



The Synergy of Skill and Reward: Unveiling the Impact of Competence and Compensation on Employee Performance

Cecep Yoto Haryoto^{1*}

¹Muhammadiyah University, Jakarta, Indonesia, cecep.haryoto@umj.ac.id

*Corresponding Author: cecep.haryoto@umj.ac.id

Abstract: The purpose of this study is to find out and analyze: (1) Compensation (2) Competence; (3) Employee Performance and (3) Effect of Compensation and Competence on employee performance in the Marketing Division of PT Coca Cola Amatil Indonesia, both simultaneously and partially. The research method used in this research is descriptive survey and explanatory survey. The unit of analysis in this study was employees in the Marketing Division of PT Coca Cola Amatil Indonesia with a sample of 50 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the results of the study, it was found that the compensation received by employees at the Marketing Division of PT Coca Cola Amatil Indonesia in general was relatively adequate, Competence of the Marketing Division Employees of PT Coca Cola Amatil Indonesia was appropriate and sufficient to meet the needs, Employee Performance at the Marketing Division of PT Coca Cola Amatil Indonesia is high, and Compensation and Competence simultaneously influence the Performance of Employees in the Marketing Division of PT Coca Cola Amatil Indonesia. But partially, compensation affects employee performance dominantly rather than competency. Because compensation dominantly affects performance, it is the first priority in improving employee performance. Therefore the Marketing Division of PT Coca Cola Amatil Indonesia is advised to be given compensation in accordance with the provisions by increasing other benefits, so that they are able to work more professionally.

Keywords: Compensation, Competence, Employee Performance

INTRODUCTION

The company needs a potential human resource factor, both leaders and employees in the pattern of tasks and supervision, which is the determinant of achieving company goals. Human resources are central figures in organizations and companies. In order for management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases. According to Budi Setiyawan and Waridin (2006: 20) employee performance is the result or achievement of employee work which is assessed in terms of quality and quantity based on work standards determined by the organization. Good performance is optimal

performance, namely performance that meets organizational standards and supports the achievement of organizational goals.

Improved employee performance will bring progress for the company to survive in an unstable competitive business environment. Therefore, efforts to improve employee performance are the most serious management challenge because the success of achieving goals and the survival of the company depends on the quality of human resource performance in it.

Based on temporary observations in the field, phenomena related to Competence and Compensation include:

1. There are still complaints from employees at PT Coca Cola Amatil Indonesia who feel less developed. This is in the form of:
 - a. Leaders who only provide routine work, without providing interesting types of work for employees in accordance with their fields.
 - b. Employees who experience difficulties in carrying out their work receive less attention from leaders and colleagues in solving their problems (work *sharing*).
2. Leaders are still lacking in creating harmonious relationships with employees, so there seems to be a distance, this seems as if they feel they are the most important among all those who exist.
3. There is still a lack of special attention for employees who excel.
4. There are employees in the Marketing Division of PT Coca Cola Amatil Indonesia, who are still neglecting their work.
5. The Marketing Division of PT Coca Cola Amatil Indonesia is lazy with their work due to lack of understanding and no interest in learning.
6. There are still violations, whether it is a violation of late entry into work or during working hours there is still a Marketing Division of PT Coca Cola Amatil Indonesia who left the office.

According to Mondy & Noe (2005: 284), compensation is the whole of the rewards given to employees in return for their services. The same thing was also stated by Mondy (2008): "*Compensation refers to every type of reward that individuals receive in return for their labor.*" Compensation provided in the Marketing Division of PT Coca Cola Amatil Indonesia is of various types, including financial compensation and non-financial compensation, both direct and indirect. The provision of financial compensation is regulated by applicable laws and regulations and is relatively standardized, so that efforts to develop financial compensation are very narrow opportunities. Every employee in the Marketing Division of PT Coca Cola Amatil Indonesia is not necessarily willing to mobilize their work performance optimally, so it is still necessary to encourage them to use all their potential to work.

