



EMPLOYEE PERFORMANCE FORMULATION BASED ON COMMITMENT AND COMPETENCY WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) MEDIATION ON CREDIT COOPERATION IN BADUNG DISTRICT

I Putu Agus Suarsana Ariesta¹, Surya Nugraha², I Made Hedy
Wartana³

I Ketut Yudana Adi⁴, A A Ketut Sriasih⁵

agusariesta@yahoo.co.id¹, surya.pegending@gmail.com²,
wikanandakomang@gmail.com³,

tut_yudana@yahoo.co.id⁴, agungsri_asih@yahoo.com⁵

Management Department - Triatma Mulya Business School^{1,2,3,4,5}

Abstract

The purpose of this research is: To analyze the influence of commitment to Organizational Citizenship Behavior (OCB) on Credit Cooperative in Badung Regency; to Analyze the influence of competence to OCB on Credit Cooperatives in Badung Regency; to Analyze the influence of commitment to employee performance on Credit Cooperative in Badung Regency; to Analyze the influence of competence on employee performance on Credit Cooperative in Badung Regency; to Analyze the influence of OCB on employee performance on Credit Cooperatives in Badung Regency; to Analyze the influence of OCB in mediating the influence of commitment to employee performance on Credit Cooperatives in Badung Regency; to Analyze the influence of OCB in mediating the influence of competence on employee performance in Koperasi Kredit in Badung regency. To achieve this goal, the research method used in this study used 4 variables consisting of 2 exogenous variables and 2 endogenous variables: Exogenous variables are Commitment (X1), Competence (X2), and endogenous variable are OCB (Z1), and Employee Performance (Z2). Types of data used are: qualitative and quantitative data. While the data sources are: primary and secondary data. The methods of data collection are: observation, questionnaires, interviews and documentation. Population in this research is employees of Credit Cooperative in Badung regency. Data analysis techniques using quantitative analysis by testing the research hypothesis by using SEM Partial Least Square (PLS). The result of the analysis shows that employee commitment has a positive and significant effect on OCB. Employee competence has a positive and significant influence on OCB. There is a positive and significant influence between employee commitment to employee performance. Increased employee competence improves the performance of Credit Cooperative Employees In Badung District. OCB has a positive and significant effect on the performance of Credit Cooperative Employees In Badung Regency. OCB can mediate positively and significantly on the indirect influence of employee commitment to the performance of Credit Cooperative



Employees In Badung District. OCB can mediate positively and significantly on the indirect influence of employee competency on the performance of Credit Cooperative Employees In Badung District.

Keywords: commitment, competence, organizational citizenship behavior, employee performance

Introduction

1.1 Research Background

Cooperatives as business organizations whose owners or members are also the main customers of the company (identity criteria). So the identity criterion of a cooperative will be the proposition or the principle of identity (Ropke, 1987) that distinguishes cooperative business units from other business units (Hendar and Kusnadi, 2005). Cooperative organizations are formed by a group of people managing joint companies who are tasked with supporting the individual economic activities of their members (Tambunan, 2008). In its development, cooperatives face various problems and challenges such as: in terms of quality, the existence of cooperatives still need serious efforts to be improved following the demands of the business environment and the environment of the lives and welfare of its members. The share of cooperatives in various economic activities is still relatively small, and the dependence of cooperatives on external assistance and strengthening, especially the Government, is still very large (Merza, 2006). The development of cooperatives faces several constraints such as skill levels, skills, expertise, human resource management, entrepreneurship, marketing and finance. Weak managerial capability and human resources resulted in the cooperative not being able to run its business properly (Kuncoro, 2007).

Yet along with the problem, cooperatives also face challenges with the rapid economic globalization and trade liberalization and the rapid development of technology. On the other hand, macro determination is the most fundamental of cooperatives related to its contribution to Gross Domestic Product (GDP), poverty alleviation, and job creation. While the micro contribution of cooperatives to increase the income and welfare of its members. So with the potential of cooperatives in Indonesia requires a variety of efforts and performance improvement strategies to create competitive advantage in an increasingly competitive business environment. Efforts to improve cooperative performance can not be separated from strategies to improve the performance of cooperative employees. Because the performance of the cooperative is very dependent on the performance of employees formed from employee commitment and the competence of employees. Therefore, the cooperative is in need of increased commitment and competence of employees to be able to improve the performance of employees who will automatically be able to improve the performance of the cooperative itself.



Employee commitment is one of the most important parts of organizational behavior. Highly committed employees will perform tasks and tasks not only of obligation, but will volunteer to do things that can be classified as extra-effort, or extra-role work, or better known as organizational citizenship behavior (OCB) (Porter et al., 1974; Gautam, et al., 2004; Yahaya, et al., 2012; Jayadi, 2012). Strong organizational commitment within the individual will cause the individual to strive to achieve organizational goals in accordance with the planned goals, beyond the performance of his formal obligations (Koesmono, 2005, Cohen, 2006).

Organizational commitment can be used to predict professional activity and work behavior, as organizational performance can be improved by increasing the commitment of the rich (Sahertian, 2010; Dost, et al., 2011). This means commitment is believed to improve employee performance (Cahyani, et al., 2010; Astuti, 2010; Nurwati, et al., 2012). If the employee's commitment is high it will have a positive effect on the employee's performance, whereas if commitment is low it will affect the performance of the organization (Mulyanto, et al., 2009; Siagian, 2011; Sutanto, 1999). Employee performance is influenced by 3 (three) main factors namely individual ability to perform job (competence), level of effort devoted, and support organization (Mathis and Jackson, 2011; Rivai and Sagala, 2011). Competencies include knowledge, skills, and attitudes, needed by an employee to do a good job and have a relatively strong and consistent relationship with OCB.

Competence and performance of employees also have a very close relationship once, it appears in the relationship of both, namely causality (Wirawan, 2012, Moeheriono, 2012). Rivai and Sagala, 2011), said that competence as a fundamental characteristic of a person (Wirawan, 2012, Herman, 2011). The above facts are also supported by Ariani (2011) who said that OCB can enhance the effectiveness of the organization by encouraging the productivity of colleagues and leaders, freeing up the use of resources so that employees can use them for more productive purposes and enable organizations to adapt more effectively to environmental change Sumiyarsih, et al., 2012; Connect, 2011). Robbins and Judge (2012) revealed that organizations with good OCB employees will perform better than other organizations (Bolino, et al., 2002; Ariani, 2011; Sumiyarsih, et al., 2012).

