



Determination of Work Motivation and its Implication on Employee Performance Secretariat of Kpu Se-Province Jambi

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ABSTRACT

The problem of this research is what factors influence work motivation and its implications for the performance of the staff of the KPU secretariat in Jambi Province, while the purpose of this study is to find out and analyse determinants of work motivation and its implications for the performance of employees of the KPU secretariat throughout Jambi Province both partially and jointly. The research method used is descriptive and verification. Population the study was all employees of the KPU secretariat throughout Jambi Province, with the number of samples research of 200 respondents taken by proportional random sampling technique. Data collected through research instruments to test the validity of research instruments, researchers used the Kaiser-Meyer-Olkin technique, and to test reliability instrument with Alpha Cronbach. While the analytical technique used is Structural Equation Model. The results show that the work environment, work competence and work discipline has a positive and significant effect on work motivation both partially or simultaneous. The dominant variable that influences work motivation is work environment. As for the contribution of the work environment variables, work competencies, and work discipline to work motivation is 58% and the rest is contributed by other variables which are not examined. Furthermore, partially and together exogenous variables and motivational variables work as a mediating variable has a positive and significant effect on performance KPU secretariat of employees throughout Jambi Province with a contribution of 86%, while the rest is contributed by other variables that are not examined. The dominant variable affecting employee performance is work motivation with a dimension of need for affiliates that can improve the performance of the KPU secretariat employees in Jambi Province. Managerial implications are explained in this study that work motivation is within improving employee performance is partially mediating specifically for the work environment and discipline of work, whereas work competence directly affects employee performance and need to be considered and improved in improving employee performance at the KPU secretariat All Jambi Province.

Keywords: Work Environment, Work Competence, Work Discipline, Work Motivation, Employee Performance

JEL Classifications: M12, M54, N75

1. INTRODUCTION

Mandate of the 1945 Constitution article 22E paragraph (5), Elections are held by a person General Election Commission national, fixed and independent. As a form performance accountability, KPU secretariat Jambi Province is obliged to account for implementation main duties and mandated functions community and people as holders highest sovereignty. This obligation explained by preparing, compiling and submit a performance report written, periodic and institutionalized. For support smooth work and the authority of the Provincial KPU was formed Provincial KPU secretariat (Kompas.com, 2014).

Achievement of KPU performance Regency/City and Provincial KPU can carried out through the preparation of LAKIP concretely it is cumulative individual and expected performance can be useful for: (1) Knowing and assess successes and failures in carrying out duties and responsibilities Regency/city KPU secretariat answer. KPU Jambi Province; (2) Encourage General Election Commission Secretariat Jambi Province can organize their duties and principles and functions well, based on regulations current regulation, transparent policies, and can accountable to stakeholders; (3) Making the Commission General Election of Jambi Province as Accountable non-structural institutions so that it can operate efficiently, effective and responsive to aspirations

community and environment; (4) Make input and feedback from interested parties order to improve performance in the future will come; (5) Maintain trust community to the Election Commission General Jambi Province, all of them it requires capable human resources good and high integrity towards organization (Komisi-Pemilihan-Umum, 2015).

One of the main aspects of related management work with human resources is an aspect relating to employee performance and the management section that manages which is better known as work management. (Joo and Ready, 2012) said, “measurement performance is a management tool used to increase quality of decision making and accountability>” Decision-making for an employee in the organization usually concerning accountability, achievement and the opportunity given for in the future, where it will all be adjusted to the principle or value applies in that organization. Other than that employee performance measurement as well can be used to rate levels achieving organizational goals and objectives.

The performance stated by (Al Mehrzi and Singh, 2016), “Performance will be improved by straighten out unwanted behaviour through constructive feedback,” Performance can be interpreted as records of certain work/activities during certain period based on behaviour owned by employees that, whether the behaviour can encourage the achievement of performance or not. So the performance in this case can be said to be the result of work or work performance if based on factors behavioural factors that drive against achievement, therefore in the connection is (Yasuyuki and Watkins, 2014) say, “to succeed, individual or groups need feedback about what they have done with good and acceptable.” To achieve employee performance, performance planning and 2014 performance achievements which include, The annual performance plan is a target of various activities implemented in 2014 for achieve the set goals to support the achievement of Vision and Mission that has been stated in the Plan Strategic General Election Commission Jambi Province 2010-2014, specifically and generally supportive the achievement of the KPU’s vision and Mission and Jambi Provincial Government. is known that for performance achievement there is still two activities that have achievements performance below 70% is related with data management activities, documentation, procurement, distribution and inventory of facilities and infrastructure election as well as the instructions and technical guidelines guidance technical/supervision/publication/socialization services election administration and voter education (Kurniawan, 2015).

