

EFFECT OF JOB CHARACTERISTICS AND EMPLOYEE COMPETENCY ON EMPLOYEE PERFORMANCE (STUDY IN CV. PERCETAKAN FAJAR MOJOKERTO)

Dinda Fatmah¹⁾ Chamdan Purnama²⁾

¹⁾Lecturer School of Economics Al-Anwar Mojokerto, Indonesia

²⁾Lecturer School of Economics Al-Anwar Mojokerto, Indonesia

Email, Fatmah.dinda@gmail.com

Abstract: Human resources is a very valuable asset in achieving the goals of a company. It is inevitable that the human factor has a very important role in the run, therefore attention to the job characteristics and employees competence is necessary to improve employee performance or achievement of objectives. The purpose of this study to determine whether job characteristics affect the employees performance and to determine whether the employee's competence affect the employees performance of with a population of about 80 employees at CV. Percetakan Fajar Mojokerto. Data was collected by using a questionnaire that had been tested for validity and reliability. The data analysis used regression analysis with SPSS version 23. Based on the results of the regression analysis, it was found that: First, there are positive significant effect between job characteristics on employee performance. Secondly, there are positive significant effect between the employee competence on employee performance. Third, there are positive significant effect between job characteristics and employee competencies on employee performance

Keywords: job characteristics, competence of employees, employee performance

INTRODUCTION

In the corporate world, the size of the company's success is the division and classification of work on each individual character of employees. Characteristics of the work will affect the psychological state for an employee that the employee will feel the significance of the aspects of the job he faced then those employees will feel responsible for the result of a work written and can apply the knowledge gained to deal with jobs and improve the quality of employees which will further gain the end result is high motivation, high quality performance and employee satisfaction. Research Djastuti (2015) states that the job characteristics influence on job satisfaction, commitment, managerial employee performance, according Otm (2013), job characteristics influence on job satisfaction. If the job characteristics applied properly it will lead to higher job satisfaction to employees. Rahajaan *et al*, (2012) Job Characteristics significant effect on the work environment and significant effect on job stress, work stress have a significant effect on job satisfaction. In addition the company's success can also be affected by the placement of employees.

Placement of employees in positions according to their competence is also a determining factor in the improved performance. Competence is the basic

characteristics of a that affect the way of thinking and acting, to generalize to all situations faced and survived long enough in humans (Ruky, 2006). Competence in relation to the performance can be classified in two groups (Ruky 2006) threshold competencies that the minimum criteria that must be met office holders in order to work effectively and differentiating competencies that the criteria that distinguish people who reach superior performance and those whose performance was average.

To enhance the high performance, required an increase in the optimal working and able to leverage the potential of the human resources that are owned by employees in order to create the goals of the organization, so it will make a positive contribution to the development of the organization. In addition, organizations need to consider various factors that may affect the performance of the employee.

Based on the above background, the researchers wanted to know how much influence karakteristi work and competence of employees on employee performance CV. Percetakan Fajar.

LITERATURE REVIEW

Job Characteristics

Job Characteristics is part of the job. Based on the above approach regarding job enrichment, job characteristics model is one that is widely used.

According to Hackman and Oldham (1980: 80) states that the characteristics of the internal aspect of the job is a job that refers to the content and conditions of employment. Meanwhile, according to Robbins (2003: 218) "The theory of the working characteristics of an effort identify the characteristics of the job duties, how characteristic it was merged to form the different jobs, and their relation to motivation, satisfaction and employee performance. According Panggabean (2004: 130) Job characteristics related to the work itself which relates to how employees rate the tasks in the job. Berry and Houston (2007) Characteristics of the work is the attitude of the internal aspects of the work itself consists of a variety of skills required, the procedure and the clarity of their duties, authorities and responsibilities as well as feedback from the task that has been done.