Then, competence is considered to be another factor that influences the poor performance of employees in the Marketing Division of PT Coca Cola Amatil Indonesia. Competence comes from English *competency* which means proficiency, ability, competence and authority (Echola and Shadily, 1975: 132). Competence is an ability to carry out a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2008: 86-88). Competence as a characteristic of a person that can be demonstrated, which includes knowledge, skills and behavior that can produce performance and achievement (Desler, 2006: 70) Measurable competence, expertise and knowledge are the core of the performance management process in all companies. Job-oriented competencies are abilities, behaviors or skills that have been demonstrated to cause or predict superior performance in a particular job (Rampesad, 2006: 188). *Competency* is a combination of *skills, knowledge, and attitude* that can be observed and applied critically to the success of an organization and the work performance and personal contribution of employees to their organization.

METHOD

The research methods used are *descriptive survey method* and *explanatory survey method*. The type of investigation in this research is *causality*. The unit of analysis in this research is individuals, namely employees in the Marketing Division of PT Coca Cola Amatil Indonesia. This research is included in the *crosssectional* category, namely information from the population is collected directly from the location empirically, with the aim of knowing the opinion of a portion of the population on the object being studied. In this study, a sampling technique was used, namely the *rule of thumb* of the analytical tool in this study, namely path analysis. In this study, the number of variables and research directions was 5, multiplied by a value of 10 to 50 (5x10). Therefore, the sample of this study was 50 employees in the Marketing Division of PT Coca Cola Amatil Indonesia.

Validity and Reliability Test Design

Instrument Validity Test

Testing the validity of the instrument was carried out using the *Correlation Product Moment* formula (Sugiyono, 2004: 182) and by using SPSS 17 software.

Instrument Reliability Test

Instrument reliability shows the correlation coefficient between two sets of scores produced by the same or parallel test (instrument) can be trusted or relied upon. If this instrument is *reliable*, the results of two or more times in an equivalent re-evaluation will be relatively the same or have high consistency. This study uses the *Alpha Cronbach* reliability calculation.

Analysis Design and Hypothesis Testing

Based on the method used in data collection, variables that have ordinal sizes are then transformed into interval form using the *Method of Successive Intervals*.

Before the data is analyzed, data processing is carried out first. Processing of data collected from interviews and questionnaires can be grouped into 3 steps, namely: preparation, tabulation and application of data to the research approach.

The path analysis technique requires data that has a measurement level of at least interval. Therefore, through the *method of successive intervals*, data transformation is carried out.

Then proceed with preparing pairs of data from independent and dependent variables from all research samples for hypothesis testing. Meanwhile, to examine the influence between the research variables on performance, the tabulated data is applied to the research approach, namely *Path Analysis* (Harun Al Rasyid, 1998: 6). Structurally, the overall research paradigm can be formulated as follows:

$$\text{Path Structure Equation } Y = \beta_{YX_1}X_1 + \beta_{YX_2}X_2 + \varepsilon$$

Where:

X1= Compensation

X2= Competence

Y= Performance

Based on the purpose of this research, the variables analyzed are the independent variables, namely compensation and competence (variables X₁ and X₂) while the dependent variable is performance (variable Y). In this study, what will be tested is the effect of compensation and competence on performance both simultaneously and partially. By considering the characteristics of the variables to be tested, the statistical test used is path analysis Wirasasmitha (2004; 1). The test conducted is to determine the effect of the independent variables X₁ and X₂ on Y either directly or indirectly. The hypothesis proposed is as follows:

Compensation and Competence Affect Performance both simultaneously and partially.

RESULTS AND DISCUSSION

Compensation Received by Employees in the Marketing Division of PT Coca Cola Amatil Indonesia

The results showed that the compensation received by employees of the Marketing Division of PT Coca Cola Amatil Indonesia is generally relatively quite appropriate, but there is still less attention, especially the health insurance provided by the organization to employees, because compensation is one of the factors either directly or indirectly affecting the high and low employee performance. Therefore, compensation for employees should receive special attention from management so that employees become satisfied so that employee performance is expected to continue to increase. Because most employees work to get compensation, as Mangkunegara (2004: 85) states that "there are two forms of employee compensation, namely direct forms which are wages and salaries, and indirect forms of compensation which are benefits".