The average value of the performance of the institution KPU Jambi Province which is equal to 80.52% From the initial survey of two aspects of employee performance and motivation work concluded that ability and expertise is still low in achievement performance in each KPU District/city, and generally level the average education of employees is Senior high school, and some are undergraduates. Work motivation is still low or at substandard, especially related with information gathering activities current and accommodating spirit other interests. Whereas for other activities have almost or exceeded expected standards in theory there are many factors related to low employee performance. Factors that is work

motivation sourced from within and from outside of the employee or from within organization or from outside organization. One assumption of motivational theory expressed by (Zagenczyk et al., 2010) namely: (1) Behaviour is determined by a combination between strength that comes from within the individual with the power that comes from environment, (2) Employees take decisions about their own behaviour in organization, (3) Each people have this type of need, different desires and goals, (4) People make decisions from alternatives behavioural plans based on perception (hope) about the degree to which certain behaviours leads to desired results.

Low level indication attendance or employee work discipline for several years (2014-2015) be an indication of low performance empirically employees. Within 2 years the last is 2014 and 2015, there is a difference in the level of attendance and the level of employee delay KPU Secretariat Jambi Province. On in 2014 attendance rates reached 75% and the level of delay reaches 25% considering that in 2014 there were Legislative Election activities in April 2014 and Presidential Elections in July 2014. While in 2015 it was relative lower for attendance rates Employees that reach 65% remember this year there are only election activities Simultaneously in December 2015. On the other hand, the same factor determine the performance that is sourced the organization itself is environment the place where the employee works. Every organization, generally good ones large, medium or small scale, everything will interact with environment where the organization is to be. The environment itself is dynamic so, organizations that can survival is an organization able to adapt to environmental changes. Therefore, many organizations believe that work environment (work environment) is important and becomes something diversity in a change and give value. This is similar delivered by (Gupta and Sharma, 2016) “Although surveys indicate that a vast majority of organizations believe that diversity is important and workplace virtually all value diversity management skills and strategies to achieve diversity initiatives.” According to (Koubova and Buchko, 2013) work environment can be interpreted as influencing forces, both directly and indirectly directly to organizational performance or company. According to (Halbesleben and Wheeler, 2008), the work environment has very close relationship with employee performance, achievement motives need to be owned by employees must grown from within yourself and from the work environment, because of motives achievers grown from within yourself will form a self strength and if environmental work situation also supports the achievement performance will be easier.

On the other hand, the ability of employees is a factor that makes someone can or can do something or have competence in doing work. The effort that is usually done on organizations especially organizations government in order to improve the ability of employees is through education and training (Diklat), well structural training (position) and education and training technical. Theoretically, (Hanaysha and Tahir, 2016) outlines that education and training can be interpreted as an effort to prepare employees to get play a role in the organization according to growth, development changes organization. According to (Gervais, 2016), the main objectives of the education program and training

can be improved ability, skill and attitude employees or members of the organization so more effective and efficient inside reach the program or organizational goal. Education and training actually not the same, though both are related to giving help to employees to level their intelligence can develop, more knowledge and ability high. Education is basically its nature more theoretical than training, while training tends to be towards more practical. Other than that, with the formation of education and increase one's knowledge for do things faster and right, while the exercises are given will form and improve work skills. With this is expected to be higher level of education and more often join someone's training program the higher the level productivity.

Based on the explanation above, this research will look at influence these four aspects are aspects work environment, work competence, work discipline and work motivation towards performance of KPU employees in Jambi Province (Malau and Nurjaman, 2018).

2. THEORY REVIEW

(Halbesleben and Wheeler, 2008) describes that work environment in a company is very important to be considered by management, even though the work environment is not carry out the production process in a company, but work environment have direct influence against the employees who carry out the production process, work environment which can focus on employees improve performance, on the contrary inadequate work environment can reduce performance and finally reduce employee motivation.