Based on the understanding of the job characteristics can be concluded that the job characteristics is a factor that shows the characteristics of a type of job or the distinguishing factor between a job with other types of employment. Robbins (2003: 219) the job characteristics is divided into five dimensions of the main work is: Skill Variety, Task Identity, Task Significance, Autonomy and Feedback the five dimensions which is then used as an indicator in this study.

Competence Employees

Literally, competence is defined as the fight together. Competence is closely related to the idea of the capability. The man who called himself competent is the person who has the capability. Sutrisno (2010: 202) states that etymologically, competence is defined as the behavioral dimension of expertise or excellence of a leader or staff have the skills, knowledge, and behavior, competence is the ability of a person to perform an activity, sometimes special or unique. Wibowo (2008: 86) states that competence is an ability to perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Furthermore it is said that the concept of self is the attitude, values or image of a person to have self-confidence, knowledge and appropriate skills. According Mc.Clelland in Sedarmayanti (2011: 126) competency is a fundamental characteristic of a person who has direct influence on the performance, or can predict a very good performance. Grouping competence consists of knowledge, skills and personal attributes.

Knowledge is more visible and recognizable in matching people to work, it is a competence that is visible, while the skills although some may look like technical skills of artificial insemination. Skills that can improve the performance of a hidden competence. Based on the understanding of the above, it can be concluded that competence is the ability to work to integrate the knowledge, skills, abilities and personal values based on experiences and lessons learned in order to implement their duties in a professional, effective and efficient. For the next employee competency in use as a reference for the manufacture of the instrument using the instrument developed by Sedarmayanti (2011), namely: knowledge, skills and personal attributes.

Employee Performance

Performance is one measure of the behavior of the actual the workplace is multidimensional, where performance indicators include quality of work, quantity of work, working time and working with co-workers (Mathis & Jackson, 2008: 189). Aida (2004) stated that the performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibilities of each in order to achieve organizational goals. Performance is the success of the personnel, teams or organizational units in realizing the strategic goal previously set with the expected behavior (Mulyadi, 2007: 337).

While the Purnama (2011) defines performance as the success of efforts to achieve the goal. According Nurfitriana (2004), the performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibilities of each in order to achieve the goal. Tika (2006: 121) defines performance as the results of job functions / activities of a person or group in an organization that is affected by a variety of factors to achieve organizational goals within a specific time period.

Of the various opinions on the above it can be concluded that the performance is the result or the level of success achieved by the employee in performing a work activity by referring to the task to be done. For the next level of success achieved by the employee who was used as a reference instrument making research using instruments developed by Purnama (2014) and Miner (2004) which includes; quality, quantity, timeliness and cooperation.

CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

Conceptual Framework

The conceptual framework illustrates the influence of the independent variables on the dependent variable is the effect of job characteristics and employee competence to employee performance in CV. Percetakan Fajar Mojokerto. performance of employees can continue to increase due to the influence of job characteristics are superior and the competence of a good employee.

In an effort to constantly improve the performance of employees, the effect of job characteristics are also supported by a good employee competence. Then the framework in this study can be formulated as follows:

