



Analysis of the Effect of Competence, Affective Commitment and Placement of Employees on The Performance of Civil Servants at The Office of The Regional Service Agency of Southeast Sulawesi Province

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ABSTRACT

The objectives of this study are: (1) To determine and analyze the effect of competence, affective commitment, and employee placement on the performance of Civil Servants; (2) To find out and analyze the influence of competence on the performance of Civil Servants; (3) To determine and analyze the effect of affective commitment on the performance of Civil Servants; (4) To find out and analyze the effect of employee placement on the performance of Civil Servants.

Respondents in this study were all civil servants of the Regional Personnel Agency Office of Southeast Sulawesi Province totaling 111 employees. The data analysis technique used is multiple linear regression. The results of the study stated that: (1) Competence, affective commitment, and employee placement had a positive and significant effect on the performance of Civil Servants; (2) Competence has a positive and significant effect on the performance of Civil Servants; (3) Affective commitment has a positive and significant effect on the performance of Civil Servants; (4) Employee placement has a positive and significant impact on the performance of Civil Servants.

Introduction

The strategic role of human resources in organizations has received great attention in today's era of globalization. At the macro-level, "human capital" is the main factor for macroeconomic growth. Meanwhile, at the micro-level, human capital is the main resource for sustainable competitive advantage for an organization, both public and private.

Sasono, (2017: 56) states that at this time the assessment of the state apparatus, especially civil servants, still shows an unsatisfactory phenomenon. Inefficiency, complicated decision making, very long service procedures, weak coordination between agencies, and so on. As an illustration, it can be illustrated that civil servants have not functioned optimally as drivers of development and serving the community and are often felt like a burden in the administration of government and development programs. The ability of civil servants is still very limited in implementing various policies that have been set by the Central Government.

Performance is something that the achievement of employee performance that has not been optimal can be due to the higher performance targets set by the organization for its employees every year, considering the challenges of the future organization are getting tougher. Therefore, employees must answer these challenges by providing the best performance so that their work targets can be

achieved optimally and can support the sustainability of the organization.

The performance of civil servants is indicated by their efforts in carrying out and producing outputs related to their duties and work. Thus, the development of civil servants must continue to be developed by the dynamics of the organization and its strategic environment. About the development of civil servants, every civil servant must comply with the regulations and policies implemented by his organization, as well as a high level of discipline towards compliance to implement them.

Empirical research that supports research conducted by several studies on the occurrence of gap research, research conducted by Made Bintang Cahyaningra, 2018; and Muhammad Fadhil, 2016 stated that competence has a positive and significant effect on performance. While research conducted by Septiyani (2013) states that competence does not affect on performance. Furthermore, research conducted by Arina, 2018 states that affective commitment has a positive and significant influence on performance by and research conducted by Windi, 2019 states that affective commitment has no significant effect on performance.

Literature Review

Job competence

Emron, Yohny, Imas (2017; 140) competence is an individual's ability to carry out a job correctly and has advantages based on matters relating to knowledge, skills, and attitudes. The definition of competence by Mocheriono (2014: 5) is as an underlying characteristic of a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria that are used as references. According to Spencer, competence lies on the inside of every Human being and forever exists in a person's personality that can predict behavior and performance in a broad range of situations and job tasks.

Attitude/behavioral competence is the ability to translate concepts formulated by leaders (integrating policies), as well as collect information and organizational members and process them into policy recommendations that can be used as guidelines for superiors to make policies. Behavioral competence is also tied to the integrity and commitment of officials to carry out their responsibilities in a professional manner.

Affective Commitment

Panggabean (2016:135) defines affective commitment, which is a commitment that shows the degree to which an employee is emotionally attached, knows, and is involved in the organization. Then Robbins and Judge (2015:101) affective commitment occur when Employees want to be part of the organization because of an emotional bond.

Kaswan (2015:126) shows the strong emotional desire of employees to adapt to existing values so that their goals and desires to remain in the organization can be realized. Sutanto and Gunawan (2013:78) explain affective commitment as follows: Affective commitment occurs when employees want to be part of the organization because of an emotional bond. In other words, a strong affective commitment will identify employees with being actively involved and enjoying their membership in the organization. The employee recognizes the similarities between himself and the agency, thus showing concern and consequently forming an impressive commitment. In addition, the employee is willing to give up his values and adapt to the agency.