This labour service is one important factor for form the work environment inside company with good service by the company then the workers will get job satisfaction (Bentley et al., 2013) states that broadly speaking, the type of environment work is divided into a work environment physical and non-physical work environment. According to (Riansari et al., 2012), the work environment is where a good workplace includes physical and non-physical that can give an impression fun, safe, peaceful, feeling where and where it belongs (1) work equipment, which includes work supporting facilities and infrastructure like a computer, typewriter, machine multipliers, and so on; (2) service to employees or providers places of worship, health facilities, cooperatives arrived at the restroom; (3) working conditions, such as space, temperature, and lighting air ventilation; (4) personal relationships which includes cooperation between employees and boss. According to (Chung, 2011) for understanding about work environment through interaction between workspace design (workspace), tasks and work activities and employee behaviour.

The concept of work space begins with analysis environment, namely the theory combine functions and meanings psychological to space, where this contains several meanings: (1) First, work space as a physical place, designed and used for specific activity. In this sense space has architectural significance which contains dimensions aesthetics or beauty. (2) Second, space work can be interpreted as a matrix from several activities related to work, in this sense, not only involving external elements but also relationships between rooms and activities of work. (3) Third,

work space can seen as a context for human social and professional relations. In this case, the level involved individual and collective, employees feel his work and organization where the employee works (Cycyota et al., 2016).

According to (Hjort et al., 2013), physical aspects of the workplace environment can have a direct impact on productivity, health and comfort safety, concentration of satisfaction, work and morals. Important factor in work environment that must be considered including design building and age, workplace layout, arrangement of rooms, furniture and equipment design and quality, room, temperature, ventilation, lighting, noise, vibration, radiation air quality.

The work environment can be a thing ergonomic or the existence of a relationship between people in the workplace with the equipment they use, who have benefits on work performance, good health and safety short and long term. (Beth Knight, 2016) outlines the study of competence in the practice of human resources basically not new developed in the management system human resources, but already long enough to be examined, however implemented effectively.

The use of the term competency begins by (Bendapudi and Berry, 1997) provocative in his writing: Testing for competences rather than intelligence. In this case, (Sanyal and Mann, 2010) wants say there is something basic characteristic for each individual who is more important in predicting that is doing ability test for many people about how to work successfully in achieving something more performance valuable than academic intelligence, something that can be determined accurately, can be a critical point (critical factor) the difference between a staff member performer and dead wood.

According to (Nasriyah et al., 2016), something that's what called competency. Basic framework competence refers to steps like there is a function later activities/process, then later competency (FAC). According to (Lecturer, 2018) "Competence is an ability to carry out or do something work or assignment based on skills and knowledge as well supported by the work attitude demanded by the job." From the description it is clear that ability and someone's skills play a role in supporting success his job. But for that direction cannot be separated from the inner elements organizations in it like leadership, coordination, expertise and support management.

Then (Yang et al., 2016) said, "that competence is a pattern of knowledge, skills, abilities, behaviour and other measurable characteristics needed by someone to perform job roles or functions Good job." Next in achieving organizational goals is certainly necessary supported by resource skills human beings in various work units, cause this will show capacity in every line in the organization to achieve organizational goals, such as (Ricketta and Dick, 2005): "Teams to many or too few people or with team members lacking the skills needed to achieve team goals will report lower talents scores than teams having the right member of people with the right skill."

Work discipline is a form training that tries to improve and shape knowledge, attitude and employee behaviour so that it is voluntary

trying to work cooperatively with other employees and improve work performance. (Saluy et al., 2018), work discipline is a tool that is managers use for communicate with employees so they are willing to change something behaviour and as an effort to increase awareness and willingness someone obeys all rules company and social norms applies. (Webb et al., 2013) outlines understanding of work discipline is a system orderly or rules made by management of an organization, authorized by board of commissioners or capital owners, agreed by the union and known by the Manpower Office so on are the people who are joined in organizations subject to discipline that is with pleasure, so that it is created and formed through the process of a series of behaviours show obedience values, obedience, order and order. Because it has merged with him, then the attitude or action taken no longer or not felt at all as a burden, even the opposite will be burden him when he doesn't do as usual. Another understanding was conveyed (Kohli and Jaworski, 1990) that, "discipline is management action to enforce organizational standards. There are two type: Preventive and Corrective." It is said that discipline is a management action for uphold organizational standards. Explained that there are two types of discipline, namely preventive discipline and corrective discipline.

