

Can Ability, Commitment and Motivation Improve Employee Performance?

Ulfa Hidayati *¹

*¹ Institut Agama Islam Negeri Parepare, Soreang, Pare-Pare, South Sulawesi, 91131, Indonesia

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Correspondence Email:

ulfaahidayatii@gmail.com

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ABSTRACT

The performance of employees at the Ministry of Religion of Maros Regency found several problems, such as the low quality of services that can be directly felt by the public. The research data, the authors use 2 (two) methods, namely: descriptive analysis and qualitative analysis using multiple linear regression models. The results of the partial test show that the ability variable has a positive and significant effect on employee performance during the Pandemic Period at the Ministry of Religion, Maros Regency. The commitment variable has a negative and insignificant effect on employee performance at the Ministry of Religion, Maros Regency. The motivation variable has a positive but not significant effect on employee performance at the Ministry of Religion, Maros Regency. If the commitment and motivation are also appropriately implemented, even though the results of the F-test and T-test show that commitment does not have a positive effect on performance and motivation, it has a positive but not significant effect, but it can be a supporter of the employee's ability to be implemented. Employees at the Ministry of Religion of Maros Regency need strong motivation to maintain their ability to work, especially with the Pandemic situation, which requires more problem-solving in completing work that has experienced many obstacles in the last two years.

INTRODUCTION

The issues confronting any organization in the twenty-first century are centered on meeting the community's needs in a way that is satisfying and valuable. According to this paradigm, if a business wishes to remain competitive, it must respond more swiftly to changing societal needs or demands. Rapid response of the business to changing community requirements or expectations involves responses in the form of new product innovation, process innovation, and service quality improvement that are directly tied to organizational goals and community interests. As a result, organizations require human resources (HR) with superior skills and competencies, which are also essential variables in boosting productivity and performance. The efficient execution of government tasks and the country's advancement are contingent upon the perfection of the state machinery, particularly Civil Servants (Jumady & Lilla, 2021). Thus, city officials need to be as professional as possible in carrying out their tasks and obligations to realize national development goals, namely a law-abiding civil society, a modern, democratic, prosperous, just, and moral civilization. Three objectives are critical: public service accountability, bureaucratic resource development, and information technology development (Dwiyanto, 2021).

During the Covid-19 Pandemic, many obstacles and fundamental problems arise due to changing working conditions that are completely limited both in terms of community services and on organizational agendas that must be postponed. One of the problems that must be resolved and developed is strengthening the professionalism of civil servants in a balanced manner with the organization's needs. With the utilization of the apparatus in carrying out general government and development tasks, the government seeks to carry out tasks in the field of personnel to perfect a clean and authoritative apparatus while still

paying attention to employee performance. Human Resource Development (HR) is carried out to provide results following the organization's goals and objectives, with predetermined workability standards. Workability is the mastery of science, technology, and skills that support the smoothness and ease of doing work and can support any changes made by management. Human resources are the most important investment made by organizations whose ultimate goal boils down to one point: a quality workforce, good work discipline, high motivation, commitment to the organization, and efficiency in all aspects, and has work productivity. Appropriate to the needs of the organization, both now and in the future.

The results of initial observations at the Ministry of Religion of Maros Regency in this study show some facts in the field, such as the performance of employees, some problems are encountered, such as the low quality of service that the public can feel. This is evidenced by the number of complaints from service users stating that the performance of this organization is often felt to be less than optimal this year. The low quality of this service can be seen in the form of administrative delays and services that are less than optimal, and services that are less friendly. In addition, it can be seen that some elements of subjectivity in government, such as the ability of employees, are still less visible from the number of jobs that are postponed, leadership has not been effective, there are no disciplinary sanctions/penalties applied, employee discipline is still low, the work environment is not supportive including facilities that are still lacking, adequate. In addition, work motivation is also seen to be lacking, which can be seen from the number of employees who are still late in coming to the office, which causes employees not to carry out their duties properly.

Ability, commitment, and motivation are essential factors that employees must possess to provide all forms of full service from the community's needs (Coenraad, 2016). This study is essential so that employees understand and become a stimulus to provide good service, provide excellent provision of public needs, and the spirit that is always reflected in the behavior of both colleagues and the public. Increasing the performance of individual employees can improve the performance of groups of employees. Improving the performance of all groups of employees will encourage increased organizational performance, which will accelerate the achievement of goals and objectives that the organization has determined. The demands on employees, in this case, are Civil Servants (PNS) to work professionally, honestly, and reasonably so that they are authentic, transparent, complex, and firm. On the other hand, Civil Servants have limited abilities and skills and are mentally weak. It is a fact that we cannot deny if, in general, today's public opinion about Civil Servants always has a negative opinion. These issues are related to the work productivity of civil servants and their work ethic, which is considered low, lacks discipline, does not serve well, lacks transparency, does not provide added value, complains a lot, tends to be corrupt, and so on.