Based on some of the definitions above, it can be concluded that affective commitment is one component in organizational commitment related to emotional attachment, identification, and feel involvement in all activities, goals, values of an organization.

Job Placement

Mangkuprawira (2011:166): "Reassignment of an employee to a new job. Placement activities are carried out based on follow-up from the selection results that have been carried out previously. This activity needs to be carried out in a planned manner because it will affect employee productivity and loyalty".

Kaswan 2015 that "Reassignment of an employee to a new job. Placement activities are carried out based on follow-up from the selection results that have been carried out previously. This activity needs to be carried out in a planned manner because it will affect employee productivity and loyalty". According to Sunyoto (2012:122), placement is "the process or filling of positions or reassignment of employees to new tasks or positions or different positions". Meanwhile, according to Yani (2012: 74), placement is "appointment to employees to occupy or do new jobs".

Mathis and Jackson (2013:167) state that: "Placement is placing a person's position into the

right job position, how well an employee fits his job will affect the amount and quality of work. Employee placement is to place employees as elements of work implementation in positions that are by their abilities, skills, and expertise

Employee Performance

The definition of performance put forward according to Siswanto (2015:11) performance is the achievement achieved by a person in carrying out the tasks and work assigned to him. Rivai (2015:12) provides an understanding that work performance or performance is the result or level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or performance that have been determined in advance and agreed upon. together.

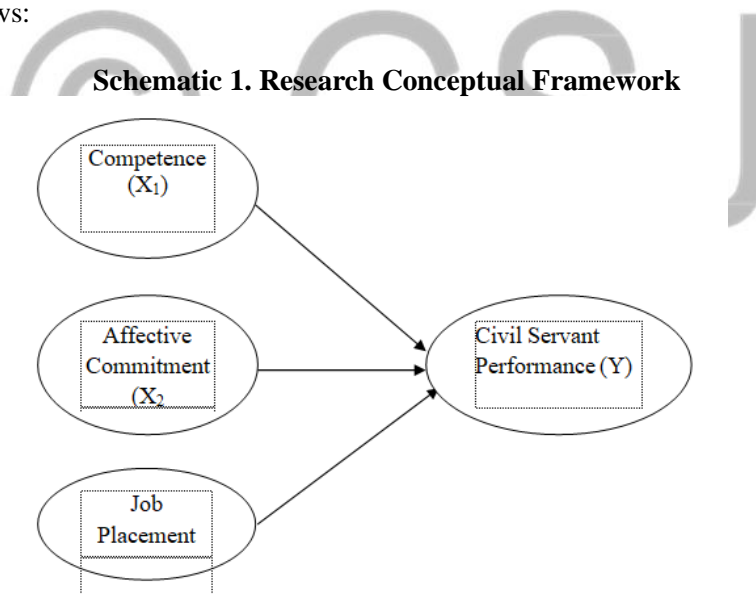
According to Edison (2016) performance is the result of a process that refers to and is measured over a certain period based on pre-determined provisions or agreements. Setyowati and Haryani (2016) also suggested that the term performance from the word job performance or actual performance (work achievement or actual achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him.

Performance reflects their abilities and skills in certain jobs which will have an impact on rewards from the company. According to Sutrisno (2016), performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization by their respective authorities and responsibilities or about how a person is expected to function and behave by the assigned tasks. charged to him as well as the quantity, quality and time used in carrying out the duties.

Conceptual Framework and Hypotheses

Conceptual Framework

Based on the description above to provide direction for this research, a conceptual framework is needed as follows:



Research Hypothesis

The hypotheses of this research are:

1. Competence, affective commitment, and employee placement have a positive and significant impact on the performance of Civil Servants.
2. Competence has a positive and significant effect on the performance of Civil Servants.
3. Affective commitment has a positive and significant effect on the performance of Civil Servants.
4. Employee placement has a positive and significant impact on the performance of Civil Servants.

Research Methods

Types of research

This research belongs to the category of survey research / direct observation in the field to

confirm the predictions made and explain based on facts or conditions in the field. According to Sugiyono (2019:65), explanatory research generally aims to explain the position of the variables to be studied and the relationship and influence between one variable and another.