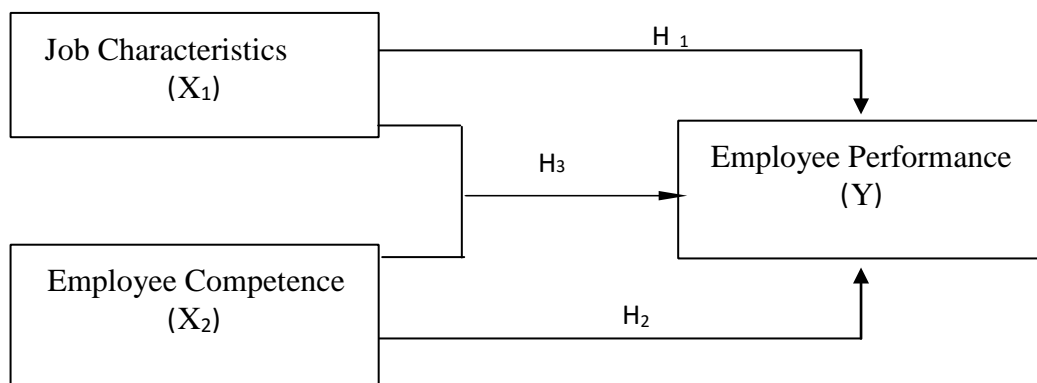


Figure 1: Conceptual Framework

- H₁ shows the effect of X₁ to Y
- H₂ shows the effect of X₂ to Y
- H₃ shows the effect of X₁ & X₂ to Y

Hypothesis

The hypothesis of this study are:

1. Allegedly there are significant job characteristics on employee performance.
2. Allegedly there are significant employee competencies on employee performance.

METHODS

In general, this study aims to describe and analyze the influence of job characteristics and competencies of employees on employee performance. The results obtained in this study is expected to provide an explanation of how the performance of employees affected by job characteristics and employee competence.

Judging from the subject, the study was designed as a research and action orientation. Data taken from the target or subject of research is data about individual orientation, such as the characteristics of the work and competence of employees. The study design research has advantages over the characteristics of the study subjects relating to the individual character data,

such as age, years of service, gender and so on. Therefore, research orientation and action plan provides an opportunity to deliver solutions that suggest changes.

Judging from the dimension of time, the study was designed as a cross-sectional study. According to Murray *et al.*, (2015) although the cross-sectional design is usually used in descriptive and explanatory, and this research is an explanatory research, but adapted to subject inherent and do not touch or be influenced by the dimensions. Time, then the use of cross-sectional draft will not affect the validity and reliability of the data collected.

Judging from the nature of the relationship between variables, the study was designed as a comparative study causal. Variables that one with the other variables that are not described correlation, more of it will be described and analyzed in accordance with the variable effect. From the design of the relationship between variables, we can define the labels for each variable as follows: 1) The independent variables: Job characteristics and

employees competence 2) dependent variables: employees performance.

Total population in the study all employees CV. Percetakan Fajar Mojokerto numbered 80 employees, according to Arikunto (2006) if the subject is less than 100, should be taken all the research is the study population. Data were collected using a questionnaire that has been tested for validity and reliability. Analysis of data using regression analysis using SPSS version 23

RESULTS

The results of Test Validity

Test validity of the instrument was given to 80 respondents, and the results were analyzed using correlation *product moment person*. The results were compared with r_{table} at significance level of 5% with $n = 80$, and is known to $r_{table} = 0.220$.

The test results demonstrate the validity of the results of r_{count} of all item questionnaire of the variable job characteristics and employees competence and employee performance has a value greater than $r_{table} = 0.220$. Thus the whole item questionnaire to the variable job characteristics, the employee competence and the employee's performance is considered valid as a measuring tool and can be used to obtain the necessary data in this study

Table 1. Results Test Regression

Summary Model

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	.552 ^A	.351	.329	5,750	.351	6.752	2	78	.008

a. Predictors: (Constant), JOB CHARACTERISTICS, EMPLOYEE COMPETENCE

b. Dependent Variable: EMPLOYEE PERFORMANCE

Table 2. Results Test Regression

Coefficients^a

Model		unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.828	7,991.000		4,121	.000
	JOB CHARACTERISTICS	.240	.073	.382	3,709	.003
	EMPLOYEES COMPETENCE	.208	.095	.236	3,225	.006

a. Dependent Variable: EMPLOYEES PERFORMANCE

Results Test Reliability

After a validity test is passed with the reliability test to determine the extent of research instruments reliable. The criterion is if the correlation result *alpha* is greater than 0.600 then the instrument can be said to be reliable. Summary results of reliability tests showed reliability value of *Cronbach's Alpha* the variable characteristics of the job, employee competence and performance of employees have a value greater than $r_{table} = 0.600$. Thus the whole item questionnaire to the variable job characteristics, employees competence and employee performance are considered reliable. "Reliabilities less than .60 are Generally Considered to be poor, Reviews those in the .7 range, to be acceptable, and Reviews those over .8 to be good" or "alpha value which is lower than 0.60 generally said reliability is low, the value of alpha 0.7 range is said to be acceptable, and the alpha value greater than 0.80 is said to be good" (Sekaran, 2000: 287).

