesoef, 2008: 16).

The role of non-formal education in participating in eradicating ignorance, underdevelopment, and poverty has received attention from education development policy makers around the world, especially in Indonesia. Indonesia is committed to providing education services for adults, in the form of continuing education. The meaning of continuing education is formulated in the form of education and job training. One of the non-formal educational institutions to facilitate the needs of the community is through PKBM.

Community Learning Activity Center (PKBM) is a non-formal educational institution formed and managed from, by, and for the community that specifically concentrates on learning efforts and community empowerment (certain communities) in accordance with the needs of the community (Anonymous, 2003: 5). According to Kamil (2009: 81), PKBM as a basis for community education needs to be developed comprehensively, flexible, diverse and open to all age groups, in accordance with the roles, desires, interests and needs of the community. So that the roles of the community in PKBM are not only as targets, but as a source of learning, which ultimately grows a sense of belonging, a sense of confidence in the programs they develop.

The development of the Education Sector is currently being promoted by the Bondowoso Regency Government, which is carried out by expanding and equalizing community opportunities in obtaining education. This is because there are still many people who do not finish school and drop out of school. For this reason, the Bondowoso Regency

Government seeks to increase the level of public education. Starting from the fulfillment of formal education facilities and infrastructure to the implementation of non-formal education, one of which is the Equality Education Program. Where currently the average number of years of schooling in Bondowoso Regency has only reached 5.54 years (in 2016). Whereas in East Java it has reached 7.1 years, this is one of the reasons why the Bondowoso Regency Human Development Index is in the low category of 64.37% (ranked 31 in East Java). Data Source: Bondowoso Regency Bappeda in 2017. This is also an indicator of Bondowoso Regency fall into the category of disadvantaged areas.

The implementation of out-of-school education has been carried out by the Community Learning Activity Center (PKBM). It's just that the number is still very small (not reaching 1000 learning residents) for the Package A, B and C programs. This is because the costs of the implementation are borne by the community independently. Due to limited APBD funds, they cannot finance the equality program. There is also limited operational assistance for the Equality Program from the APBN. This is what causes the community not to finish elementary, junior high and high school, the number of which reaches 116,460 people, aged 25 years and over cannot go to school, with the following details:

**Table 1 Details of People Who Did Not Finish Elementary, Middle and High School**

No	Not Over	Amount
1	SD	28,577
2	junior high school	72,147
3	senior High School	15,736
<b>Amount</b>		<b>116,460</b>

PKBM management or in this case the Chairperson of PKBM organizers is required to be able to manage 4 main areas, namely: type of program, program preparation and implementation, funding and administration. By not intending to minimize the contribution of the other components, the chairman of the PKBM organizer is one of the most essential factors in determining the quality of learning and learning citizens (WB). This raises crucial problems in the implementation of equivalence education, namely the pedagogic and andragogic competencies of managers who also double as tutors, which have been seen as weak and not in accordance with the demands of learning implementation, considering that tutors come from non-educational backgrounds.

A teacher who already has educational qualifications / diplomas in accordance with the subject and has an educator certificate should be able to show optimal performance. However, according to Siagian (2013:45), performance is influenced by several

factors including: work environment, organizational culture, leadership and work motivation, work discipline, salary, job satisfaction and other factors. With the topography of Bondowoso Regency which is surrounded by mountains, causing it to have terrains that are difficult to reach by managers and learning residents. This is also one of the determining factors for whether or not a PKBM is optimal. Because in the Synofik of the Village-Based Equality Education Movement (Veteran Desa) it explains one of the obstacles experienced by the parties involved in the PKBM Kab. Bondowoso is a factor in the work environment.

According to Siagian (2013: 49) performance is generated by the ability and commitment of a person. If someone has high ability but does not have a good commitment, it will not produce good performance, and vice versa. However, based on the results of research conducted by Veronica Aprillia DS (2017), it shows that the work environment has an insignificant negative effect on employee performance. The results of this study contradict the research conducted by Ratria Agustiyandari (2017) which states that the work environment has a positive and significant effect on employee performance.

Especially in Bondowoso. Only about 25% of managers have educational backgrounds, the rest have non-educational backgrounds and some even have a high school diploma. The following are the educational qualifications for PKBM managers in Bondowoso.