Research Population

According to Sugiyono (2019:126) population is a generalization area consisting of objects/ subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study were all civil servants at the Regional Personnel Agency Office of Southeast Sulawesi Province totaling 111 people. For sampling, the total sampling method or saturated sample or also called the census sample is a sampling technique carried out by taking the entire existing population. So, the respondents in this study were all civil servants of the Regional Personnel Agency Office of Southeast Sulawesi Province totaling 111 employees.

Data Types and Sources

Data Type

The type of data used in this study is qualitative data and quantitative data. Qualitative data is descriptive data presented in the form of words that contain meaning. While quantitative data in this study is qualitative data that is numbered which is the employee's answer.

Data source

Sources of data needed in this study are primary data and secondary data. Primary data used is through employee answers to the results of interviews and questionnaires (questionnaires) submitted to Civil Servants at the Regional Personnel Agency Office of Southeast Sulawesi Province. Secondary data in this study is the number of employees, organizational profiles, and other data relevant to this research.

Data Analysis Method

Instrument Validity Test

A validity test is used to find out how far a test or a set of operations measures what it is supposed to measure. According to Masrun (Solimun, 2010), research results are valid if there are similarities between the data collected and the data that occurs in the object under study. The minimum requirement to be considered valid or eligible is when $r > 0.3$.

Instrument Reliability Test

A data reliability test is a test conducted to measure a questionnaire which is an indicator of a variable. In other words, this measuring instrument has consistent results if it is done many times at different times. A questionnaire is said to be reliable or reliable if a person's answer in the questionnaire is stable from time to time. Cronbach alpha testing is used to test the level of fairness (reliability) of each variable questionnaire. A construct or variable is said to be reliable if it gives a Cronbach alpha value > 0.60 (Ghozali, 2014).

Multiple Linear Regression Analysis

This study uses two analytical techniques, namely descriptive analysis to describe in more about the variables and research indicators. Meanwhile, to test the hypothesis and produce a suitable model (fit), the analysis used is multiple linear regression with the analytical tool SPSS 20.0.

Research Result

Validity test

A validity test is a technique used to determine the relationship between the validity of a variable by using a measuring instrument or commonly referred to as a research instrument. Validity is a measure that shows the level of reliability or validity of a measuring instrument (Ridwan, 2005: 109). Validity testing is carried out when researchers want to know that an indicator in a variable is suitable to be used as a research instrument.

Table 1. Validity Test Results

Variables	Items	Correlation coefficient	Cut of Point	Information
Competence	X _{1.1}	0,505	0,300	Valid
	X _{1.2}	0,601	0,300	Valid
	X _{1.3}	0,647	0,300	Valid
	X _{1.4}	0,633	0,300	Valid
	X _{1.5}	0,523	0,300	Valid
Affective Commitment	X _{2.1}	0,763	0,300	Valid
	X _{2.2}	0,810	0,300	Valid
Employee Placement	X _{2.1}	0,705	0,300	Valid
	X _{2.2}	0,661	0,300	Valid
	X _{2.3}	0,695	0,300	Valid
	X _{2.4}	0,664	0,300	Valid
	X _{2.5}	0,671	0,300	Valid
Performance	Y _{.1}	0,674	0,300	Valid
	Y _{.2}	0,541	0,300	Valid
	Y _{.3}	0,668	0,300	Valid
	Y _{.4}	0,582	0,300	Valid
	Y _{.5}	0,528	0,300	Valid

Source: SPSS Processed Results, 2021

Table 1 shows that all indicator items that measure each indicator variable produce a coefficient of validity that is more than 0.300 ($r > 0.30$). Thus, it can be stated that the data collection instrument used in this study is valid.

Reliability Test

If the measuring instrument has been declared valid as an instrument used in a study, then the reliability of the measuring instrument can be tested. Reliability shows an understanding that an instrument is reliable enough to be used as a data collection tool that is not tendentious or directs respondents to choose certain answers.

Table 2. Instrument Reliability Test Results

Variables	Cronbach's Alpha	Cut Of Point	Information
Competence	0,764	0,600	Reliable
Affective Commitment	0,717	0,600	Reliable
Employee Placement	0,844	0,600	Reliable
Performance	0,780	0,600	Reliable

Source: SPSS Processed Results, 2021

Table 2 shows that all indicator items used to measure each indicator variable have a coefficient value greater than 0.600. Therefore, the instrument used in collecting data was declared reliable at the 95% confidence level.