Results Test of Regression

Based on calculations using the program regression analysis between the variables in job characteristics (X1) and employees competence (X2) effect on variable Y (the employee's performance), performed using *SPSS23* and can be seen in Table 1 as follows:

From table 1 described in column R that the correlation coefficient (r_{xy}) = 0.492 and then compared with r_{table} at a significance level of 5% with $n = 80$ is 0.220 so the test is known $R 0.552 > R_{table} 0.220$. with a probability value 0.008, test $F 6.752 > F_{table} 3.12$ and Sig. (2-tailed) is smaller than the significance level ($\alpha = 0,05$), so it can be concluded that the variable job characteristics and employees competence have a significant effect simultaneously influence employee performance variables. Column Adjusted R square of 0.329 result means that 32.9% of employee performance can be affected by the job characteristics and employees competence and the remaining 67.1% is influenced by other variables not included in this study.

From Table 2 above, constants and coefficients of simple regression equation obtained from column B so that the linear regression equation is as follows $Y = 28.828 + 0.240X_1 + 0.208X_2 + \epsilon_0$. This means that if the variable characteristics of the job increases by one unit, it will result in an increase in the performance of employees totaled 0.240 units, if the variable competence of employees increased by one unit, it will result in improved performance of employees is 0.208 units, and when there is no influence of independent variables X_1 (job characteristics) and X_2 (competence of employees), employee performance is 28.828.

From Table 2 can be explained also that for job characteristics $t = 3,527$ with a probability value of 0.003 and compared with r_{table} at a significance level of 5% with $n = 80$ $t_{test} 3,709 > t_{table} 1,991$ and sig. (2-tailed) is smaller than the significance level ($\alpha = 0,05$), so that the correlation coefficient X_1 (characteristics of the job) with a variable Y (performance of employees) is very significant. As for the job competence $t = 3.335$ with a probability value of 0.006 and compared with r_{table} at a significance level of 5% with $n = 80$ $t_{test} 3,225 > t_{table} 1,991$ and sig. (2-tailed) is smaller than the significance level ($\alpha = 0,05$), so that the correlation coefficient X_2 (job competence) with a variable Y (performance of employees) significantly

DISCUSSION

The effect of job characteristics on employee performance

Based on the results of the regression test in table 2 concluded that the characteristics of the job

positive and significant effect on employee performance.

This study is in line with the results Prastowo (2011) compatibility characteristics affect job performance. The results showed that employees gain a better understanding their respective sectors related to variations in the job, the opportunity to use his skills, understand well the procedure is done and the work being done is important for the other party (the consumer) and the internal organization and the employees receive good feedback on the implementation of the results job. The results are consistent with research conducted by Hermanto (2015) which states that the job characteristics affect the performance of employees. The results showed that the perception of employees on the characteristics high work related to the placement of employees in accordance with the Traffic and expertise so that they can maximize the capability and expertise, employees are aware that duties and very beneficial to parties outside the organization and the community in general, as well as support the company, the employees understand very well the scope of duties and procedures for the implementation of the task to be done, but the freedom to plan the work, the freedom to make decisions related to the implementation of the tasks has not been given in full, as well as employees to freely receive information and know the progress and achievements in work will increase his performance.