Employee Competence in the Marketing Division of PT Coca Cola Amatil Indonesia

Competence is a reflection of a person's skills, knowledge and abilities or can also be said to be the characteristics that underlie a person and are related to the effectiveness of individual performance in their work, so below can be revealed about employee competence in the Marketing Division of PT Coca Cola Amatil Indonesia as measured through the level of orientation towards achieving performance standards, the level of attention to quality and work efficiency, individual expertise and professionalism, the level of individual skills, the speed of service to the community, the level of willingness to develop personal abilities, individual responsibility, and the level of service effectiveness. The competence of employees in the Marketing Division of PT Coca Cola Amatil Indonesia is generally in accordance with the needs, but there are still things that must be considered, especially lack of managing and organizing work so that it can be completed on time; lack of directing work partners in carrying out work and not being able to carry out all managerial tasks that are their responsibility. Thus, employee competence is high, but with several indicators that must be considered, the institution should improve the competence of its employees both through education and training, so that in the future it will encourage the achievement of high employee performance.

Employee Performance in the Marketing Division of PT Coca Cola Amatil Indonesia

Employees of the Marketing Division of PT Coca Cola Amatil Indonesia have a fairly high performance, but there are things to note about employees who do not try hard enough to improve their performance above the set standards, abilities that are still far below the standard and the quantity of work that is still below the average of other employees. Therefore, in order to improve performance, it is necessary to improve quality and quantity by evaluating the amount of work that has been successfully carried out, creativity, innovation in competitive advantage and comparative ability as well as possible to carry out the tasks assigned to him based on experience and sincerity and time available.

The effect of compensation and competence on employee performance in the Marketing Division of PT Coca Cola Amatil Indonesia.

To find out whether the independent variables, namely the effect of compensation and competence on employee performance in the Marketing Division of PT Coca Cola Amatil Indonesia, are carried out using *path* analysis and the software used is SPSS release 12. The steps taken are to calculate the correlation between variables, so that it is obtained as table 1 below.

**Table 1 Correlation matrix between variables
Correlations**

		COMPENSATION	COMPETENCY
COMPENSATION	Pearson Correlation	1	.570**
	Sig. (2-tailed)	.	.000
N		50	50
	COMPETENCY		
COMPETENCY	Pearson Correlation	.570**	1
	Sig. (2-tailed)	.000	.
N		50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output results

Furthermore, based on the results of the correlation matrix calculation, the path coefficient can be calculated, the overall effect of X_1 to X_2 and the path coefficient of other variables outside the variables X_1 to X_2 as shown in table 2 below.

Table 2 Magnitude of Path Coefficient

Path coefficient of X_1 on Y	pyx_1	0.534
Path coefficient of X_2 on Y	pyx_2	0.269

Source: SPSS output results

The calculation results for the multiple determination coefficient ($R^2_{Y.X_1, X_2}$), the correlation coefficient ($R_{Y.X_1, X_2}$), the coefficient of determination of other variables on Y ($P^2_{Y\epsilon}$), and the path coefficient of other variables on Y ($P_{Y\epsilon}$), are shown in table 3 below:

Table 3 Multiple Determination Coefficient, and Path Coefficient of Other Variables

Multiple Determination (R^2)	$R^2_{Y.X_1, X_2}$	0.522
Multiple Correlation Coefficient	$R_{Y.X_1, X_2}$	0.723
Determination of Var. Other to Y	$P^2_{Y\epsilon}$	0.478
Path Coefficient X_2 Var. Other to Y	$P_{Y\epsilon}$	0.691