The demand for improving employee performance requires influencing factors, including ability, motivation, and commitment. Mangkunegara, (2005) states that the factors that influence performance achievement are the ability and motivation factors. Sopiah, (2008) states that employees who are highly committed to the organization will lead to high organizational performance, reduced absenteeism, employee loyalty, and others. Workability can affect employee performance, and this statement is reinforced by the opinion of Mangkunegara, (2005) The factors that influence the achievement of performance are the ability factor and the motivation factor. Psychologically, employee abilities consist of potential (IQ) and reality abilities (knowledge + skills). In addition to ability, motivation is the primary basis for someone to enter the organization in the context of the person's effort to satisfy various needs, both political, economic, social, and other needs that are increasingly complex.

According to McClelland (1987) Mangkunegara, (2005) There is a positive relationship between achievement motives and performance achievement. An achievement motive is an encouragement in employees to carry out an activity or task as well as possible in order to be able to achieve work performance (performance) with a commendable predicate. This means that employees will be able to achieve maximum performance if they have high achievement motives. In line with the opinion of David

C. McClelland stated above, it is clarified again by the theory put forward by Fathoni, (2006), where all motivational theories emphasize that humans have very complex needs, not only regarding increasing the standard of living in the material sense. However, other needs such as security, social, prestige, and self-development must be met and satisfied.

Theoretically, giving good motivation has consequences for better performance. Motivating according to Siagian (2004), every agency must improve employee performance to achieve an efficient and effective level of agency. A vehicle that is considered adequate for this purpose is through the provision of motivation. Commitment to the organization discusses the closeness of employees to the organization in which they are located. At the same time, commitment reflects the strength of employee involvement and loyalty to the organization. This involvement and loyalty are strongly influenced by how much work is charged to employees according to their expectations. This means that there are levels of commitment to employees, from deficient levels to very high levels. According to Near & Jansen (1983), Sopiah (2011), if employee commitment is low, it can trigger negative employee behavior, for example, acts of rioting whose further impact is a decline in organizational reputation, loss of trust from clients and other impacts. Is a decrease in company profits.

Seeing how vital Ability, Commitment, and Motivation are needed in improving employee performance because they can be used as a foundation for the organization in order to continue to maintain its image in providing the best service as a public servant, for this reason, the researcher conducted this research at the Office of the Ministry of Religion Kab. Maros, where the difference from previous similar studies, was carried out during the Covid-19 Pandemic Period were in this condition. Of course, there were many changes in conditions experienced by employees starting from the implementation of Working Hours to other internal and external regulations. It is hoped that if the variables of Ability, Commitment, and Motivation are seen when applied by the organization, it will become a robust and unique culture that service users remember to increase effectiveness and efficiency.

High commitment to the organization will have a professional attitude and uphold the values that have been agreed upon in the organization (Alwi, 2008). Another opinion is expressed by Luthans (2002), which states that both past research and recent research support the effect of organizational commitment on desired outcomes, such as performance, and negatively affect the desire to move and absenteeism. Based on the opinion above, that commitment is related to employee performance. However, commitment has a direct relationship to employee performance. (Porter et al., 1964; Riva'i, 2000).

Ability is a combination of knowledge (knowledge) with skills (skills). An ability that synergizes with motivation will produce a person's performance. Every performance or every job has its risks which we can call occupational risks. So there is no job without risk (Sutikno, 2005). Meanwhile, Gibson, Ivancevich, Donnelly, (2003) define ability as the potential possessed by a person to do work or tasks so that the results are expected. So, the results of a job will be determined by the abilities of an employee. Based on the definitions above, it can be concluded that ability is an individual's capacity to perform various tasks in a job.

H1: Ability to influence employee performance

Employees who are highly committed to the organization will lead to high organizational performance, reduced absenteeism, employee loyalty, and others (Sopiah, 2008, p.166). Another opinion is expressed by Luthans, (2002), which states that both past research and recent research support the effect of organizational commitment on desired outcomes, such as performance, and negatively affect the desire to move and absenteeism. Based on the opinion above, that organizational commitment is a global network between individuals and organizations. The commitment of employees (individuals) will encourage the creation of organizational commitment. Mowday et al., (1979) suggested that organizational commitment can be defined as the “relative strength of an individual's identification with and involvement in a

