

The Effect Of Competence, Job Stress And Perceived Organizational Support On Employee Performance With Organizational Commitments As Intervening Variables

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Abstract

This study aims to analyze the effect of Competence, Job Stress, and Perceptual Organizational Support on Performance with Organizational Commitment as an Intervening Variable on Tanjungpinang City government employees. This type of research is associative causality. This research was conducted using a survey method by distributing questionnaires from government agencies in the Tanjungpinang City Government. The population of this study was all Regional Apparatus Organizations in Tanjungpinang City Government, totaling 31 Regional Apparatus Organizations, consisting of 97 sample respondents including the Head of Financial Subdivision, Head of Program Subdivision, Program Subdivision Secretary, Secretary, Development and Development Division of Control Programs in the Planning Agency, Development, Research and Development of Tanjungpinang City, and Inspectorate auditors. Data analysis methods used are descriptive statistical analysis and Partial Least Square (SEM-PLS) analysis. The results of this study indicate that competence has a significant effect on performance, work stress and perceived organizational support has no significant effect on performance. Competence does not significantly influence organizational commitment. Job stress and perceived organizational support have a significant effect on organizational commitment. Organizational commitment has no significant effect on performance. Indirectly, organizational commitment mediates the relationship of competence and organizational support, but does not mediate the relationship between work stress and performance

Keywords: Competence, Job Stress, Perceived Organizational Support, Organizational Commitment, Employee Performance

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1. Introduction

1.1. Background

One of the key success factors in an organization is maintaining and increasing the availability of quality human resources. stated that job performance is a successful role achievement obtained from his actions. This means that the success of performance measurement in an organization can be determined from the behavior of employees owned by the organization [1]. Performance that has not been effective can be seen from the implementation of activities that have not been carried out optimally. States several factors that influence organizational commitment, including: personal characteristics, job characteristics, company design characteristics, and experience gained from the company [2]. In the job characteristics, are factors that emerge in the company, which includes job challenges, job stress, opportunities for social interaction, job enrichment, task identification, feedback and task compatibility. Related to the factors that influence employee performance and organizational commitment, it is necessary to identify several factors that influence organizational commitment that have an impact on improving employee performance. Some factors that influence this study are competence, job stress (Job Stress), and perceived organizational support (Perceived Organizational Support) [3].

1.2 Formulation of the Problem

From the above background, the formulation of the problem in this study are:

1. Does competence have an effect on performance?
2. Does work stress Does competence have an effect on performance?
3. Does the perception of organizational support Does competence have an effect on performance?
4. Does competence have an effect on organizational commitment?
5. Does work stress affect have an effect on organizational commitment?
6. Does the perception of organizational support have an effect on organizational commitment?
7. Does organizational commitment have an effect on performance?

1.3 Research Purposes

The objectives to be achieved in this study are:

1. To find out whether competence influences performance
2. To find out whether work stress affects performance
3. To find out whether the perception of organizational support affects performance
4. To find out whether Competence influences organizational commitment
5. To find out whether work stress affects organizational commitment
6. To find out whether the perception of organizational support affects organizational commitment
7. To find out whether organizational commitment influences performance

Method" to describe the step of research and used in the chapter "Results and Discussion" to support the analysis of the results [4]. If the manuscript was written really have high originality, which proposed a new method or algorithm, the additional chapter after the "Introduction" chapter and before the "Research Method" chapter can be added to explain briefly the proposed method or algorithm [5].

2. Literature Review

2.1. Performance

The definition of employee performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties with the responsibilities given to him. The quality of employee behavior or the results achieved are fundamentally determined by the skills and abilities of the employees concerned. In addition, it is also determined by motivation and opportunity There are various dimensions of performance, many of them not interconnected [6]. A person may be very high in one aspect and low in various sizes. There are three factors that affect performance which consists of the first, individual factors namely ability, skills, family background, work experience, social level and demographic of a person [7]. Second, psychological factors namely perception, role, attitude, personality, motivation and job satisfaction, and third are organizational factors namely organizational structure, job design, leadership, reward system (reward system). According to Mathis and Jackson (2011), performance is influenced by individual abilities, motivation, support received, the existence of the work they do, and their relationship with the organization [8].

2.2. Competence

According to Armstrong states that competence is the capacity of employees, leading to behavior that is in accordance with job demands and in accordance with organizational decisions, which in turn will bring the desired results. Surya Dharma states that competence is what a person brings to his work in the form of different types and levels of behavior [9]. So it can be concluded that competency is a minimum or basic capability requirement and authority that must be possessed by an employee to be able to carry out a job / professional task in order to produce work according to standards according to the work specifications of an organization / company [10].