Tanaka (2002) The type and degree of autonomy that employees will affect the use of facilities and offices needed to optimize their performance. As employees work space that requires a high level of interaction with other team members, will be very different from the workspace employees who are not in need of social interaction (Quible in Sukoco, 2007). Subyantoro (2009), job characteristics direct and significant impact on job satisfaction. In line with that expressed by Krishnan *et al.*, (2010) which states that the dimensional characteristics of the job (autonomy of work, the variety of work and the significance of the work has a positive and significant relationship to job satisfaction, and the results Prastowo (2011) which stated that the job characteristics have a significant effect to job satisfaction, which in turn will improve the performance of employees.

The effect of job competence the employee performance

Based on the results of the regression test in table 2 concluded that the employee's competency positive and significant effect on employee performance.

the results are consistent with research [Osei & Ackah \(2015\)](#) which states that job competence have a significant impact on performance results. Companies realize the tremendous benefits they enjoy as a result of competence work effectively and efficiently. [Alsabbah and Ibrahim \(2016\)](#) research results show that the competence of work which includes hard and soft skills have a role on the performance of employees. The results also support the research [Maneesawangwong & Suvanujasiri \(2012\)](#) state leadership competencies is very important in improving performance. [June et al., \(2013\)](#) research results show a significant relationship between competence, suitability and performance of employees working personnel. [Kim & Diefendorff \(2015\)](#) emotional competencies significantly affect the performance, the performance will increase if the increase emotional competence. [Chakraborty \(2013\)](#) level of competence which includes knowledge, skills and attitudes relevant levels will help design more effective enterprise program. [Assamoi \(2015\)](#) stated that the manager and the public is increasingly asking for graduates who are competent and ready to work with a variety of abilities and competence when entering the workforce. [Bufquin et al., \(2017\)](#) research suggested the perceived competence co-workers has a significant influence on employee job satisfaction, which in turn increases their organizational commitment. [Untari \(2014\)](#) states that the rise and fall of the performance of employees working in the company is determined by how well the competence or the ability of the employees in menyelesaikan employment provided by the company and how well they are doing the job environment. Placement of employees in positions according to their competence is also one of the deciding factors in the increase in job satisfaction. Competence is the basic characteristics of a person (an individual) that affect the way of thinking and acting, to generalize to all situations faced and survived long enough in humans ([Ruky, 2006](#)). Competence in relation to the performance can be classified in two groups ([Ruky 2006](#)) threshold competencies that the minimum criteria that must be met office holders in order to work effectively and differentiating competencies that the criteria that distinguish people who reach superior

performance and those whose performance was average. [Hasibuan \(2005: 10\)](#) argues that humans are always active and dominant role in any organization due to human activities become planners, perpetrators, and determines the realization of organizational goals. In any organization, private or public needs to build its human resource professional manner and have high competence. Human resources highly competent organization will become a center of excellence as well as support the organization's competitiveness in entering the era of globalization and face the business environment as well as social conditions are changing so fast. The role of human resources in the organization has the same meaning as important as the work itself, so that the interaction between the organization and human resources became the focus of attention of the manager. Therefore, the Traffic possessed by the human resources must be in accordance with the environmental demands of the organization. This means that human resources will be concentrated on human competence. If humans are used as a development organization, what they bring to the job that competence becomes very important. This study provides an excellent guide to managers, educators, researchers, and other human resource management to find a strategy to develop its work to build companies and organizations in today's global business environment.

CONCLUSION

Based on the results of research on the effects of job characteristics and employees competencies can be summarized as follows: First, there is a significant positive influence on job characteristics on employee performance. Secondly, there is a significant positive effect of the employee's competence on employee performance. Third, there is a positive effect of job characteristics and employees competencies simultaneously significant effect on employee performance.

In connection with the conclusion that there, below are given some suggestions as an attempt to repair and as consideration for the employee and the company, the suggestions presented are as follows: Based on the research indicates that job characteristics affect the performance of employees. First, It is expected that the company will need to provide additional training, particularly training on personal development aimed at improving the performance of employees. As taught employees to

express their feelings in everyday communication free and fair run private as well as being able to recognize these feelings, such as happy or angry. Second, related to that employee competencies influence on employee performance. Companies must maintain employee competencies established over the years, so that the employee's performance remains at a high level. And third, for the next researcher who intend to continue this research is expected to improve is to use your other variables in addition to the variable job characteristics and competence of employees that affect employee performance.