particular organization. Hardiyana et al., (2016) argues that commitment can be defined as Belief and acceptance of organizational goals and values, Willingness to try or work for the organization's benefit, and Desire to maintain organizational membership. Research related to organizational commitment was conducted by Allen & Meyer (1990) regarding the measurement of antecedents of organizational commitment. There are three components in organizational commitment, namely (1) individual identification with organizational goals (affective commitment); (2) costs associated with staying in an organization (the "side-bet" theory or continuance commitment); (3) what should be done (normative commitment). The study results found that the practical and continuance components of organizational commitment are empirically different, but there is no correlation. Meanwhile, affective and normative are different components, but both are related: (1) Willingness to do business that is beneficial to the interests of the organization; (2) a strong desire to maintain membership in the organization; (3) Strong belief in and acceptance of the organization's goals and values.

H2: Commitment affects employee performance

Siagian, (2004) explains that work motivation is the whole process of giving subordinates work motives so that they want to work sincerely to achieve organizational goals efficiently and economically. Thus, it can be said that it is an impulse that grows within a person, both from within and outside himself, to do a job with high enthusiasm using all the abilities and skills he has. According to Fathoni (2006), all motivational theories emphasize that humans have very complex needs regarding improving the standard of living in the material sense. However, other parts of needs such as security, social, prestige, and self-development must be met and satisfied. Theoretically also, that giving good motivation brings consequences to better performance. Providing motivation, according to Siagian (2004), every agency must improve employee performance to achieve an efficient and effective level of agency, a vehicle that is considered adequate for this purpose is through the provision of motivation. Work motivation is a desire to make a high effort to achieve organizational goals and, simultaneously, a need so that high effort will also determine high performance. Winardi, (2005) states that motivation affects the type of adjustment made by employees to an organization. As a result, adjustments driven by work motivation will increase performance. Conversely, the inability to make adjustments causes a decrease in work motivation, which causes a decrease in performance.

H3: Motivation affects employee performance

RESEARCH METHOD

This research was conducted using a survey approach and distributing questionnaires to analyze the facts and data that support the information needed to support the research discussion. While the type of research is quantitative descriptive, which describes and explains the Influence of Ability, Commitment, and Motivation in the Pandemic Period on the Performance of Ministry of Religion Employees Maros Regency. A population is a whole group of elements that can generally be people, objects, transactions, or events. The population in this study were all employees at the Ministry of Religion, Maros Regency, amounting to 86 people. With a population not too large, this study uses the census method, namely the entire population as respondents. The 86 employees consist of the General Section totaling seven people, Personnel Section 6 people, Finance 6 people, Islamic Community Guidance Section as many as eight people, Education and Madrasah Section as many as seven people, Islamic Religious Education Section as many as eight people, Diniyah Education Section and Islamic Boarding Schools as many as seven people, Section Organizing Hajj and Umrah as many as eight people, Organizing Zakat and Waqf as six people, Sharia Organizing Section as many as nine people and Supervisors fourteen people.

Table 1. Operational and Measurement Definition

No	Variabel	Defenisi	Indikator	Scale
1	Employee Performance	Employee performance is the result of work that can be achieved by a person or group of people in an organization, according to the authority of their respective responsibilities to achieve the goals of the organization concerned legally, not violating the law following the law morals and ethics.	<ol style="list-style-type: none"> 1. The quality of the employee's work is in accordance with the established quality standards 2. The quantity of work results in accordance with the specified standards 3. Completing work on time 4. Have creativity at work 5. Collaborate with co-workers 	Ordinal
2	Ability	Quality of Human Resources is employees who carry out their work as seen from a person's skills, educational background, training, professional problems.	<ol style="list-style-type: none"> 1. Skills, 2. creativity in doing work, 3. the individual's ability to be assessed in carrying out the work 	Ordinal
3	Commitment	Strong commitment allows a person to expend additional physical, mental, and spiritual resources that can be obtained; on the contrary, without commitment, big jobs will be challenging to carry out.	<ol style="list-style-type: none"> 1. sense of belonging to the organization, 2. proud to be involved in the organization 3. fun to work 4. Proud of the organization 	Ordinal
4	Motivation	Encourage employees to behave under what the organization wants towards individuals or group members in response to an event in society.	<ol style="list-style-type: none"> 1. seriousness in work, 2. Desire to learn something different and new 3. love for challenging and difficult work, 4. Likes to work under pressure and deadlines 	Ordinal

Measurement of the questionnaire was measured using a Likert scale and was given a score for the answers it responded to (strongly agree given a weight = 5, agree = 4, neutral = 3, disagree = 2, strongly disagree = 1). The analysis used in this research is descriptive statistical analysis as validity test, reliability test,, classical assumption test consisting of Normality Test, Multicollinearity Test, Heteroscedasticity Test, Autocorrelation Test, Multiple Linear Regression Analysis, Hypothesis Test consisting of Determination Test, F-Statistics Test, t-Statistical Test. This test will help identify each independent variable, namely (ability, commitment, and motivation). It appears which of the independent variables greatly influences the Dependent variable (employee performance) either partially or simultaneously.