**Table 2 Education Qualification Data for PKBM Manager Kab. Bondowoso**

No	Type of Education	Education Percentage	Percentage Non-Education
1	senior High School	-	12
2	D3	-	2
3	S1	35	20
4	S2	-	1
<b>Amount</b>		<b>35</b>	<b>45</b>

Source: Disdik Sub PNF 2019

From the educational qualification data for PKBM managers above, it can be seen that there are still many managers who are also tutors who do not yet have a bachelor's degree education, and some also have non-educational qualifications. According to Barnawi and Arifin (2012: 7) "Teachers as professionals risk their profession on the quality of their work". Based on the explanation of the theory and data contained in the table above, it can be seen that the educational qualifications of PKBM managers & tutors in Kab. Bondowoso, has not met the teaching standards that have been determined by law, both from the academic level of the teacher and the competence of the teacher, so in this study the influence of competence, work

commitment and work environment on the performance of PKBM managers in Bondowoso Regency will be studied.

From some of the descriptions that the author put forward in the background section, the author can formulate the problem as follows:

1. Do competence, work commitment and work environment partially affect the performance of PKBM Kab. Bondowoso ?
2. Do competencies, work commitments and work environment simultaneously affect the performance of PKBM Kab. Bondowoso ?
3. How big is the ability of the variables of competence, organizational commitment and work environment in explaining the performance variables?

Based on the formulation of the problem and the performance phenomenon above, the research objectives to be achieved are as follows:

1. To partially examine the effect of competence, commitment and work environment on the performance of PKBM managers in Kab. Bondowoso.
2. To examine the simultaneous effect of competence, commitment and work environment on the performance of PKBM managers in Kab. Bondowoso.
3. To test the ability of the competence variable , organizational commitment and work environment in explaining the performance variable.

## **RESEARCH METHODS**

### **Research design**

The research design is the overall design of the planning of a research that will be carried out and will be used as a guide in conducting research. The research method is basically a scientific way to get valid data with the aim of being able to find, prove and develop knowledge so that in turn it can be used to understand, solve and identify problems (Sugiyono, 2013: 2). This research uses descriptive and quantitative research methods.

According to Sugiyono (2013:147) descriptive method is a method for analyzing data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. According to Sugiyono (2013:13) quantitative methods are one type of research whose specifications are systematic, well-planned and clearly structured from the start to the making of research designs.

### **Population and Sample**

According to Arikunto (2016:121) population refers to the whole group of people, events, one thing of interest that researchers want to investigate. The sample is part of the

number and characteristics possessed by the population. If the population is large and the researcher is not able to study everything in the population, for example due to limited funds, time and energy, the researcher can use samples taken from that population. What the sample learns, the conclusions can be applied to the population (Sugiyono, 2013: 91). The population in this study were all PKBM managers in Bndowoso Regency, amounting to 70 people.

The sampling technique used in this research is saturated sampling. According to Sugiyono (2010), "saturated sampling is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 30 people, or research that wants to make generalizations with very small errors. Another term for saturated sample is census, where all members of the population are sampled. So the number of samples used in this study were 70 respondents.

## RESULTS AND DISCUSSION

### Validity test

The results of the validity and reliability tests can be stated in the following table :

**Table 3 Validity Test Results**

Variable	Indicator	r <sub>count</sub>	Information
Competence (X1)	X1.1	0.630	Valid
	X1.2	0.657	Valid
	X1.3	0.693	Valid
	X1.4	0.604	Valid
	X1.5	0.732	Valid
Work Commitment (X2)	X2.1	0.720	Valid
	X2.2	0.767	Valid
	X2.3	0.714	Valid
Work Environment (X3)	X3.1	0.632	Valid
	X3.2	0.600	Valid
	X3.3	0.614	Valid
	X3.4	0.624	Valid
	X3.5	0.602	Valid
Manager Performance (Y)	Y1.1	0.661	Valid
	Y1.2	0.620	Valid
	Y1.3	0.640	Valid
	Y1.4	0.615	Valid
	Y1.5	0.687	Valid
	Y1.6	0.699	Valid

Based on the table of validity test results, it can be seen that each indicator used has a calculated r value greater than 0.30, this means that the indicators used in this research variable are feasible or valid to be used as data collectors.