Given the problems and challenges faced by cooperatives is very significant and the importance of the potential of cooperatives as a container to create competitive advantage, so to address the condition of Credit Cooperatives in Badung regency so that the competitive, then conducted research related to efforts to improve employee performance through the formulation of Employee Performance Based Commitment and Competence with OCB Mediation on Credit Cooperatives in Badung Regency.



1.2 Research Purpose

The purpose of this research is as follows:

1. Analyzing the influence of commitment to OCB on Credit Cooperatives in Badung Regency.
2. Analyzing the influence of competence on OCB on Credit Cooperatives in Badung Regency.
3. Analyzing the influence of commitment to employee performance on Credit Cooperatives in Badung regency.
4. Analyzing the influence of competence on employee performance in Koperasi Kredit in Badung regency.
5. Analyzing the influence of OCB on employee performance on Credit Cooperatives in Badung regency.
6. Analyzing the influence of OCB) in mediating the influence of commitment to employee performance on Credit Cooperatives in Badung regency.
7. Analyzing the influence of OCB in mediating the influence of competence on employee performance on Credit Cooperative in Badung regency.

Conceptual Review and Hypothesis

2.1 Commitment

Commitment (commitment) is a reflection on the proud feelings of members of the organization and the degree of loyalty to the achievement of organizational goals (Wirawan, 2008). Organizational commitment according to Blau and Boal (Robbins and Judge, 2012), as a condition where an employee sided with a particular organization and its purpose and desire to maintain membership in the organization. Muchlas (2008), states that organizational commitment as an attitude in work is defined as orientation in the sense of loyalty, identification, and involvement (Chang, et al, 2011; Mathis and Jackson, 2011) states, that organizational commitment (organizational commitment) is the degree to which employees believe and accept organizational goals, and are willing to stay together within the organization. Noe (2011) states that organizational commitment (organizational commitment) is the level to which an employee identifies himself with the organization and is willing to make strenuous efforts for the organization's behalf. Organizational commitment is also defined as the level of identification and individual attachment to the organization it enters, where the characteristics of organizational commitment include loyalty to the organization, willingness to use business on behalf of the organization, conformity between one's goals and organizational goals (Astuti, 2010; Mulyanto, 2009; Wibowo, et al., 2010). According to Meyer & Allen (Robbins



and Judge, 2012), commitment indicators consist of 3 (three), among others affective commitment, continuance commitment, and normative commitment (Wibowo, 2010; Markovits and Davis, 2007).

2.2 Competency

Competence is defined as a fundamental characteristic of a person who directly influences or can predict excellent performance (Rivai and Sagala, 2011). Competence as a characteristic of a person's ability that can be proven so as to elicit an achievement (Dessler, 2010; Hendro, 2011). Moehertonio (2012) says that competence consisting of motive, trait, self concept and skill, and knowledge are expected to predict one's behavior so that ultimately can predict people's performance (Umiarso and Gojali, 2011; Imron, 2013). Mathis and Jackson (2011), said that competence is the basic characteristics that can be attributed to increased performance of the work or team. Based on the above definitions, it can be concluded that competence is a capability possessed by a person in the form of knowledge (knowledge), skill (skill), and attitude (attitude), which can be associated with work done within an organization.

2.3 Organizational Citizenship Behavior (OCB)

Some research Organizational Citizenship Behavior (OCB) is an optional behavior that is not part of an employee's formal employment obligation, but it supports the effective functioning of the organization (Robbins and Judge, 2012). According to the Organ, the OCB is a voluntary individual behavior (no coercion element), not directly or explicitly recognized formally in the reward system and overall it is expected to promote the efficiency and effectiveness of organizational functions (William and Setiawan, 2013; Elanain, 2007; Sahertian, 2010). OCB is the behavior of workers who exceed their formal duties and contribute to the effectiveness of the organization. Successful organizations need people who are willing to do more work than a job that is their main job, willing to do other work, willing to help co-workers, and willing to spend time outside working hours to do other jobs that are not contained in the job description (Ariani, 2011; Muchlas, 2008; Sahertian, 2010; Chang, et al., 2011).

Organizational citizenship behavior, often referred to as OCB, is a discretionary behavior of members of the organization or employees who voluntarily undertake work outside of their job description (extra-role), although explicitly not rewarded through the system formal, but punishment is not given when not doing it, but capable of supporting the effective functioning of the organization. Podsakoff, et al., (2000), mentions that there are 7 (seven) OCB indicators, among others: Helping behavior; Sportmanship; Organizational loyalty; Organizational compliance; Individual initiative; Civic virtue; Self - development. According to Williams & Anderson (Sahertian, 2010), the OCB indicator consists of 4 (four), among others: Helping behavior;



Sportmanship; Civic virtue; Organizational loyalty. According to Organ (Alizadeh, et al., 2012) there are 5 (five) primary indicators of OCB, among others: Altruism (the behavior of helping other employees without any coercion on tasks that are closely related to organizational operations); Civic Virtue (behavior indicates voluntary participation and support for organizational functions, both professionally and socially natural); Conscientiousness (contains performance of a pre-requisite role that exceeds minimum standards); Courtesy (behavior relieves work-related problems faced by others); Sportmanship (containing about the taboos of making a damaging issue despite being annoyed).