2.3. Job Stress

Stress is an adaptive response to a situation that is felt to be challenging or threatening an individual's health said that there are two kinds of stress namely eustress and distress. Distress is the degree of physical, psychological, and behavioral deviations from healthy functions. Eustress is an experience of stress that is not excessive, sufficient to move and motivate people to achieve goals, change their environment and succeed in facing life's challenges [11].

So it can be concluded that distress is an adverse stress (negative stress) and eustress is a beneficial stress (positive stress). Davis and Newstrom argue that work stress is caused by too much workload, less intelligent supervisors, limited time in doing work, lack of adequate responsibility, unclear roles, differences in values with the company, frustration, change type of work, and role conflict [12].

2.4. Perceived Organizational Support

The concept of organizational support is raised from the perspective of social exchange theory (social exchange) which explains the relationship between employees and their organizations. Eisenberger et al. (1986) defines the theory of perceived organizational support (POS), which is to understand the exchange between employees and their organizations [13]. The POS is specifically more towards an individual perception that explains the extent to which organizations value their contributions, and care about their well-being. Individuals who get the support of their organization will feel respected, protected, and recognized in return they will be grateful and work continuously at the organization [14]. Employees with high levels of POS believe that organizations will value their contributions, care about them compared to employees with low levels of POS, and will produce greater benefits (Wu and Liu, 2014). Eisenberger (1986) adds when employees believe that organizations care about their well-being, then they will feel obliged to help the organization, so that it is reflected in the form of increasing employee commitment to the organization [15].

2.5. Organizational Commitment

Organizational commitment is an attitude that shows the "loyalty" of employees and is an ongoing process of how an organization member expresses their attention to the success and goodness of the organization. Argues that organizational commitment is one of the attitudes that reflects feelings of like or dislike for the organization at work [16]. Furthermore, Meyer and Allen in Sumirat (2006) suggested three components about organizational commitment: 1) Affective Commitment, occurs when employees want to be part of an organization because of emotional attachment or feel they have the same values as the organization, 2) Continuance Commitment, namely the individual's willingness to stay in the organization because he did not find another job or because certain economic rewards, 3) Normative Commitment, arises from employee values. Employees remain members of the organization because there is an awareness that commitment to the organization is the right thing to do [17].

2.6. Framework of Thinking

A. Competence to Performance

Employee competence influences employee performance. The higher the competency possessed by employees and in accordance with the demands of the job, the employee's performance will increase because competent employees usually have the ability and willingness to deal quickly with the work problems they face, do work calmly and full of self-confidence, view work as an obligation that must be done sincerely, and openly improve the quality of self through the learning process [18]. Psychologically this will provide meaningful work experience and a sense of personal responsibility regarding the results of the work done, which in turn will all improve employee performance. This is supported by the statement of Martin (2002), Ainsworth et al. (2002), Harris (2000), Surya Darma (2002), Spencer and Spencer (1993), Budi W. Soetjipto (2002), and Becker et al. (2001) which says that competence has a positive effect on employee performance [19].

B. Job Stress to Performance

States that the level of work stress that is able to be controlled can make employees do their jobs better, because it makes them able to increase work intensity, alertness, and the ability to be creative, but excessive levels of work stress will decrease their performance [20]. Williams, et al, (2001) in Jane Y. Roboth (2015) argues that high physical and behavioral work stress is a short-term result of job stress that can affect low employee performance. Work stress on employees is not always a bad thing for employees and their performance, but work stress can also provide motivation for employees to foster a sense of enthusiasm in carrying out each work to achieve a good work performance for employee careers and for the progress and success of the company [21].

C. Perceived Organizational Support to Performance

Organizational support is considered very important for the behavior of its workers. Organizations have an obligation to develop a climate that supports consumer orientation, found that organizational and management support will increase the motivation of customer orientation behavior of its workers. Susskind, et. al. (2000) in Nugraheny (2009) argues that company support can be used to increase employee motivation related to customers, so that it can be said variable company support [23].

D. Competence to Organizational Commitment

Employees with good and appropriate competence will be able to understand what needs to be done and what is their function in the job. A good understanding of the functions and adequate competence of an employee will foster a high commitment to the organization [24]. An employee with high competence will understand well what the duties and functions of an employee are in accordance with his jobdes. With a good understanding of the duties and functions as a person. So it can be said indirectly that competence will affect the emergence of commitment to the organization [25].