Motivation is always associated with activities that someone does associated thrust or attitude someone to do something, power pull from the external environment cause someone to do action or not do it. According to (Yang et al., 2016) discipline is a management activity for run standards organizational standards. Discipline is a word we often hear namely provisions in the form of regulations rules that are explicitly necessary also includes sanctions I will be accepted if it happens customers against provisions that. Work discipline is very important for the employee concerned or for organization because of work discipline affect productivity employee work. Therefore, employees is the main driving force in organization. Good work discipline reflects the amount of responsibility someone's answer to the tasks given to him. Freely, according to motivation (Lecturer, 2018) can be interpreted as a group of drivers who have characteristic features; (1) Comes from inside or outside individual; (2) Can cause behaviour work; (3) Can determine the form, aim. Intensity and duration of behaviour working in an organization is needed also work motivation. Work motivation aims to encourage and encourage employees the less optimal in work. These employees are intended to improve work performance, so in carrying out their work and achieve results according to organizational goals which are expected. (Jayawarna et al, 2013) provide a definition of motivation that "motivation is the result a number of processes that are internal to an individual, which causes the emergence of enthusiasm and persistence in terms of carrying out activities certain.

Stated that motivation is an emotional fact which means needs and wants to be tackled by framing an incentive plan. Motivation is emotional facts that mean needs and desires that must be met with incentive plan. This is a thing the process of inspiration from every insider take action to achieve aim. So according to (Arenofsky, 2017) in work goals, background motivating psychological factors employee behaviour can be: (1) Job satisfaction (job satisfaction); (2) achievement; (3) team of work (length of working); (3) need

for money(money needs); (4) respect (appreciation). One of the most functions important from management is creating enthusiasm from employees to execute or do the best job with their abilities. Therefore, the role management is to awaken interest in deep employee achievement their work. Motivation process according to (Smith and Miner, 1983) consists of three stages: (1) A felt need or oblige (perceived need or obliging); (2) an incentive in which needs have to aroused (incentive where needs must be aroused). (3) When needs are satisfied, the satisfaction or achievement of goal (when need satisfaction, satisfaction or achievement of goals).

In general, performance can known from how much work can be completed, and how to level the quality of work that has been completed. Performance appraisal is necessary done to find out how far quantity and quality that has been achieved by employees, but more importantly motivate them to continue to have work spirit. As conveyed (Quelch and Hoff, 1986) that, "manager can focus more on motivating rather than just assessing ability only employees who were previously able to achieve good performance." Related to performance issues (Bin, 2016) said, "performance evaluation is the activity used to determine the extent to which an employee performs works effectively, other terms for performance evaluation include performance review, personal rating, merit rating, performance appraisal, employee appraisal, and employee evaluation." That is for evaluate performance an employee is an activity that is aims to find out how far the employee works effectively including assessments towards his personality, assessment of his performance, assessment of performance and evaluation employee Factor affecting the quality of employee performance is motivation, knowledge, skills and attitudes employee itself. While management work performance and work environment as a driver for employees to more participating, in the sense of if performance management gives hope and the work environment affects individuals according to the needs of the task employee namely a conducive environment and fun.

(Presbitero et al., 2016), explained that employees can learn how much their performance through informal means, but performance appraisal refers to a formal and structured system measure, assess and influence attributes, behaviour and results, including absence rate, which is attributed with employee work. The focus is to find out how much productive of an employee and whether he is can perform the same or more effectively at future, so employees, all organizations and communities get benefits.

3. METHODOLOGY

This research methods are descriptive and verification. The method used in this research is a survey method with main data collection instrument using questionnaires and frameworks the main approach is the method quantitative. To complete the analysis in quantitative methods also carried out descriptive approach. Data source the research used includes both are secondary and primary data (Andrés-Martínez et al., 2013).

The population in this study is all employees of the Provincial KPU secretariat Jambi, which is 313 people. Sampling used is proportional random sampling with a sample of 200 people. Data

collection by Register statement (questionnaire), Observation, Study documentation. Validity and Reliability Test is done to find out level of consistency of measuring results from research instrument. Analysis design this research is based on techniques survey using analysis descriptive. The hypothesis is tested and confirmed with the results of data processing through Structural Equation Modelling (SEM). Testing of all hypotheses performed by SEM Lisrel 8.70 analysis.