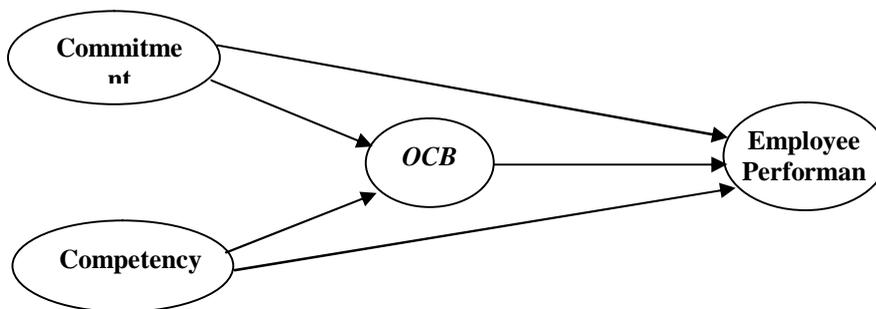
2.4 Employee Performance

Performance is the result of work, performance and performance. Performance as (1) something to achieve; (2) the achievements shown; (3) work ability. Performance or performance (performance) is defined as an expression of ability based on knowledge, attitude and skills and motivation to produce something. Meanwhile, according Sedarmayanti (2001), the performance of translation from performance, work performance, implementation of work, achievement and performance or work performance. Performance is the level of execution of tasks that a person, unit or division can achieve by using existing capabilities and defined limits to achieve organizational goals. Performance is the work that can be achieved by a person or group in an organization in accordance with their respective powers and responsibilities in order to achieve the organization's objectives in a manner that is not unlawful and in accordance with the moral and ethical. Performance indicators include: Number of job outcomes, Quality of work, Knowledge of tasks, Cooperation, Responsibility, Work Attitude, Initiative, Technical skills, Decision-making or problem-solving skills, Leadership, Creativity.

Performance appraisal is a process to measure the work achieved by the workers and compare against the standard of achievement level required to know where the skills have been achieved. Performance measurement is a management tool used to improve the quality of decision making and accountability (Sedarmayanti, 2007). Performance measurement is also used to assess the achievement of goals and objectives. Performance appraisal refers to a formal and structured system used to measure, assess and influence work-related, behavioral, and outcome characteristics, including the degree of absence (Moehariono, 2012; Rivai and Sagala, 2011; Hamzah and Lamatenggo, 2012; Sembiring, 2012; Mathis and Jackson, 2011).

According to Bernardin, et al., (Astuti, 2010), there are 6 (six) categories in measuring employee performance, including: quality, quantity, timeliness, effectiveness, independence, and work commitment. Performance

indicators often used in research include: knowledge, skills, work skills, attitudes towards work (enthusiasm, commitment, and motivation), work quality, volume of work, and interaction (communication, group relations). According to Mathis and Jackson (2011: 378), general employee performance for most jobs includes elements such as: the quantity of results, the quality of the results, the timeliness of the results, the presence, the ability to work together. According to Hamzah and Lamatenggo (2012), employee performance indicators include: quality of work, speed and accuracy of work, initiative in work, ability in work, the ability to communicate work. The following is presented a conceptual framework drawing with regard to the research to be conducted, as follows:



CONCEPTUAL FRAMEWORK

Employee Performance Based Formulation Commitment and Competence with Organizational Citizenship Behavior Mediation on Credit Cooperatives in Badung Regency

1.4 Research Hypothesis

Based on the background and subject matter, it can be put forward hypothesis as follows:

1. Commitment affects OCB on Credit Cooperatives in Badung Regency.
2. Competence effect on OCB on Credit Cooperatives in Badung regency.
3. Commitment affects the performance of employees in Credit Cooperatives in Badung regency.
4. Competence affects the performance of employees in Credit Cooperatives in Badung regency.
5. OCB effect on employee performance in Koperasi Kredit in Badung regency.



6. OCB plays a role in mediating the influence of commitment to employee performance on Credit Cooperatives in Badung regency.
7. OCB berperan in mediating the influence of competence on employee performance on Credit Cooperatives in Badung regency.

Research Methods

3.1 Research Design

The analytical approach used in this research is quantitative (Soetisna, 2000), and includes explanatory research. The types of data used in this study are quantitative data and qualitative data. Sources of data obtained in this study are primary data and secondary data. To obtain clear and complete results the researcher chooses data collection techniques by using questionnaires, interviews, documentation. Population in this research is employees of Credit Cooperative in Badung regency. By purposive sampling method is determined by research sample with the number and characteristics possessed by the population (Sugiyono, 2005).

3.2 Identification and Definition of Variable Operations

The exogenous variables include: commitment (X1) and competence (X2), endogenous variable is performance of rich (Z2), and intervening variable is OCB (Z1). Commitment is an attitude that reflects the employee's recognition and commitment to his organization. The measurement of organizational commitment in this study refers to Meyer & Allen describing organizational commitment into 3 (three) indicators, among others: Affective commitment, normative commitment, and continuous commitment. Competence is the ability of employees to perform or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. In this research, the employee's competency variable are: General competence, professional competence, personality competence, social competence. OCB, is a behavior outside the basic role undertaken by individual members of the organization within the organization. The developed indicators refer to Organ (Alizadeh, et al., 2012), namely: Altruism, Civic virtue, Sportmanship, Conscientiousness, Courtesy. Performance is a real behavior displayed by an employee as a work performance generated in accordance with the duties and obligations of work. The employee performance indicators are planning, implementation and assessment.

3.3 Data Analysis Technique

The analytical methods used in analyzing the data collected in this study include:



3.3.1 Descriptive Analysis Technique

Descriptive analysis technique is intended to obtain a description of the characteristics of research respondents from several aspects, among others: age of respondent, gender, and level of education, as well as working period in Credit Cooperative in Badung regency. Another thing is to get information about the respondent's perception of the indicators of each research variable based on the statement items in the research instrument.

3.3.2 Inferential Analysis Techniques

Inferential analysis techniques are used to test empirical models and hypotheses proposed in this study. The analytical technique used is Partial Least Square (PLS), because it does not require many assumptions, the data should not be multivariate normal distribution, the sample should not be large (Ghozali, I., 2006). PLS is the best solution that can be done with the limitations of existing data in situations of high complexity and low theoretical support (Ghozali, I., 2006). The steps of data analysis using Partial Least Square (PLS) can be shown as following diagram (Ghozali, I., 2006): (a) Designing the Outer Model, this model is used for: Convergen Validity, Discriminant Validity, Composite Reliability, (b) Designing a Structural Model (Inner Model), this model is used include: R-Square Coefficient (R²), Coefficient Q-Square Predictive Relevance (Q²), (c) Construction Diagram Interconnection Line Latent Variables and Indicators (d) Conversion of Line diagram to Equation System, (e) Estimation: Weight, Path Coefficient, and Loading, (f) Goodness of Fit Estimation (GoF), (g) Hypothesis Testing (Resampling Bootstrapping).