E. Job Stress to Organizational Commitment

Job stress affects organizational commitment, the higher the job stress, the lower organizational commitment. Research results which states that there is a relationship between job stress and organizational commitment. However these results contradict the results of research by Chen et al., (2006) which shows that job stress does not significantly influence organizational commitment [26].

F. Perceived Organizational Support to Organizational Commitment

Perceived organizational support affects organizational commitment. Research results from Eisenberger et al. (1990) which states that employees recognize the support they get from their organizations, and feel that they have an obligation to do so. Organizational Commitment to Performance and recognizing that favorable treatment can demonstrate valuable commitment [27].

G. Organizational Commitment to Performance

Organizational commitment influences employee performance because employees who have a high level of commitment to the organization tend to have high partiality, love, and obligations towards the organization so that this will motivate them to complete the work assigned to them psychologically and responsibly mature adults [28]. All this in turn will improve employee performance both in terms of work aspects as well as aspects of personal characteristics. This is supported by the findings of research who concluded that organizational commitment has a positive and significant effect on employee performance [29].

2.5. Research Model

Based on the research background, problem formulation and research framework, a research model can be made [30].

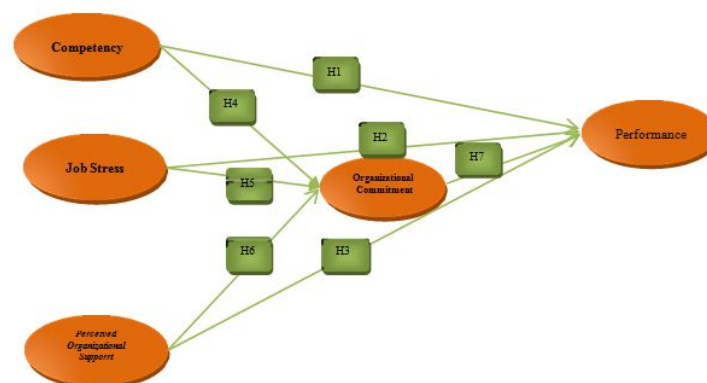


Figure 1. Research Model with variable Artifacts, competency, Job Stress, Perceived Organizational Support, organizational commitment, performance Variable

2.6. Hypothesis

Based on the research model above, the following research hypotheses can be made:

- H1: Competence influences performance H2: Work stress affects performance
 H3: Perceived organizational support influences performance H4: Competence influences organizational commitment
 H5: Work stress influences organizational commitment
 H6: Perceived organizational support influences organizational commitment H7: Organizational commitment influences performance

3. Research Methodology

This type of research used in this research is associative research, namely research that connects between two or more variables Sugiyono (2012). With a causal relationship that is a causal relationship Sugiyono (2012). The variables used include: 1. Exogenous variables consist of: Competency (X1), Job Stress (X2 Perceived Organizational Support (X3)) 2. Endogenous variables consist of: Employee Performance (Y), Intervening variables are Organizational Commitment (X4) Kuncoro (2009) population is a complete group of elements, which are usually in the form of people, objects, transactions, or events where we are interested in learning or being the object of research The population in this study is the State Civil Apparatus (ASN) in each Organization Regions (OPD) in Tanjungpinang City Government related to the Accountability Performance Report of Government Agencies (LAKIP) totaling 97 [31].

The sample is a part of the sample to be examined and considered that can describe the population (Situmorang et al, 2012) .The sample in this study is Sampling in this study is the census method, so that all populations are sampled as many as 97 people peg awai Types of Data and Data Sources are primary data obtained by providing a list of statements (questionnaires) to employees in the Tanjung Pinang municipal government agency. Data collection techniques in this study is to use a questionnaire, this type of questionnaire is a closed questionnaire with a Likert scale. The data analysis technique used in this study is the Structural Equation Model (SEM) or structural equation model with PLS Version 3.0 [32].

4. Results and Findings

4.1. Research Object

This research was conducted in the Tanjungpinang City Government neighborhood Jl. Daeng Merawa Senggarang, Tanjung Pinang City. The object of research is the State Civil Apparatus in each Regional Apparatus Organization in the City Government of Tanjungpinang [33].

4.2. Data Analysis

A. Measurement Model Analysis (Outer Model)

Analysis of the measurement model (outer model) aims to evaluate the construct variables being studied, namely the reliability (reliability) and validity (accuracy) of a latent variable / construct [34].

B. Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses composite reliability values. Criteria for good construct reliability according can be seen from the composite reliability > 0.600.