RESULTS AND DISCUSSION

According to Arikunto, (2010), the validity is carried out to see the degree of accuracy between the data that occurs on the object and the data collected by researchers to find the validity of an item; we correlate the item score with the total of these items. If the coefficient between the items and the total

items is equal to or above 0.3, the item is declared valid. However, if the correlation value is below 0.3, the item is declared invalid. Based on the results of the validity tests that have been carried out, the results of this study indicate that all instruments used in this study are valid. Furthermore, a reliability test is carried out to see to what extent the measurement results using the same object will produce the same data. The reliability test results shown in table 2 show that the value of Cronbach's Alpha (r-count) of the 20 statement items is between 0.763 to 0.830, where the value of r count > the value of r table 0.213. This means that each item of the statement of the variables used in this study is reliable, or it can be said that the research instrument used in the measuring function does not cause a double meaning so that consistency is guaranteed in measuring the influence of the ability, commitment, and motivation variables on employee performance at Ministry of Religion Maros Regency.

Furthermore, simultaneous testing was conducted to determine the effect of all independent variables (ability, commitment, and motivation) on the dependent variable (employee performance) by looking at the F-count value. The results of the simultaneous test can be seen in table 2.

Table 2. Reliability Test Results of Research Instruments

Research Instruments	Cronbach's Alpha (r-calculated)	r-estimated (n=86; $\alpha=0.05$)	Info
X1	0.830	0.213	Reliable
X2	0.763	0.213	Reliable
X3	0.806	0.213	Reliable
Y	0.800	0.213	Reliable

Table 3. Test Results

Variabel	B	Standardized Coefficients Beta	t	Sig.
(Constant)	,648		1,881	,064
Ability	,823	,764	6,258	,000
Commitment	-,126	-,134	-1,341	,183
Motivation	,146	,144	1,385	,170
R (Correlation)			,784 ^a	
R ² (determination)			,615	
F-calculated			43,727	
Sig (probability)			,000 ^b	
F-estimated (df1=3, df2=82)			2,76	
t-estimated (df=82; α 0,05)			2,000	
N			86	

The results of the t-test indicate that the variables of ability, commitment, and motivation separately on employee performance at the Ministry of Religion of Maros Regency. This can be seen from the value of t-calculated > t-estimated which is 2,000 obtained from df2 = 82; α 0.05 and can also be seen from the value of the significance level <0.05, namely the ability variable with t- calculated 6,258 > 2,000 or a significance of 0.000 < 0.05 (significant effect), commitment variable with t- calculated t -1,341 < 2,000 or significance 0.183 > 0.05 (not significant), and motivation variable with t-count 1.385 < 2,000 or 170 > 0.05 (not significant) of the three independent variables, the one that has a positive and significant effect is the ability variable.

Furthermore, simultaneous testing was conducted to determine the effect of all independent variables (ability, commitment, and motivation) on the dependent variable (employee performance) by looking at the F-count value. The ANOVA (Analysis of Variants) test or the F test in the study obtained a probability value of 0.000 which was smaller than the required value of 0.05. This means, empirically, the variables of ability, commitment, and motivation simultaneously have a significant and positive effect

on employee performance at the Ministry of Religion of Maros Regency. Partial testing is used to see the effect of the ability, commitment, and motivation variables separately on employee performance at the Ministry of Religion, Maros Regency.

Furthermore, the results of the multiple linear regression equation from this research model are as follows.

$$Y = 0,648 + 0,823x_1 + (-0,126x_2) + 0,146x_3$$

Based on this equation, it can be interpreted that the constant (b_0) = 0.648, which indicates that if there is no effort to improve employee performance through ability, commitment, and motivation, then the performance of the Ministry of Religion of Maros Regency will be constant, which if numbered is 0.648. $b_1 = 0.823$, which indicates that the ability variable has a positive and significant effect on employee performance at the Ministry of Religion of Maros Regency. This means that the more influential the ability, the performance of employees at the Ministry of Religion of Maros Regency will increase. The magnitude of the influence of the ability variable on employee performance at the Ministry of Religion of Maros Regency can be known through the beta number or standardized coefficient, which is 0.764 or 76.4%. $b_2 = -0.126$, which shows that the commitment variable has a negative and insignificant effect on the performance of the employees of the Ministry of Religion of Maros Regency. This means that commitment will not significantly influence the performance of employees at the Ministry of Religion of Maros Regency. $B_3 = 0.146$, which indicates that the motivation variable has a positive but not significant effect on the performance of the employees of the Ministry of Religion of Maros Regency. This means that even if motivation increases, it will not affect the performance of employees at the Ministry of Religion of Maros Regency. The magnitude of the influence of motivational variables on employee performance at the Ministry of Religion of Maros Regency can be known through the standardized beta coefficient, which is 0.144 or 14.4%.