Chapter 4. Result Analysis and Discussion

4.1 Results of Inferential Analysis

In this research data analysis technique used is PLS with Smart PLS program. Based on the results of data processing using PLS, then evaluate the model of structural equation. In this evaluation, there are two basic evaluations: 1) evaluation of the outer model to determine the validity and reliability of the indicators measuring the latent variables, and 2) the evaluation of the inner model to determine the accuracy of the model. Before the model evaluation is done, it can be reiterated that the questionnaire as a data collection tool in this study is a valid instrument and reliable.

4.2 Outer Model Evaluation

The evaluation of the measurement model examines the validity and reliability of indicators that measure constructs or latent variables. In this study the four latent variables, namely: Commitment (X1), Competence (X2), OCB (Z1), and Employee Performance (Z2) is a measurement model with



reflective indicators, so that in the evaluation of measurement model is done by checking the convergent and discriminant validity of indicators, as well as composite reliability for the indicator block.

- 1) Convergent validity; aims to measure the validity of the indicator as a constructive gauge that can be seen on the outer loading (Smart PLS output). The indicator is considered valid if it has an outer loading value above 0.5 and or a T-Statistic value above 1.96. In addition, the value of outer loading can know the contribution of each indicator to the latent variable. Outer loading an indicator with the highest value indicates the indicator as the strongest measure or in other words most important in its latent variables. The results of outer model examination can be known outer loading each indicator on a variable, as presented in the Table below.

Outer Model Check Table Research Model

Variables	Indicators	original sample estimate	T-Statistic
Commitment	Afectif Commitment (X1.1)	0.395	6.630
	Normatif Commitment(X1.2)	0.363	7.083
	Continuance Commitment (X1.3)	0.410	8.140
Competency	General Competency (X2.1)	0.253	11.661
	Professional Competency (X2.2)	0.192	5.026
	Traits Competency (X2.3)	0.306	9.697
	Social Competency (X2.4)	0.370	8.782
OCB	Altruism (Z1.1)	0.246	8.678
	Civic virtue (Z1.2)	0.218	8.878
	Sportmanship (Z1.3)	0.295	10.927
	Conscientiousness (Z1.4)	0.200	6.921
	Courtesy (Z1.5)	0.247	8.526



Employee Performance	Work Planning (Z2.1)	0.360	24.000
	Work Implementation (Z2.2)	0.369	20.297
	Work Evaluation (Z2.3)	0.358	13.186

Source: Processed data 2018

- 2) Discriminant validity; this evaluation is done by comparing the square root of average variance extracted (\sqrt{AVE}) value of each latent variable with correlation among other latent variables in the model. The provision, if square root of average variance extracted (\sqrt{AVE}) latent variables greater than the latent variable correlation coefficient indicates that variable indicators have good discriminant validity. The recommended AVE value is greater than 0.50. Discriminant validity test results show that the four latent variables studied have square root values of average variance extracted (\sqrt{AVE}) appear lower with some correlation coefficients among other variables. However, the results indicate that the model has good discriminant validity.

Table Results Discriminant validity examination Research

	Commitment	Competency	OCB	Employee Performance
Commitment	1.000			
Competency	0.695	1.000		
OCB	0.704	0.756	1.000	
Employee Performance	0.612	0.750	0.762	1.000

Source: Processed data 2018

- 3) Composite Reliability; aims to evaluate the reliability value between the indicator blocks of the constructs that make up it. Composite reliability results are said to be good if it has a value above 0.70. The result of the composite reliability assessment in the measurement model (Table 6.10) shows that the composite reliability of the four latent variables is above 0.70, so it can be said that the reliable indicator block measures the variables.



Table Value Composite Reliability

Variables	Composite Reliability
Commitment (X1)	0.891
Competency (X2)	0.935
OCB (Z1)	0.915
Employee Performance (Z2)	0.944

Source: Processed data 2018

Based on the evaluation of convergent and discriminant validity of each indicator and composite reliability for the indicator block, it can be concluded that the indicators as a measure of the latent variables are valid and reliable. Furthermore, an inner model analysis was conducted to determine the suitability of the model (goodness of fit model) in this study.

4.3 Inner Model Evaluation

The structural model is evaluated by taking into account the Q2 predictive relevance model that measures how well the observed value is generated by the model. Q2 is based on the coefficient of determination of all dependent variables. The quantity Q2 has a value with the range $0 < Q2 < 1$, the closer to the value of 1 means the model the better. In this structural model there are two endogenous (dependent) variables, namely: organizational citizenship behavior (Z1) and employee performance (Z2). The coefficient of determination (R2) of each dependent variable can be presented in Table below.

Table of Evaluation Results of Goodness of Fit

Structural Model	Dependent Variable	R-Square
1	OCB (Z ₁)	0.633
2	Employee Performance (Z ₂)	0.652
Calculation: $Q^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$ $Q^2 = 1 - [(1 - 0.633) (1 - 0.652)]$ $Q^2 = 1 - [(0.367) (0.348)] = \mathbf{0.872284}$		



Source: Processed data 2018

Based on the above table, the result of evaluation of the structural model proved the value of Q2 (0.872284) close to the number 1. Thus, the results of this evaluation provide evidence that the structural model has a very goodness of fit model. These results can be interpreted that the information contained in the data, 87.23 percent can be explained by the model, while the remaining 12.77 percent is explained by errors and other variables that have not been included in the model.

4.4 Hypothesis Testing Results

Hypothesis testing is done by t-test by sorting for direct and indirect influence influence or testing of mediation variables. In the following sections are described successively test results of direct influence and testing of mediation variables.

4.4.1 Direct Effect Testing

The result of the path coefficient validation test on each path for direct effect and effect can be presented in the following table.