### Reliability Test

Reliability is the level of advertising the results of a measurement. Measurements that have high reliability are measurements that are able to provide reliable (reliable) measurement results . In this study, the reliability measurement was carried out with the help of the SPSS 22 for Windows 13 program using the *Cronbach Alpha* method , where the questionnaire was said to be reliable if the *Cronbach Alpha* value was greater than 0.70. The recapitulation of the questionnaire items from the reliability test results is shown in the following table:

**Table 4 Reliability Test Results**

<b>Reliability Statistics</b>		
Variable	Cronbach's Alpha	Information
Competence	0.744	Reliable
Work Commitment	0.771	Reliable
Work environment	0.685	Reliable
Manager Performance	0.727	Reliable

Based on the test results, the *Cronbach Alpha* value is greater than 0.60. So all the variables used in this study are reliable.

### Multiple Linear Regression Analysis

#### Partial Statistical Test (t-test)

This test is to see the extent to which the influence of variable X (competence, work commitment and work environment) partially (individually) on variable Y (performance). Based on the results of processing using SPSS version 22 for Windows 13 , the results of the t-test are obtained, the results of which are summarized in the following table:

**Table 6 Recapitulation of t test results  
Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-1,559	.049		.000	1,000		
Competence	.287	.081	.287	3,518	.001	.359	2,787
Work commitment	.371	.081	.371	4,601	.000	.366	2,734
Work environment	.319	.065	.319	4,912	.000	.565	1,769

a. Dependent Variable: Performance

a. Competence

The value for the competency variable is 3.518 , with a significant value of 0.001 <0.05, meaning that the competency variable for PKBM managers has a significant effect on PKBM managers in Bondowoso Regency.

b. Work commitment

The value for this work commitment variable is 4.601 , with a significant value of 0.000 <0.05, meaning that the work commitment variable has a significant effect on the PKBM manager in Bondowoso Regency.

c. work environment

The value for this work commitment variable is 4.912 , with a significant value of 0.000 <0.05, meaning that the work environment variable has a significant effect on the PKBM manager in Bondowoso Regency.

**Simultaneous Statistical Test (F-test)**

Simultaneous test or F test is a joint test to test the significant effect of competence and work commitment variables on the performance of PKBM managers in Bondowoso Regency. Then the results of the F- test can be seen in the following table:

**Table 7 Statistical Test Results (F-test)  
ANOVA <sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	81,490	3	27,163	104,662	.000 <sup>b</sup>
Residual	27,510	106	.260		
Total	109,000	109			

a. Dependent Variable: PERFORMANCE



b. Predictors: (Constant), WORK ENVIRONMENT, WORK COMMITMENT, COMPETENCY

Based on statistical testing using the F test method, where the significant level obtained is  $0.001 < 0.05$ , it can be concluded that simultaneously competence, work commitment and work environment have a significant effect on the performance of PKBM managers in Bondowoso Regency.

**Coefficient of Determination**

The coefficient of determination is used to determine the ability of the independent variable in explaining the dependent variable. The following is a measure of the contribution of the variable competence, work commitment, and work environment, to performance which is presented in the following table:

**Table 8 Determination Coefficient Test Results  
Model Summary <sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.865 <sup>a</sup>	.748	.740	.50944280	1,629

a. Predictors: (Constant), Work Environment, Work Commitment, Competence

b. Dependent Variable: PERFORMANCE

The results of the analysis of the influence of competence, work commitment and work environment on performance as in the table above, shows the value of the coefficient of determination or R square shows a value of 0.740, from these results means that all independent variables (competence, work commitment) and work environment ) has a contribution of 74.0% to the dependent variable (performance) with a sufficient level of determination, and the remaining 26.0% is influenced by other factors outside of this study.