Regression Analysis Test

Empirically testing and proving the influence between the variables of this research, apart from using descriptive statistical analysis, inferential statistical analysis is also used, namely multiple regression analysis to test the hypotheses proposed in this study. The results of multiple regression analysis that examine the effect of the variables of competence, affective commitment and employee placement on the performance of Civil Servants at the Regional Personnel Agency Office of Southeast Sulawesi Province, can be seen in Table 3 below.

Table 3. Recapitulation of Multiple Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.367	.289		1.270	.207
	Competence	.330	.094	.284	3.511	.001
	Affective Commitment	.257	.089	.288	2.903	.004
	Employee Placement					

	Employee Placement	.300	.097	.311	3.105	.002
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Source: SPSS Processed Results, 2021

Based on the results of the regression model testing, the regression model stating the effect of competence, affective commitment, and employee placement on the performance of civil servants at the Regional Personnel Agency Office of Southeast Sulawesi Province can be stated as follows:

$$Y = 0.367 + 0.330 X_1 + 0.275 X_2 + 0.300 X_3$$

Coefficient of Determination

Based on the calculation results, the coefficient of determination obtained is 0.617. This means that the variation of changes in the performance of Civil Servants of the Regional Personnel Agency of Southeast Sulawesi Province is determined by the variables of competence, affective commitment, and job placement of 61.7 percent and the remaining 38.3 percent is determined by variables not included in the research model.

Hypothesis test

Simultaneous Testing (F)

Simultaneous test results can be seen in the following table:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.307	3	6.102	57.434	.000 ^b
	Residual	11.369	107	.106		
	Total	29.676	110			

Source: SPSS Processed Results, 2021

The research hypothesis that needs to be tested is that competence, affective commitment, and employee placement have a positive and significant effect on the performance of civil servants. Simultaneous test results using the F-Sig value (Probability) of 0.000 is smaller than the alpha value ($\alpha = 0.05$). Therefore, simultaneously competence, affective commitment, and employee placement have a positive and significant impact on the performance of Civil Servants of the Regional Personnel Agency of Southeast Sulawesi Province. On this basis, the proposed research hypothesis can be accepted.

Partial Test (t-Test)

Partial testing (t-test) is done by comparing the significance value of t (t-sign) with the alpha value (tolerance value) of $\alpha = 0.05$ or at the 95% confidence level.

- The results of hypothesis testing indicate that competence has a positive and significant effect on the performance of civil servants, which is indicated by a significant value of $0.001 < 0.05$ so that the proposed hypothesis can be accepted. On this basis, the competency variable can be included as one of the variables that have a significant influence on the performance of the Civil Servants of the Regional Personnel Agency of Southeast Sulawesi Province.
- The results of hypothesis testing indicate that affective commitment has a positive and significant impact on the performance of civil servants, which is indicated by a significant value of $0.004 < 0.05$ so that the proposed hypothesis can be accepted. Therefore, the affective commitment variable can be included as one of the variables that have a significant influence on the performance of the Civil Servant of the Regional Personnel Agency of Southeast Sulawesi Province.
- The results of hypothesis testing indicate that employee placement has a positive and significant impact on the performance of civil servants, which is indicated by a significant value of $0.002 < 0.05$ so that the proposed hypothesis can be accepted. Therefore, the variable of employee placement can be included as one of the variables that have a significant influence on the performance of the Civil Servants of the Regional Personnel Agency of Southeast Sulawesi Province.

Discussion

The Influence of Competence on the Performance of Civil Servants

The results of the analysis show that competence has a positive and significant effect on performance. This means that changes in competence increase in a positive and real direction towards improving employee performance. The results of this study are evidenced by the positive value of the regression coefficient which means that good competence tends to improve employee performance.

The test results prove that competence has a positive and significant effect on the performance of Civil Servants of the Regional Personnel Agency of Southeast Sulawesi Province. This means that changes in competence increase in a positive and real direction towards improving performance are supported by empirical facts.

Competence is said to be one of the factors that affect performance. Competence is needed to help organizations to create a high-performance culture. The number of competencies used by human resources will improve performance (Wibowo, 2012: 323). Sriwidodo and Haryanto (2010) expressed their opinion that the performance and effectiveness of employees in carrying out their duties are largely determined by the competencies required by the field of work. The results of the study support the results of Fadhil's research, 2016; Dina Rande, 2019; Cahyaningrat, 2018; and Arie Andarie, 2017 in their research also concludes that competence affects performance.