Table Results of Hypothesis Testing Direct Effect

Variable Relation	original sample estimate	T-Statistic	Description
Commitment -> OCB	0.345	2.165	Significant
Competency -> OCB	0.516	3.715	Significant
Commitment -> Employee Performance	0.022	0.139	Significant
Competency -> Employee Performance	0.398	2.119	Significant
OCB -> Employee Performance	0.446	2.542	Significant

Source: Processed data 2018

Information from the above, it can be determined the results of hypothesis testing described in the following description:

- 1) Work commitment (X1) proved to have a positive and significant effect on OCB (Z1). This result is shown by the positive path coefficient of 0.345 with T-statistic = 2.165 (T-statistic > 1.96), so hypothesis-1 (H1): work



commitment positively influence to OCB can be proved. The results obtained can be interpreted, the more motivated employees in carrying out their duties and work, the OCB from the Cooperative Credit Employees In Badung regency to increase.

- 2) Competence (X2) is reported to have a positive and significant effect on OCB (Z1). This result is shown by the positive value coefficient of 0.516 with T-statistic = 2.715 (T-statistic > 1.96). These results show that hypothesis-2 (H2): Employee competence has a positive effect on OCB proven empirically. Based on these results can be stated, the increasing competency of Credit Cooperative Employees In Badung regency able to increase OCB from employees.
- 3) Employee commitment (X1) proved to have a positive and significant impact on employee performance (Z2). This result is shown by positive value coefficient of 0.022 with T-statistic = 0.139 (T-statistic < 1.96), so hypothesis-3 (H3): commitment has positive effect on employee performance acceptable. Thus it can be interpreted that the commitment of Credit Cooperatives Employees In Badung regency in carrying out the work, not able to directly improve the performance of its work.
- 4) Competence (X2) reported positive and significant impact on employee performance (Z2). This result is shown by the positive path coefficient of 0.398 with T-statistic = 2.119 (T-statistic > 1.96). These results show that hypothesis-4 (H4): Employee competence has a positive effect on employee performance proven empirically. This result means that strengthening the competence of Credit Cooperative Employees In Badung regency directly improve employee performance.
- 5) OCB (Z1) is reported to have a positive and significant effect on employee performance (Z2). This result is shown by path coefficient which is positive value equal to 0.446 with T-statistic = 2,542 (T-statistic > 1.96). These results indicate that the hypothesis-5 (H5): OCB has a positive effect on employee performance can be proven. In accordance with these results can be stated that the more dilksanakan OCB Employee Credit Cooperatives In Badung regency, then increasing the achievement of its work.

4.4.2 Indirect Influence Testing Through Mediation Variables

In testing the following hypotheses we will examine the role of mediating OCB (Z1) variables on the indirect influence of Commitment (X1) and Competence (X2) on employee performance (Z2). The hypothesis testing of indirect influence in this study can be presented the results of its analysis in the table below.



Table of Recapitulation of Test Results of Mediation Variables

No	OCB Mediation on:	Effect				Description
		(A)	(B)	(C)	(D)	
1	Commitment (X ₁) → Employee Performance (Z ₂)	0.189 (Sig.)	0.488 (Sig.)	0.193 (Sig.)	1.55 (Sig.)	Partial Mediation
2	Competency (X ₂) → Employee Performance (Z ₂)	0.626 (Sig.)	0.705 (Sig.)	0.633 (Sig.)	0.124 (Sig.)	Partial Mediation

Description: Significant (Sig.) = T-statistic > 1.96 at α : 5%

Source: Processed data 2018

Information that can be obtained from the table above, is the result of testing the mediation variables that can be submitted are as follows:

- 1) OCB (Z1) is able to mediate positively and significantly on the indirect influence of Commitment (X1) on employee performance (Z2). This result is shown from the mediation test conducted, it appears C effect; D; and A has a significant value. The results of this test determine that hypothesis-6 (H6) is not empirically proven. Based on these results can be interpreted, increased implementation of OCB based Commitment can not improve Employee Performance of Credit Cooperatives In Badung regency. Other information that can be conveyed, the effect of OCB variable mediation (Z1) on the indirect influence of commitment (X1) on employee performance (Z2) is partial mediation. These findings provide clues, the OCB variable (Z1) is not a determinant of the influence of commitment (X1) on employee performance (Z2).
- 2) OCB (Z1) is able to mediate positively and significantly on the indirect effect of competence (X2) on employee performance (Z2). This result is shown from the mediation test conducted, it appears C effect; D; and A has a significant value. The result of this test directs hypothesis-7 (H7) is acceptable. Based on these results give an indication that the improvement of OCB implementation based on strong competence can improve the performance of Credit Cooperative Employees In Badung Regency. Other information that can be conveyed, the effect of OCB variable mediation (Z1) on the indirect effect of competence (X2) on employee performance (Z2) is partial mediation. These results provide the direction that OCB is not as key to the influence of Competence on the performance of Credit Cooperative Employees In Badung District.



In order to know the overall effect for each relationship between the variables studied, it can be presented recapitulation of direct effects, indirect effects, and total effects in the following table.

Table of Calculation of Direct, Indirect and Total Effects

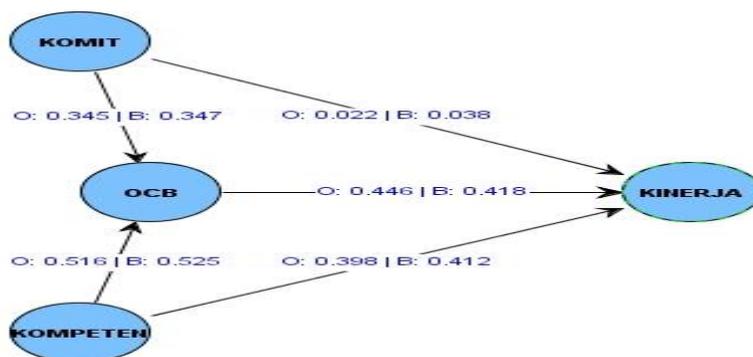
No	Variables Relation	Direct Effect	Indirect Effect	Total Effect
1	Commitment (X_1) \rightarrow OCB (Z_1) \rightarrow Employee Performance (Z_2)	0.189	0.299 (0.193*1.55)	0.488
2	Competency (X_2) \rightarrow OCB (Z_1) \rightarrow Employee Performance (Z_2)	0.626	0.078 (0.633* 0.124)	0.704

Source: Processed data 2018

Information obtained from the table above, the effect of OCB variable mediation (Z_1) caused on the indirect influence of commitment (X_1) on employee performance (Y_2) is smaller (0.299) than the indirect effect of competence (X_2) on employee performance (Z_2) with a path coefficient of 0.078. These findings provide clues, the stronger the competence of making employees to better implement OCB, so that later can improve the expected work. Meanwhile, employee commitment tends to give more direct impact to the work of Credit Cooperative Employees In Badung Regency. Based on the results of hypothesis testing that has been described above, then compiled the path diagram as the following figure.