REFERENCE

- Aida & Listianingsih, (2004). Pengaruh sistem pengukuran kinerja sistem *reward dan profit center* terhadap hubungan antara *total Quality management* dengan kinerja manajerial. SNA VIII. Solo
- Alsabbah, Y. M., & Ibrahim, H. I. (2016). Training, Competence and Job Performance: An Empirical Evidence. *The Social Sciences*, 11(19), 4628-4632.
- Arikunto, Suharsimi, (2006), *Prosedur Penelitian: Suatu Pendekatan Praktek*,: PT. Rineka Cipta, Jakarta.
- Assamoi, C. A. (2015). Core Competencies Development among Science and Technology (S&T) College Students and New Graduates. *American Journal of Educational Research*, 3(9), 1077-1084.
- Berry, L.M. and Houston, J.P. 2007. *Psychology at Work. An Introduction to Industrial and Organizational Psychology*. New York: McGraw-Hill International
- Bufoquin, D., DiPietro, R., Orlowski, M., & Partlow, C. (2017). The influence of restaurant co-workers' perceived warmth and competence on employees' turnover intentions: The mediating role of job attitudes. *International Journal of Hospitality Management*, 60, 13-22.
- Chakraborty, R. C. (2013). A Model for Assessing Competency Level. *International Journal of Human Resource Management and Research*, 3(4), 33-40.
- Djastuti, I. (2015). The influence of job characteristics on job satisfaction, organizational commitment and managerial performance a study on construction companies in Central Java. *International Research Journal of Business Studies*, 3(2).
- Hachman, J.R., & Oldman, G.R. (1980). *Work Redesign*. Reading, MA: Addisonwesley
- Hadi, Sutrisno, (2000), *Metodologie Research Jilid I*, Andi Offset, Yogyakarta, Ed. I, Cet. XXX.
- Hasibuan, S.P. Malayu (2005). *Manajemen Sumber Daya Manusia, Edisi Revisi*, Jakarta, Bumi Aksara
- Hermanto, H. (2015). Pengaruh Faktor Karakteristik Pekerjaan Dan Iklim Organisasi Terhadap Kinerja Pekerja (Suatu Kajian Pada Operator Bagian Produksi di Perusahaan Manufaktur Metal Stamping di Kota Tangerang-Banten). *Faktor Exacta*, 3(3), 258-267.
- June, S., Kheng, Y. K., & Mahmood, R. (2013). Determining the importance of competency and person-job fit for the job performance of service SMEs employees in Malaysia. *Asian Social Science*, 9(10), 114.
- Kim, T. Y., Liu, Z., & Diefendorff, J. M. (2015). Leader-member exchange and job performance: The effects of taking charge and organizational tenure. *Journal of Organizational Behavior*, 36(2), 216-231.
- Maneesawangwong, N., & Suvanujasiri, A. (2012). The important leadership competencies of higher echelon to middle-level managers in Thailand. *The International Business & Economics Research Journal (Online)*, 11(2), 223.
- Mathis Robert L., and Jackson John H. (2006) *Human Resource Management*, alih Bahasa. Salemba Empat, Jakarta
- Miner, John. B., (2004). *Organizational Behavior: Performance and Productivity*, First Edition, random House, Inc. New York.
- Mulyadi, (2007). *Sistem Perencanaan dan Pengendalian Manajemen*. Penerbit salemba. Jakarta.
- Murray, J., Elms, J., & Teller, C. (2015). Examining the role of store design on consumers' cross-sectional perceptions of retail brand loyalty. *Journal of Retailing and Consumer Services*, 38, 147-156.
- Nurfitriana, (2004). Teknologi informasi, sistem pengukuran kinerja, dan sistem penghargaan sebagai pemoderasi hubungan antara *total quality management* dengan kinerja manajerial. *Akuntabilitas*, Vol. 5,
- Osei, A. J., & Ackah, O. (2015) *Employee's Competency And Organizational Performance*