**The Influence of Competence on the Performance of PKBM Managers**

Based on the first hypothesis, the competence of managers affects the performance of PKBM managers. After testing the hypothesis obtained results state that the management competence significantly influence the performance of the manager of the regency proved CLC kebenarannya or  $H_1$  is accepted. This could be due to aspects related to the competence of managers that have been able to create the performance of PKBM managers. The aspects of these competencies are as follows:

- a) PKBM managers must have innovation & technical expertise in developing institutions.
- b) PKBM managers are able to work together & communicate well with tutors and other PKBM managers.
- c) Managers have good integrity to realize quality PKBM .
- d) Managers are able to manage and develop the ability of learning citizens in PKBM institutions.
- e) Managers are able to achieve the goals, vision, and objectives of the PKBM institution .

Meanwhile, in this study, there are significant similarities with the previous research conducted by Rahmah Ismail (2010); Rethans JJ (2002); Puji Astuti (2012) with results showing that there is a significant influence of competence on performance.

### **The Effect of Work Commitment on the Performance of PKBM Manager**

Based on the second hypothesis, work commitment affects the performance of managers. After testing and data analysis results stating that the work commitment of a significant effect on the performance of managers PKBM Bondowoso, unsubstantiated or  $H_2$  is received. This could be due to aspects related to work commitment that have been able to create the performance of Bondowoso Regency PKBM managers. Aspects of work commitment include the following:

- a) Managers have emotional feelings and beliefs about the values and goals of the PKBM institution, a sense of being part of the organization, and a sense of involvement in the organization .
- b) The manager will continue to manage this PKBM institution without any desire to quit or move to another institution.
- c) managers are obliged to remain committed to the PKBM institution,

As in this study are significant similarities with the results of previous studies dilakulan by JJ Rethans (2002); M Khyzer Bin Dost (2011); Puji Astuti (2012); Suwardi, Joko Utomo, (2011) which states that work commitment has a significant effect on performance.

### **The Influence of the Work Environment on the Performance of PKBM Managers**

Based on the third hypothesis, the work environment affects the manager's performance. After testing and data analysis results stating that the working environment have a significant effect on the performance of the manager of the regency CLC unsubstantiated or  $H_3$  received. This could be due to the existence of aspects of the work environment related to

the performance of PKBM managers in Bondowoso Regency. Aspects of the work environment are:

- a. Lighting / lighting in PKBM institutions that are managed is good for the smooth learning process.
- b. There is adequate ventilation for air circulation in PKBM institutions,
- c. There is no confusion in the PKBM institution that disturbs the peace of work, damages hearing, and causes communication errors .
- d. The PKBM environment is far from unpleasant odors that are disturbing.
- e. PKBM environment is conducive so that tutors and learning residents will feel at home in the learning & teaching process .

Meanwhile, in this study, there are significant similarities in results with previous research conducted by the research of Shidqiyah Ratria Agustiyandari (2017); which states that the work environment has a significant effect on the performance of managers.

The results of this study contradict the research conducted by Veronica Aprillia DS (2017) and Shidqiyah Asih Judatus (2011) concluded that the work environment variable (X1) has no significant effect on employee performance.

## **CONCLUSION**

Based on the results of the analysis and discussion that have been described previously, the results obtained, the competence and work commitment variables have a positive influence on the manager's performance variables as follows:

1. Partially, the variables of competence, work commitment and work environment have a significant influence on the performance of PKBM managers in Bondowoso Regency .
2. Simultaneously, the variables of competence, work commitment and work environment have a significant influence on the performance of PKBM managers in Bondowoso Regency.
3. The results of the analysis of the coefficient of determination of the influence of competence and work commitment on the performance of managers show the value of R square shows a value of 0.740 , meaning that the performance variable for PKBM managers can be explained by 74% by the variables of manager competence, work commitment and work environment and the remaining 26.0 % is influenced by other factors not included in the study .

Based on the conclusions that have been described, suggestions can be given that can be used as consideration for the company, namely:

1. The Government of Bondowoso Regency, especially the Office of Education in the field of Non-Formal Education must further improve competence, work commitment and work environment , because this will further improve the performance of Bondowoso Regency PKBM managers . One form of increasing competition is by frequently participating in training, education and training and educational seminars.
2. For PKBM managers, as far as possible, they must increase their competence or level of education, because it is an absolute demand that must be met as non-formal education teaching staff.
3. For future research, it is recommended to consider other factors that also influence the performance of managers, because the use of variables in the study has a contribution of 74.0% to the performance of PKBM managers.

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