Figure: Diagram of Hypothesis Test Results



Source: Processed data 2018

4.4.3 Identification of Research Variables

This study was conducted to explore the variables studied based on the value of factor weight (factor loading) and mean (mean). The Commitment profile (X1), competence (X2), OCB (Z1), and employee performance (Z2) profiles can be expressed as follows:

1) Identification of Commitment

Commitment is a series of attitudes and values that encourage Credit Cooperative Employees in Badung District to carry out their duties and obligations faced in achieving their objectives. The careful profile of commitment can be presented in the following table.

Table Weight Factor and Average Variable Commitment

Indicators	Factor Weight		Mean
	Out.Loading	T-Stat.	
Affectif Commitment (X1.1)	0.395	6.630	3.9498
Normatif Commitment (X1.2)	0.363	7.083	3.9920
Continuance Commitment (X1.3)	0.410	8.140	3.4688

Source: Processed data 2018

The information from the table above suggests that the level of persistence obtains the highest factor weight, which is 0.410, followed by affective commitment (0.395) and normative commitment (0.363). These results indicate, employee persistence in performing tasks and the most



important job role in commitment. Further can be interpreted, the high commitment of Credit Cooperatives Employees In Badung regency tends to be reflected in the normative commitment, good enthusiasm to carry out the work, efforts to improve themselves, and work according to the rules. This is in line with reality, employees are more responding to the persistence level shown in the highest average gain (3.9920).

Thus, the commitment of Credit Cooperative Employees In Badung Regency can be declared good and adequate. This study provides important guidance for the leadership to better stimulate the commitment of permanent employees in the work, and keep efforts of employees in the work and direction of behavior, so that the employee commitment becomes increasingly.

2) Identification of Competencies

Competence is a shared perception adopted and agreed by all Employees of Credit Cooperatives In Badung regency as a guide in the implementation of tasks and jobs. The competency profile under study can be presented in the following table.

Table Weight Factor and Average Variable Competency

Indikator	Weight Factor		Mean
	Out.Loading	T-Stat.	
General Competency (X2.1)	0.253	11.661	4.1350
Professional Competency (X2.2)	0.192	5.026	4.2300
Traits Competency (X2.3)	0.306	9.697	4.2500
Social Competency (X2.4)	0.370	8.782	4.1625

Source: Processed data 2018

From the table above can be obtained information, social competence of the highest factor weight (0.370), followed by personality competence (0.306), general competence (0.253), and professional competence (0.192). These results indicate that the detail attention to the job is the most important employee behavior of its role in the competence of Credit Cooperative Employees in Badung Regency. However, the real condition shows that working with professional competence has a result of more responded by employees, with the highest average score of 4.2300.

These results provide guidance, an important role to carry out the work by paying attention to social competence is still less attention paid employees. Therefore, it can give direction for the leadership to prioritize the



social competence of the job as the competence of the Cooperative Credit Employees in Badung regency, without putting aside other factors, such as: general competence, professional competence, and personality competence. Efforts to strengthen employee competence can provide excellent service to customers.

3) Identification of OCB

OCB is the behavior of employees who have a more role to fellow employees at the Office of Tourism Propvinsi Bali without reducing the duties and obligations. The careful OCB profile can be presented in the following table.

Table Weight Factor and Average OCB Variables

Indicators	Weight Factor		Mean
	Out.Loading	T-Stat.	
Altruism (Z1.1)	0.246	8.678	4.2000
Civic virtue (Z1.2)	0.218	8.878	40465
Sportmanship (Z1.3)	0.295	10.927	4.0410
Conscientiousness (Z1.4)	0.200	6.921	4.0173
Courtesy (Z1.5)	0.247	8.526	3.9563

Source: Processed data 2018

Other information from the table above indicates that sportmanship gets the highest factor weight of 0.295, followed by the lightening of other people's burden or courtesy (0.247), helpful behavior or altruism (0.246), voluntary participation or civic virtue have the same factor weight value of (0.218), and conscientiousness (0.200). These results give meaning, sportive behavior in work (sportmanship) is the main indication of employees in OCB Employee Credit Cooperatives In Badung regency. But this is not in line with reality, employees responding to the OCB are more inclined to the behavior to outperform the helpful or altruism behavior with an average mean rate of 4.2000. These findings provide clues that OCB implementation by employees is still not optimal.

This result can certainly provide important guidance for the leadership to better lead employees to promote sportmanship behavior in working, keeping secret, giving advice, and working wholeheartedly. This effort will be able to optimize the implementation of OCB in order to achieve effective and efficient organization.



4) Employee Performance Identification

Employee performance is the result of work achieved Credit Cooperative Employees In Badung regency of tasks and jobs provided. Employee performance profile presented in the table below.

Table Weights Factor and Average Employee Performance Variables

Indicators	Weight Factor		Mean
	Out. Loading	T-Stat.	
Work Planning (Z2.1)	0.360	24.000	4.2313
Work Implementation (Z2,2)	0.369	20.297	4.2000
Work Evaluation (Z2.3)	0.358	13.186	4.1248

Source: Processed data 2018

The table above gives the information that the quantity of employee job performance get the highest factor weight in employee performance, that is equal to (0.360), while the settlement of work result has the lowest factor weight, that is equal to (0.358). These findings indicate, the main results that must be achieved Credit Cooperative Employees In Badung regency is the number of tasks and jobs that can be resolved properly. But in reality, Credit Cooperative Employees In Badung regency view that job planning as a measure of success in achieving the highest response (4.2313).

This condition leads to the relatively low performance of Credit Cooperative Employees in Badung District in performing tasks and jobs, given the quantity of work achieved by employees is an important element in the performance of its work is still less attention.