Source: SPSS output results

This means that the effect of variables X_1 , and X_2 together on variable Y is 0.522 or 52.2% of variables X_1 , and X_2 together affect Y, and the remaining 0.478 or 47.8% is influenced by other variables not included in the study. Based on the theoretical framework that there is an influence between compensation and competence on employee performance in the Marketing Division of PT Coca Cola Amatil Indonesia, then we will test the overall hypothesis in the form of table 4 as follows:

Table 4 Simultaneous Test Results of X1 and X2 on Y
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	609.035	2	304.518	25.704	.000a
	Residuals	556.824	47	11.847		
	Total	1165.859	49			

a. Predictors: (Constant), COMPETENCY, COMPENSATION

b. Dependent Variable: PERFORMANCE

Source: SPSS 12.0 Output

From table 4.37 above, it can be seen that the F_{count} value is 25,704 with sig. Level of 0.00 is smaller than 0.05, so it can be concluded that the simultaneous test results are proven or significant, so that it can be continued in further analysis with partial testing. While the results of the causal relationship or direct influence of X1 and X2 on Y, can be seen in table 5 below.

Table 5 Influence of Variables X1 and X2 to Y and Influence Beyond Variables X1 and X2

Interpretation of Path Analysis		
Description	Influence	%
Effect of X1, X2 to Y	0.522	52.2
Influence Beyond X1, X2	0.478	47.8
Total		100

Source: Statistical Processing Results SPSS Program

From the test results it can be seen that compensation and competence affect employee performance in the Marketing Division of PT Coca Cola Amatil Indonesia, which is 52.2%, while the remaining 47.8% is influenced by other factors not examined by the author, namely work climate, motivation, commitment, leadership, work culture, work environment. However, when viewed partially, the dominant compensation affects employee performance rather than competence, from the results of hypothesis testing, a diagram of the causal relationship between variables X₁, X₂ to Y can be drawn as follows:

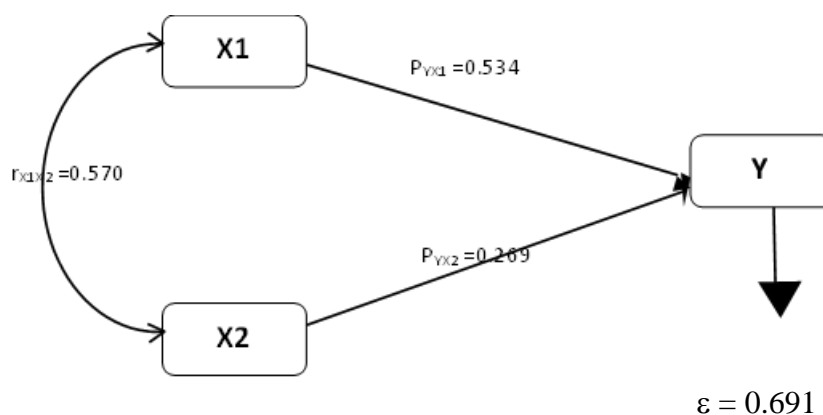


Figure 1: Causal Diagram Between Compensation (X₁), Competence (X₂) and Employee Performance (Y)

As in Figure 1 above, it can be seen that compensation dominantly affects employee

performance with a path coefficient of 0.534 with a tcount of 4.355 with a t value of t_{tabel} at a significance level of $\alpha (0.05) = 1.96$, rather than competence of 0.269 with a tcount of 2.194 with a t value of t_{tabel} at a significance level of $\alpha (0.05) = 1.96$, and both variables are proven to affect employee performance, as shown in Table 6 below.