Tabel 4. Internal Consistency Analysis

Variable	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Varians Diekstrak (AVE)
Competence(X1)	0,934	0,935	0,948	0,755
Job Stress (X2)	0,891	0,900	0,916	0,646
Perceived Organizational Support (X3)	0,888	0,889	0,915	0,642
Organization Commitmen (X4)	0,881	0,886	0,915	0,642
Performance Employee (Y)	0,916	0,922	0,935	0,705

Based on the data of internal consistency analysis in the table above, the results show that the Competency variable (X1) has a composite reliability value of $0.948 > 0.600$, then the X1 variable is reliable, then the Job Stress variable (X2) has a composite reliability value of $0.916 > 0.600$, the X2 variable is reliable, Perceived Organizational Support (X3) variable has a composite reliability value of $0.915 > 0.600$ then X3 variable is reliable, Organizational Commitment variable (X4) has a composite reliability value of $0.915 > 0.600$ then X4 variable is reliable, Employee Performance variable (Y) has composite reliability value of $0.935 > 0.600$ then the Y variable is reliable.

C. Path Coefficient Results

Full Model Structural Equation Modeling (SEM) using PLS software for Windows version 3.0, the results can be seen in Figure 4.1 below:

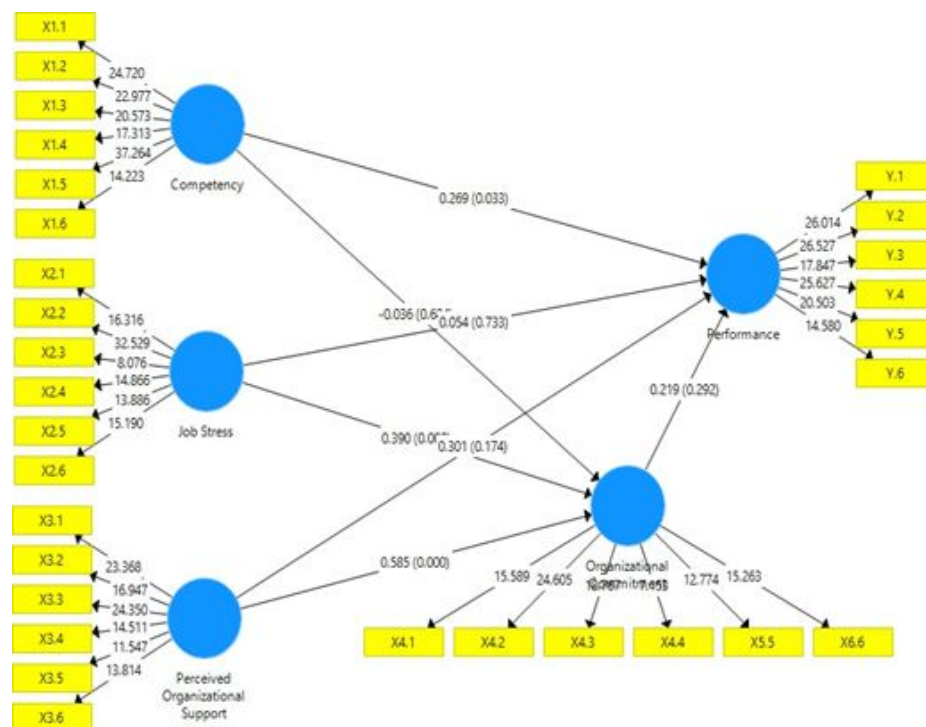


Figure 5. Full Model Artifacts, competence, Job Stress, Perceived Organizational Support, organizational commitment, performance Variable.

D. R-square Analysis

R-square analysis of changes in R-Squares values can be used to explain the effect of exogenous latent variables on whether endogenous latent variables have substantive effects. R-Squares values of 0.75, 0.50, and 0.25 can reflect that the model is strong, moderate, and weak. The following results of the R-Square values from testing the research model can be seen in the table below

Tabel 6. R-Square

Variabel	R-Square
Organization Commitmen	,771
Performance	,549

(Table 6) shows that competency, job stress and Perceived Organizational Support can be explained by performance variables of 54.9%, while the remaining 45.1% are explained by other variables not examined in this model. Whereas, organizational commitment produces an R-square value of 0.771 which means the organizational commitment variable explains competence, job stress and Perceived Organizational Support at 77.1% and the remaining 29.9% is explained by other variables not examined in this model. Therefore, this model is a moderate model.