4.5 Research Discussion

4.5.1 Effect of Employee Commitment on OCB

The result of hypothesis testing shows that employee commitment has positive and significant effect to OCB. These results give meaning that the more committed the teachers in carrying out their duties and work, the OCB from the Cooperative Credit Employees In Badung regency to be increased. The findings of this research provide an illustration that employees are committed in performing their duties and work on Credit Cooperative Employees In Badung Regency which tends to prioritize affective commitment, normative commitment, and continuous commitment, and supported business level and employee behavior direction can improve OCB implementation, mainly on sportsmanship in working (sportsmanship) with accompanying



behaviors to perform beyond the minimum (conscientiousness), altruism, civic virtue, and other courtesy behaviors.

These results are consistent with the views of George & Jones (2005), employees who have good behavior, willing to try and work hard and not easily give up are the characteristics of OCB behavior, so that high work motivation greatly affect the occurrence of OCB behavior in the company. In addition, the research findings are consistent with the empirical findings of Antonio & Sutanto (2014) who reported that good employee attitudes and behaviors demonstrate strong employee commitment by displaying OCB behavior in performing tasks and jobs. The findings of this study also reject the Soentoro (2010) empirical results that commitments have proven to have an effect on OCB. This controversy arises probably because of the use of different measures (indicators) on commitment variables. In accordance with the above explanation, it can be stated that increased commitment in performing tasks and jobs encourages employees to implement OCB, because it is very useful for employees in organizational life. In accordance with the study on the profile of the variables studied, the work commitment of the Cooperative Credit Employees in Badung Regency can be declared good and adequate, because the important role in the affective commitment aspect in working in accordance with employee perceptions so far. Based on these findings, it is important to guide the employee's commitment to the employee's normative commitment to work, but to keep pace with the efforts of employees in the work and the direction of their behavior, so that the work commitment will increase.

4.5.2 The Influence of Employee Competence to OCB

The results of hypothesis testing proves that the competence of employees have a positive and significant influence on OCB. These findings provide clues that the stronger the competencies reflected in general competence, professional competence, competency of service and social competence leads employees to increasingly behave OCB. This result is consistent with the empirical study of Nur'Aini (2012) that competence has a positive effect on OCB. In general, competence in government agencies is built intact with a work atmosphere that is collective and kinship. The working atmosphere leads employees to perform roles outside tasks and jobs by promoting mutual help and tolerance among employees. Therefore, the findings of this study reject the empirical results of Brahmasari (2008) that competence has a significant influence on OCB. Thus, the results of this study can be stated, high competence in an organization can improve the application of OCB.

Further study in the competency profile of Credit Cooperative Employees In Badung Regency, it is still not believed and made good guidance by employees. This is because an important role in social competence, namely



the attention to detail on the work is very concerned. These findings provide a direction for the leadership to prioritize the detail attention to the job as a professional competence in the Cooperative Credit Employees In Badung regency, without ruling out other factors, such as: general competence, personality competence, and social competence. Efforts to strengthen these competencies can provide excellent service to customers.

4.5.3 Influence Employee Commitment to Employee Performance

Hypothesis testing showed a negative and insignificant influence between employee commitment to employee performance. These results provide clues that when the lack of commitment of Credit Cooperatives Employees In Badung regency in carrying out the work, employees are not able to improve the performance of its work directly. The findings of this study provide information, employees committed in carrying out tasks and jobs with more priority commitment, both affective commitment, normative commitment, and continued commitment to improve performance, especially on the quantity of work. The findings obtained in this study are consistent with Gibson et al. (2006) which states, work motivation is an individual psychological drive that can determine the direction of behavior, level of effort and persistence level in facing the task and work, so as to achieve maximum performance. The results of this study also in accordance with the results of empirical studies Suparman (2007) and Latuny (2010) found that the motivation of work have a positive effect on employee performance.

Based on the results of this study can be stated that employees are not committed in carrying out tasks and work more reflected in no commitment in work can improve performance achievement, especially on the quantity of work. In addition, in accordance with the results of Jurkeiwick (2001) reports, employees in the public sector are more likely to be motivated to work if there is stability and security in future work, and there is their involvement in making important decisions for the organization, while for employees the private sector of their work motivation is strongly influenced by the high financial compensation earned and the opportunity to reach a higher level. Therefore, to provide direction for the leadership of Credit Cooperative Employees In Badung regency to use appropriate approaches to make employees committed in completing the work, so that later employees are able to achieve a more brilliant performance.

4.5.4 Influence Competence on Employee Performance

Hypothesis testing that has been done to find a positive and significant impact of competence on employee performance. These results indicate that strengthening the competence of employees of Credit Cooperatives In Badung regency is able to directly improve employee performance. Further conveyed, the strengthening of employee competence that emphasizes detail attention to



the work can improve its performance, especially on the quantity of work. The results of this study are consistent with the empirical findings of Winardi et al. (2012) and Nurwati et al. (2012) reporting the increasingly strong competencies will provide direction and values for employees in the organization to perform tasks and jobs, so that later employee performance will be increasing.

4.5.5 The Effect of OCB on Employee Performance

Hypothesis testing conducted to obtain results, OCB have a positive and significant impact on employee performance. These results give meaning that the more OCB implemented by Credit Cooperative Employees In Badung regency, then increasing the achievement of their work. In addition, the findings of this study provide an indication that the improvement of OCB implementation that tends to promote sportive behavior in sportmanship can improve employee performance, especially in quantity of work result. The results of this study are consistent with the empirical findings of Heung-Gil & Rentao (2010) who reported that good relations of workers with their supervisors based on OCB behavior are important components in strengthening work teams, thereby increasing the willingness and enthusiasm of workers to contribute to the organization. In addition, Padsakoff, Ahearne & MacKenzei (1997) reported that some indicators in OCB have a significant influence on the quantity and quality of employee performance.