Table 6 Partial Path Coefficient Testing

Symbol Path Coefficient		thitung	ttabel	Conclusion
PYX ₁	0.534	4.355	1.96	Ho reject There is an effect of compensation on employee performance
PYX ₂	0.269	2.194	1.96	Ho reject There is an influence of competence on employee performance

Source: calculation result

Based on the results of the above calculations, it can be revealed that compensation on employee performance in the Marketing Division of PT Coca Cola Amatil Indonesia both directly and indirectly can be seen in table 7 below:

Table 7 Direct and Indirect Effects of Compensation on Employee Performance

Interpretation of Path Analysis			
Ket		Influence	%
X ₁	Direct effect to Y	0.28516	28.5156
	Indirect effect through X ₂ to Y	0.08188	8.18782
Total		0.36703	36.7034

Source: Statistical Processing Results SPSS Program

From the table above, it can be seen that the contribution of compensation to employee performance directly amounted to 28.5156% with a tcount coefficient of 4.355, while for the value of t_{tabel} at the significance level $\alpha (0.05) = 1.96$, because the value of $tcount > t_{tabel}$, as well as indirectly through the competency variable of 8.18782%. While the contribution of compensation to employee performance as a whole reached 36.7034%, it can be concluded that compensation has a significant direct effect on employee performance, this empirical evidence provides an indication that in an effort to improve employee performance, it is necessary to improve the compensation factor, because the compensation factor is closely related to improving employee performance. The path coefficient shows a positive and significant value, meaning that the better the compensation provided will result in increased employee performance. This shows that compensation has an influence on employee performance, so that the contribution of compensation is very meaningful, but there are several things that need to be considered by the agency, namely from the adequacy of salary, the adequacy of transportation money, holiday allowances and the adequacy of overtime pay. While indirect compensation consists of suitability for promotion with achievement, suitability for reward with position and suitability for reward with mutation. Meanwhile, the compensation system is one of the tools to motivate employees to realize the predetermined organizational goals.

Compensation is generally given in return for individual work behavior, but can also be given to groups. The compensation system links compensation and performance not seniority or number of hours worked.

The results showed that in general the compensation received affects the performance of employees of the Marketing Division of PT Coca Cola Amatil Indonesia, however, efforts have been made, among others, to improve welfare by providing adequate incentives and awards to outstanding employees. This is in accordance with the opinion of Siagian (2008: 118) as follows: "Compensation is all forms of income in the form of money and goods, directly or indirectly received by employees in return for services provided to the company, with the aim of increasing employee productivity in order to achieve a competitive advantage. In this case, the Marketing Division of PT Coca Cola Amatil Indonesia implements compensation based on employee perceptions which are divided into 2 forms, namely direct compensation and indirect compensation.

From the description above, it shows that compensation has an influence on performance. This shows that the compensation given to employees of the Marketing Division of PT Coca Cola Amatil Indonesia makes a real contribution to their welfare. Likewise, the results of the above calculations, it can be revealed that the effect of competence on the performance of employees of the Marketing Division of PT Coca Cola Amatil Indonesia both directly and indirectly can be seen in table 8 below:

Table 8 Direct and indirect effects of competence on employee performance

Interpretation of Path Analysis			
Ket		Influence	%
X ₂	Direct effect to Y	0.07236	7.2361
	Indirect effect through X ₁ to Y	0.08188	8.18782
Total		0.15424	15.4239

Source: Statistical Processing Results SPSS Program

From the table above, it can be seen that the contribution of competence to employee performance directly amounted to 7.2361% with a tcount coefficient of 2.194, while for the value of t_{tabel} at the significance level $\alpha (0.05) = 1.96$, because the value of $tcount > t_{tabel}$, and indirectly through the compensation variable of 8.18782%. While the contribution of competence to overall employee performance reaches 15.4239%, it can be concluded that competence has a significant direct effect on employee performance.

This empirical evidence provides an indication that in an effort to improve employee performance, it is necessary to improve the competency factor, because the competency factor is closely related to improving employee performance. The path coefficient shows a positive and significant value, meaning that the better the competence in the sense that the formation of attitudes depends on the interaction between the circumstances or environmental conditions of the work itself and from oneself will improve employee performance, as stated by Asthon (1996b: 19) explaining that competence is "The description of the knowledge, skills, attitudes and abilities of an employee to achieve the most effective performance". While Traves in Murley (1997: 21) explains that Competence is "A person's capability to use the skills possessed, in order to produce the best service performance". This is also supported by Zeithaml (1990: 21) which states that Competence is "the level of skills and knowledge possessed by an employee to be able to achieve certain service performance and produce the best service".