E. Hypothesis Test Results

Hypothesis testing aims to answer the problem formulation in Chapter I. Hypothesis testing is done through the bootstrapping process with Smart PLS. Hypothesis testing is accepted, when using probability (P-Values) < 0.05 . The results of the bootstrapping process with SmartPLS can be seen in the following table 4.3:

Tabel 7. Hypothesis of Direct and Indirect Effect

Variabel	Nilai Koefisien	T-statistics	P-Values
Competence(X_1) → Performance (Y)	0,269	2,139	0,033
Job Stress (X_2) → Performance (Y)	0,054	0,341	0,733
Perceived Organizational Support (X_3) → Performance (Y)	0,301	1,362	0,174
organizational commitment (X_4) → Performance (Y)	0,219	1,055	0,292
Competence(X_1) → organizational commitment (X_4)	-0,036	0,408	0,684
Job Stress (X_2) → organizational commitment (X_4)	0,390	4,278	0,000
Perceived Organizational Support (X_3) → organizational commitment (X_4)	0,585	7,484	0,000
organizational commitment * Competence → Performance (Y)	-0,008	0,252	0,801
organizational commitment * Job Stress → Performance (Y)	0,086	0,971	0,332
organizational commitment * Perceived Organizational Support → Performance (Y)	0,128	0,985	0,325

From table 4.2 above it can be explained directly influence as follows:

- 1) Effect of competence on performance. Based on the results of statistical tests it is known that the influence of competence on performance there is a P-Value of 0.033 ($0.033 < 0.05$), meaning that competence has a significant influence on performance.
- 2) The effect of job stress on performance. Based on the results of statistical tests it is known that the influence of job stress on performance with a P-Value of 0.733 ($0.733 > 0.05$), means that job stress has no significant effect on performance.
- 3) Effect of Perceived Organizational Support on performance. Based on the results of statistical tests it is known that the influence between Perceived Organizational Support on performance with a P-Value of 0.174 ($0.174 > 0.05$), means that Perceived Organizational Support has no significant effect on performance.
- 4) Effect of competence on organizational commitment. Based on the results of statistical tests it is known that the effect of competence on organizational commitment with a P-Value of 0.684 ($0.684 > 0.05$), meaning that competence is not a significant effect on organizational commitment.
- 5) Effect of job stress on organizational commitment. Based on statistical test results it is known that the effect of job stress on organizational commitment with a P-Value of 0.000 ($0.000 < 0.05$), meaning that job stress has a significant effect on organizational commitment.
- 6) Effect of Perceived Organizational Support on organizational commitment. Based on the results of statistical tests it is known that the effect of Perceived Organizational Support on organizational commitment with a P-Value of 0.000 ($0.000 < 0.05$), means that Perceived Organizational Support has a significant influence on organizational commitment.

- 7) Effect of organizational commitment on performance. Based on the results of statistical tests it is known that the effect of organizational commitment on performance with a P-Value of 0.292 ($0.292 > 0.05$), meaning that organizational commitment has no significant effect on performance.

From table 4.2 above it can be explained the influence indirectly or through intervening variables as follows:

- 1) Based on the table above, the coefficient of the indirect effect of competency on performance is $2,139 > 0.252$ (direct effect of competency on performance), so it can be stated that organizational commitment mediates the effect between competence and performance.
- 2) Furthermore, the value of the indirect effect coefficient of the job stress variable on performance is $0.341 < 0.971$ (the direct effect of job stress on performance) so it can be stated that organizational commitment does not mediate the effect of job stress with performance.
- 3) Then, the indirect effect coefficient value of the Perceived Organizational Support variable on performance is $1,362 > 0.985$ (the direct effect of Perceived Organizational Support on performance) so that it can be stated that organizational commitment mediates the effect of Perceived Organizational Support on performance.

5. Conclusions and Suggestions

5.1. Conclusion

Based on the results of research conducted, it was concluded that competency directly has a significant effect on performance, work stress and perceived organizational support has no significant effect on performance. Competence does not significantly influence organizational commitment. Job stress and perceived organizational support have a significant effect on organizational commitment. Organizational commitment has no significant effect on performance. Indirectly, organizational commitment mediates the relationship between competence and organizational support and performance, but does not mediate the relationship between job stress and performance.

5.2. Suggestion

For further researchers the addition of external variables to look at employee performance so that expanding the scope of research with related topics can be considered for further research. Using information-gathering instruments with a personal interview system is a good suggestion to explore broader answers to each individual from the related variables. For related agencies, it is suggested that the need to know the competence, job stress and perceived organizational support of each employee so that they can motivate the work of employees so as to improve employee performance.

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