- In The Pharmaceutical Industry. *International Journal of Economics, Commerce and Management United Kingdom*, Vol. 3, Issue 3, March 2015
- Otmto, F. J. (2013). Pengaruh Karakteristik Pekerjaan Dan Kepuasan Kerja Terhadap Ocb (Organizational Citizenship Behavior) Pada Karyawan Pt. Menara Agung. *Jurnal Manajemen*, 2(01).
- Panggabean, S., Mutiara (2004). *Manajemen Sumber Daya Manusia*, Edisi Revisi, Bogor, Galea Indonesia
- Prastowo, M. (2011). *Pengaruh Karakteristik Pekerjaan, Lingkungan Kerja, Struktur Organisasi dan Motivasi Terhadap Kinerja Karyawan PT. Estika Pulau Mas Kabupaten Tegal* (Doctoral dissertation, Universitas Negeri Semarang).
- Purnama, C. (2011). Motivasi dan Kemampuan Usaha Dalam meningkatkan Keberhasilan Usaha Industri Kecil (Studi Pada Industri Kecil Sepatu di Jawa Timur). *Jurnal Manajemen dan Kewirausahaan*, 12(2), pp-177.
- Purnama, C., (2014). Improved Performance Through Empowerment of Small Industry. *Journal of Social Economics Research*, 1(4), 72-86.
- Rahajaan, T. E., Swasto, B., & Rahardjo, K. (2012). Pengaruh Karakteristik Pekerjaan terhadap Lingkungan Kerja, Stres Kerja, Kepuasan Kerja dan Organizational Citizenship Behavior (studi pada Pegawai Rumah Sakit Umum Daerah Karel Saldusuitubun Langgur). *Profit (Jurnal Administrasi Bisnis)*, 6(2).
- Robbins, S. P. (2003) *Perilaku Organisasi: Konsep Kontroversi Aplikasi*. Edisi Kedelapan. Trans. Pujaatmaka, H & Molan, B. Jakarta: Pt. Prenlindo
- Ruky S. (2006), *Manajemen Penggajian dan Pengupahan untuk Karyawan Perusahaan*. Jakarta: PT Gramedia Pustaka Utama, 2002.
- Sedarmayanti (2011). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*, Bandung: PT Refika Aditama
- Sekaran U., 2000. *Research Methods for Business: A Skill Building Approach*. Singapore: John Willey and Son, Inc
- Subyantoro, A. (2009). Karakteristik Individu, Karakteristik Pekerjaan, Karakteristik Organisasi dan Kepuasan Kerja Pengurus yang Dimediasi oleh Motivasi Kerja (Studi pada Pengurus KUD di Kabupaten Sleman). *Jurnal Manajemen dan Kewirausahaan*, 11(1), pp-11.
- Sukoco, Badri M. (2007). *Manajemen Administrasi Perkantoran Modern*. Penerbit Erlangga. Jakarta
- Sutrisno, Edy. (2010). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana. Prenada Media Group
- Tanaka, K., Kitagawa, Y., Kadowaki, T. (2002). Drosophila segment polarity gene product porcupine stimulates the posttranslational N-glycosylation of wingless in the endoplasmic reticulum
- Tika, Moh. Pandu, 2006. *Bodaya Organisasi dan Peningkatan Kinerja Perusahaan*. Jakarta: PT. Bumi Aksara
- Untari, S. (2015). Pengaruh Kompetensi dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmu & Riset Manajemen*, 3(10).
- Wibowo, (2014). *Manajemen Kinerja*, Edisi keempat, Rajawali Pers, Jakarta.