From the above statement, it is clear that aspects of capability, knowledge, quality, and ability which are elements of competence are aspects used to measure employee

performance. So that the Marketing Division of PT Coca Cola Amatil Indonesia allegedly still has other interests in performance assessment, such as orientation to power, closeness to superiors, or employee loyalty to superiors that are more considered.

The overall performance of employees in the Marketing Division of PT Coca Cola Amatil Indonesia is considered quite good, especially the responsibility in handling work. The quality of work standards set have been achieved by most employees. Employees always try to improve the quality of their work and work well even without supervision from their superiors. Work performance can also be measured through the enthusiasm and responsibility of employees and in this case it is considered very good.

Employee performance itself can be influenced by compensation and competency factors, and therefore the size of employee performance in individuals and groups depends on the efficiency and effectiveness of compensation and according to these competencies, so that the better the competence, and adequate compensation, the employee performance will increase. This indicates that in an effort to improve performance, it is necessary to improve and increase compensation and competency factors, because compensation and competence are closely related to improving performance, this is in accordance with the opinion of Bernardin and Russel (2003: 397), that: "employee performance depends on ability, work effort and work opportunities that can be assessed from the *out put* resulting from the compensation provided and behavior at work", meaning that the perceived compensation and employee competence have a contribution and influence on employee performance. Therefore, in an effort to improve employee performance, it is necessary to improve and increase compensation and competency factors, because compensation and competence are closely related to improving performance.

Based on the results of the discussion above, it turns out that performance is influenced by these two variables, according to Wahyudi's opinion (2002: 101) which states that performance is an evaluation that is carried out periodically and systematically and needs 5 basic conditions that must be possessed by labor / employees to excel in the work they do, the five conditions referred to are:

- 1) Work ability (competence) in carrying out good work obtained from the results of work in their work;
- 2) Successful participation in training and development programs;
- 3) Job satisfaction in order to improve work discipline and motivate work and improve performance;
- 4) Employees' attitude towards their work;
- 5) Compensation both direct and indirect.

From this opinion it turns out that performance is influenced by competence, training programs, development, job satisfaction, motivation, work discipline, employee attitudes and compensation. So that performance improvement is influenced by employee compensation and competence.

Compensation dominantly affects employee performance rather than competence, because all employees in the Marketing Division of PT Coca-Cola Amatil Indonesia have met the requirements / eligibility as marketing staff, meaning that in terms of competence they can be said to be good, but in terms of compensation it is still relatively not in accordance with the work risks faced, so that the suitability of compensation with work risks is very important to pay attention to. Therefore, the more appropriate the compensation given, the more employee performance will increase.

CONCLUSION

The compensation received by employees in the Marketing Division of PT Coca Cola

Amatil Indonesia is generally quite appropriate, but there are still some things that are not considered, especially the health insurance provided to employees which is not easy to use. The competence of employees in the Marketing Division of PT Coca Cola Amatil Indonesia is high enough to meet the needs of the company, but there are things that need attention, especially lack of managing and organizing work so that it can be completed on time; lack of directing work partners in carrying out work and not being able to carry out all managerial tasks that are their responsibility.

The performance of employees in the Marketing Division of PT Coca Cola Amatil Indonesia is relatively high, but there are several things to note, namely employees who do not try hard enough to improve their performance above the set standards, abilities that are still far below the standard and work quantity that is still below the average of other employees.

Compensation and competence simultaneously affect employee performance. Competence. However, partially dominant compensation affects employee performance rather than competence. And partially, the effect of competence and compensation on performance is as follows: Compensation affects employee performance, so the higher the compensation received by employees, the better employee performance will be. Competence affects employee performance, so that if the competence of employees is correct, employee performance will also increase.

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