Based on this description, it is known that of the three variables, it turns out that the ability variable has a dominant influence on employee performance at the Ministry of Religion of Maros Regency because the beta number or standardized coefficient is greater than the other variables. At the same time, the variable that gives the minor contribution is the commitment variable. The results of the determination test obtained the coefficient of determination (R^2) of 0.615. This means that 61.5% of employee performance (Y) variation is determined by ability, commitment, and motivation. The remaining percent is influenced by other factors not studied. The correlation value (R) of the research variables obtained is 0.784. This means that the relationship between the independent variables, in this case, the ability, commitment, and motivation to the performance of employees at the Ministry of Religion of Maros Regency, is sufficient, namely 78.4%.

Discussion

The abilities possessed by employees will facilitate the completion of each job effectively and efficiently without any difficulties in producing a job or good performance. Partial test results show the ability variable has a positive and significant effect on employee performance during the Pandemic Period at the Ministry of Religion, Maros Regency. This means that there is a unidirectional relationship between leadership variables and employee performance, or it can be said that if leadership is effective, employee performance will also increase. The results of this study are in line with Robbins' ability theory that ability is an individual's capacity to perform various tasks in a job. Practical ability is crucial to shape and improve the performance of individuals, groups, and organizations. So, the practical ability is a determining factor for effectively implementing an employee's primary duties in coordinating and realizing an excellent working mechanism. Based on this analysis, it can be concluded that the ability variable is an essential factor and ranks first in improving employee performance at the Ministry of Religion of Maros Regency.

Therefore, the ability needs to be maintained, especially in the indicators that make it up so that employee performance can be improved in the future.

Commitment is the ability to be responsible for the things entrusted to someone; commitment has nothing to do with talent, intelligence, or talent. The partial test results show that the commitment variable has a negative and insignificant effect on the performance of employees at the Ministry of Religion, Maros Regency. This indicates that there is no unidirectional relationship between commitment and employee performance, in the sense that if commitment increases, it will not affect employee performance. A strong commitment will allow a person to spend additional physical, mental, and spiritual resources that can be obtained; on the contrary, without commitment, it will be difficult to do great work. Work motivation is a skill in directing employees and organizations to want to work successfully so that employees' wishes and organizational goals are achieved.

The partial test results show that the motivation variable has a positive but not significant effect on the performance of employees at the Ministry of Religion, Maros Regency. This indicates a unidirectional relationship between work motivation and employee performance. When the work environment is favorable, employee performance can also be positive. The findings of this study corroborate Veithzal Rivai's theory, namely that a series of attitudes and values influence individuals to accomplish specific tasks following their individual goals. Thus, motivation is a state of mind that has a positive or negative effect on employee performance. Based on this analysis, it can be concluded that the work motivation variable is a contributing factor to improving employee performance at the Ministry of Religion in Maros Regency, implying that motivation can contribute to employee performance. However, it is a minor factor because each indicator of the motivation variable plays a minor role. Motivation, in theory, has a positive effect on employee performance, which is consistent with research conducted by several researchers. However, motivation has a small but positive effect on performance, particularly at the Ministry of Religion in Maros Regency. This means that, while employee motivation is high at the Ministry of Religion, it will have a limited impact, particularly given the current pandemic situation. There is still a lack of confidence among all employees at the Ministry of Religion; many feel inferior if they wish to be diligent on their own while their colleagues pay little attention to the work quality.

CONCLUSIONS

Based on the results of the research and discussion that have been described, it can be concluded that an employee's ability is critical in carrying out his role as a public servant. If an ASN can carry out its role following the needs of the general public or other service users, then the objectives of the ASN duties, one of which is a public service, can be achieved. However, if the commitment and motivation are also appropriately implemented, even though the results of the F-test and T-test show that commitment does not have a positive effect on performance and motivation, it has a positive but not significant effect, but it can be a supporter of the employee's ability to be implemented. Employees at the Ministry of Religion of Maros Regency need strong motivation to maintain their ability to work, especially with the Pandemic situation, which requires more problem-solving in completing work that has experienced many obstacles in the last two years.

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