The Effect of Affective Commitment on the Performance of Civil Servants

The results of the analysis show that affective commitment has a positive and significant effect on performance. This means that changes in affective commitment increase in a positive and real direction towards improving performance. Employee. The results of this study are evidenced by the positive value of the regression coefficient which means that good affective commitment tends to improve employee performance. The test results prove that affective commitment has a positive and significant effect on the performance of Civil Servants of the Regional Personnel Agency of Southeast Sulawesi Province. This means that changes in the increase in affective commitment in a positive and real direction towards improving performance are supported by empirical facts.

Colquitt, Le. Pine and Wesson, (2011) refer to the affective attachment in terms of cohesive commitment, namely an individual's closeness based on feelings and emotions to a group that conceptualizes commitment as a supporter, affective attachment to organizational goals and values, a person's role related to goals, values, and for the sake of the organization itself, separate from instrumental values. The results of the study support the results of Windi's research, 2019 supporting the proposed hypothesis stating that affective commitment has a significant effect on performance.

The Effect of Employee Placement on the Performance of Civil Servants

The results of the analysis show that the placement of employees has a positive and significant effect on performance. This means that changes in performance improvement are in a positive and real direction towards increasing performance. The results of this study are evidenced by the positive value of the regression coefficient which means that good employee placement tends to improve performance. This means that changes in the increase in employee placement in a positive and real direction towards increasing work performance are supported by empirical facts.

The results of this study support the theory which says that placement is the process of placing a person's position into the right job position, namely how well an employee fits his job will affect the amount and quality of work. Employee placement does not always mean the placement of new employees, but can also mean promotions, transfers, and mutations (Rivai, 2011).

Research Limitations

The researcher realizes that the implementation of this research cannot be separated from the limitations experienced, in addition to the limitations of time and cost, namely:

1. This research is only focused on government agencies, in the future it can research with a wider scope on all agencies in Southeast Sulawesi and other regions and the indicators used for each variable are still limited, so there are still some things that have not been covered in the discussion and are still need to be developed further, such as the endogenous variables of competence and work environment, for example, loyalty to the organization, employee relations with partners, and work comfort.
2. Because the researcher is aware of the approach to this research method, especially the analytical equipment used in this study, multiple regression with various weaknesses where we can find out the magnitude of the influence of indicators on variables so that further research can use the Structural Equation Modeling (SEM) analysis approach.

Conclusions and Suggestions

Conclusion

Based on the results of the research in the previous chapter, the conclusions in this study are:

1. Competence, affective commitment, and employee placement have a positive and significant effect on the performance of Civil Servants of the Regional Personnel Agency of Southeast

Sulawesi Province, meaning that if the competence, affective commitment, and placement of employees are good, the performance will increase.

2. Competence has a positive and significant effect on the performance of Civil Servants of the Regional Personnel Agency of Southeast Sulawesi Province, meaning that the better the employee's competence, the performance will increase.
3. Affective commitment has a positive and significant effect on the performance of Civil Servants of the Regional Personnel Agency of Southeast Sulawesi Province, meaning that better affective commitment will improve employee performance.
4. Employee placement has a significant effect on the performance of Civil Servants of the Regional Personnel Agency of Southeast Sulawesi Province, meaning that if the placement of employees is good, the performance will be better.

Suggestion

Based on the results of this study, it provides several things that need to be perfected by both theorists and practitioners, including:

1. The results of respondents' perceptions of the competency variable measured based on five indicators, that Knowledge is the lowest indicator, so the advice given is that employees further improve their thinking skills to complete the type of work. The ability to think has become the goal or demand of all types of work. That is, when employees do this type of work, employees are expected to develop the ability to think themselves, where this ability can be used in dealing with complex life.
2. The results of respondents' perceptions of the affective commitment variable which are measured based on two indicators have the same average value, then the advice given is that employees in terms of emotion and identification need to be maintained so that performance gets better.
3. The results of respondents' perceptions of the employee placement variable which are measured based on five indicators that age is the lowest indicator, then the advice given is that agency leaders should pay attention to the work placement of each employee according to the difficulty of the job, so it does not interfere with the mindset.
4. Suggestions for further researchers are expected to add other variables that can be used as indicators in further research. This is because there are still variables that have not been found by the author that still have relationships related to competence, affective commitment, and employee placement on employee performance.

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