4.5.6 Indirect Influence Employee Commitment to Employee Performance With OCB Mediation

Hypothesis test results that have been done to provide findings, OCB can mediate positively and significantly on the indirect influence of employee commitment to employee performance. The meaning conveyed from these results is the improvement of OCB implementation based on employee commitment can improve the performance of Credit Cooperative Employees In Badung regency. The findings of this study are in accordance with George & Jones's (2005) assertion that the implementation of OCB is believed to be increasing, if based on the willingness or commitment of the teachers themselves, as well as the support of work culture within the organization. In further study it can be conveyed that OCB commitment to indirect influence of employee commitment to employee performance is partial mediation. In other words, OCB is not a key mediator on the indirect relationship of employee commitment to employee performance, because employee commitment also has a significant direct effect on employee performance. In addition, it can be informed, the direct effect of employee commitment on employee performance is smaller (0.189) than indirect effects through OCB mediation (0.488). Nevertheless, OCB mediation strengthens employees' commitment in improving the performance of Credit Cooperative Employees in Badung



Regency. This result is shown in total effect of indirect influence of employee commitment to employee performance through OCB, that is equal to 0.193.

4.5.7 Indirect Employee Competency Influence on Employee Performance With OCB Mediation

Hypothesis test results have proved OCB can mediate positively and significantly on indirect influence of employee competence on employee performance. These results give meaning, the stronger the competence of Credit Cooperative Employees In Badung regency can encourage employees to always carry out OCB, so that later on the achievement of its performance will be increasing. The findings of this study are consistent with George & Jones (2005) that the implementation of OCB is believed to be increasing, if it is based on employee competency support. In addition, the findings of this study in accordance with empirical reports Nur'Aini (2012) found, employee OCB behavior appears more influenced by employee competence then give a positive impact on the performance of its services.

Further information can be said that OCB mediation on the indirect influence of competence on employee performance is partial mediation. In other words, OCB is not an important mediator on the indirect relationship of employee competence to employee performance, since employee competency also has a significant direct effect on employee performance. In addition, it can be informed that the direct effect of employee competence on employee performance is smaller (0.516) than the indirect effect through OCB mediation (0.704). However, OCB mediation is able to enlarge the effect of employee competency on the performance of Koperasi Koperasi Kredit Koperasi Badung. These results are shown in the total effect of indirect employee competence on employee performance through OCB, that is equal to 0.633.

In accordance with the above explanation, the findings of the research as a whole is submitted, the improvement of employee commitment and the strength of employee competence can improve the OCB employees in performing the duties and work of Credit Cooperative Employees In Badung regency, so that condition can improve the achievement of employee performance. Nevertheless, the role of OCB is also a key mediator both on the indirect effects of employees' commitment and organizational culture on employee performance. With other meanings, employees are able to improve their performance based on employees' commitment and strong employee competence, even if they do not see the employee behave OCB or not to the organization. However, OCB mediation, the organization is able to give greater influence on the commitment and competence of employees to the performance of Credit Cooperative Employees In Badung District. Other information that can be conveyed, OCB based on the strengthening of employee competence has



a greater impact on the achievement of employee performance, when compared with the commitment based on the employee.

Conclusions and Suggestions

5.1 Conclusion

Based on the results of the analysis and discussion that has been done, it can be obtained conclusion in this study are as follows:

1. Employee commitment has a positive and significant impact on OCB. These results give meaning that the more committed employees in carrying out their duties and work, the OCB from the Cooperative Credit Employees In Badung regency to be increased. The findings of this study provide an illustration that employees are committed in performing the duties and work of Credit Cooperative Employees In Badung Regency which tends to prioritize affective commitment, normative commitment, and ongoing commitment, and supported business level and employee behavior direction can improve OCB implementation from employees, sportsmanship with accompanying behaviors to perform beyond the minimum (conscientiousness), altruism, civic virtue, and other courtesy behaviors.
2. Employee competence has a positive and significant influence on OCB. These findings provide clues that the stronger employee competencies reflected in general competence, professional competence, competency of service and social competence leads employees to increasingly behave OCB.
3. There is a positive and significant influence between employee commitment to employee performance. These results provide clues that when the lack of commitment of Credit Cooperatives Employees In Badung regency in carrying out the work, although the influence of small employees can improve the performance of its work directly. The findings of this study provide information, employees committed in carrying out tasks and jobs with more priority commitment, both affective commitment, normative commitment, and continued commitment to improve performance, especially on the quantity of work.
4. Competence of employees who are stronger able to improve the performance of Credit Cooperatives Employees In Badung regency. These results provide direction, strengthening employee competence as the basis of execution of tasks and employment of employees encourages confidence to excel mainly on the quantity aspect of work, as well as work ability, the speed of work completion, work efficiency, employee knowledge, professionalism, quality of work, employee creativity, and the accuracy of work completion.



5. OCB has a positive and significant effect on employee performance. These results give meaning that the more OCB implemented by Credit Cooperative Employees In Badung regency, then increasing the achievement of their work. In addition, the findings of this study provide an indication that the increased implementation of organizational citizenship behavior that tends to promote sportive behavior in work (sportmanship) can improve employee performance, especially in the quantity of work.
6. OCB can mediate positively and significantly on the indirect effect of employee commitment to employee performance. The meaning conveyed from these results is the improvement of OCB implementation based on employee commitment can improve the performance of Credit Cooperative Employees In Badung regency.
7. OCB may mediate positively and significantly on the indirect effect of employee competence on employee performance. These results give meaning, the stronger the competence of Credit Cooperative Employees In Badung regency can encourage employees to always carry out OCB, so that later on the achievement of its performance will be increasing.

5.2 Suggestion

Some suggestions that can be given related to the results of this study, among others:

1. In order to improve the implementation of OCB and employee performance, increasing the commitment of Credit Cooperative Employees In Badung Regency should be able to encourage the implementation of tasks and better work. Therefore, it is necessary to work with appropriate methods and in accordance with the characteristics of employees to increase commitment in working by prioritizing employees' normative commitment in carrying out tasks and work, and supported the level of business and behavioral direction. With efforts to strengthen the commitment of Credit Cooperatives Employees In Badung regency always behave in OCB work, and leads to improved performance.
2. Employee competence is able to contribute greatly to improve the performance of Credit Cooperative Employees In Badung regency, either directly or indirectly through OCB. Based on this matter direct the leadership of Credit Cooperative In Badung regency to give attention to employees competence, especially general competence, professional competence, personality competence, and social competence. With these efforts the values of the organization as a strong guide to grow OCB employees and lead to improved performance.



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