4. RESULT AND DISCUSSION

Based on the Overall statistical result, work environment and work motivation has a positive relationship at the level (0.73), meaning that there is a direct relationship if increased work environment influences towards employee work motivation as well employee motivation. Variables work competency and work motivation have a positive relationship at the level (0.62), meaning that there is a direct relationship if increased work competency against the motivation of employee work as well employee motivation. Work discipline and work motivation have positive relationship at level (0.56), meaning there is a unidirectional relationship if work discipline increased influence on motivation employee work or work motivation employee. Coefficient of work environment (LK), work competency (KOM) and work discipline (DK) jointly influential significant to work motivation (MK) shows a value of 0.58, proven from t count (7,65). This value is obtained and eligible for H1 acceptance with a value greater than t table (2,64). It can be said the work environment, work competency and work discipline together have a significant effect against work motivation (Frese and Fay, 2001; Lecturer, 2018; Saluy et al., 2018).

Work environment coefficient (LK) against employee performance (KP) Value 0.51 and t count (7.05) this value obtained and qualified for H1 receipts with greater value than t table (1.96). Can be said the dimensions of the work environment are influential significant to employee performance. Work competency coefficient (KOM) towards the performance of valuable employees (KP) 0.66 and t count (7,53), the value obtained and qualified for H1 receipts with greater value than t table (1.96). Can be said the dimensions of work competence are influential significant to employee performance. Work discipline coefficient (DK) towards the performance of valuable employees (KP) 0.58 and t count (6.98) this value obtained and qualified for H1 receipts with greater value. Than t table (1.96). Can be said dimension of work discipline influences significant to employee performance (Al Mehrzi and Singh, 2016; Yang et al., 2016).

Work motivation coefficient (MK) significant effect on employee performance (KP) is worth 0.69, and t count (8.42) Value these are obtained and full fill the requirements for H1 receipts with more value large than t table (1.96). Could said dimension of work motivation significant effect on performance employee. Working environment variables and employee performance has a positive relationship at level (0.51), meaning that there is a relationship if the work environment is increased affect employee performance as well as employee performance. Work competency variables and employee performance has a positive relationship at level (0.66), meaning that there is a relationship if the work

competency increases affect employee performance as well as employee performance. Variable work discipline and employee performance have positive relationship at level (0.58), meaning there is a unidirectional relationship if work discipline increased effect on performance employee as well as employee performance. Work motivation and performance variables employees have a positive relationship at level (0.69), meaning there is a relationship in the same direction if work motivation increases affect employee performance as well as employee performance. Work environment variable (LK), work competency (KOM) and work discipline (DK) and work motivation (MK) jointly influential significant to employee performance (KP) with a value of 0.86 and t count (6,78). Value these are obtained and full fill the requirements for H1 receipts with more value large than t table (3.04). Could said the working environment dimension, work competency and work discipline as well work motivation together significant effect on performance employee (Frank et al., 2017).

5. CONCLUSION

The work environment has a positive effect and significant to work motivation, the work environment plays a role in support work motivation. That means work motivation is determined by work environment that is in KPU secretariat in Jambi Province. The most dominant dimension in build environmental constructs work is a physical environment ($X1 = 0.72$) while its influence against work motivation of 0.73.

Work competency has a positive effect and significant to work motivation. This shows that work competency plays a role in support work motivation. That means work motivation is determined by work competency Provincial KPU secretariat employees Jambi. As for the most dimensions dominant in building constructs work competency is skills ($X4 = 0.81$), whereas the effect on work motivation amounting to 0.62.

Work environment, work competence and work discipline and work motivation jointly influential positive and significant for performance employee. This points out that work environment, work competence and work discipline and work motivation very instrumental in supporting increase employee performance. As for the most dominant variable affect employee performance is the work motivation variable (0.74) and the most dominant dimension in building a performance construct employees are individual factors ($Y4 = 0.83$). Variable contribution work environment, competence and work discipline and work motivation on employee performance by 0.86 or 86%. While the rest is 0.14 or 14% is a variable affect employee performance but not examined in research this. The results of the influence of exogenous variables towards endogenous variables shows that the value of F count.

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