

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Analysis of Factors Influencing Staff Performance at the General Affairs Bureau of the Ministry of Marine Affairs and Fisheries

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Abstract:

The study purpose is to analyse the impact of training, competence, motivation and perceptions of leadership towards performance either directly or through job satisfaction as a mediator variable. As many as 138 staff are considered as respondents in this research, and census method is used as the sampling method. Primary data in this study were collected through questionnaires and analyzed using Likert Scale. Secondary data are obtained from the organization structure of the Public Bureau, performance appraisal, staff attendance, information system and personnel management. Structural Equation Modelling-Partial Least Square (SEM-PLS) is used to process and analyze data. This study shows staff with high compensation, perceptions of leadership have a significant effect on performance, While the job satisfaction is significant in mediating the influence of competence, motivation and perception of leadership on performance. Next on the employee with medium compensation, motivation and perception of leadership have a significant influence on performance, while job satisfaction is significant in mediating the effect of training, competence, and motivation on staff performance. Relevant activities to improve staff performance are strengthening leadership management, rotation and staff turnover, clear career path, auction of positions to fill vacant positions, increase the intensity of training as needed and competency improvement.

Keywords: *Competence, job satisfaction, motivation, perception on leadership, performance, training*

1. Introduction

Staff performance has an important role in supporting the success of an organization. Low staff performance will adversely affect the organization performance. Staff performance will be less optimal when there are still performance problems. Based on employment data, staff performance problems at the General Affairs Bureau are as follows: discipline, as many as 34 people or 25% of total staff has violated work discipline regarding working hours. Another issue is less scores on some aspects of job behaviour assessment, 2 staff scored less on the service orientation aspects, 5 staff on the integrity aspect, 3 staff on the commitment aspect and 2 staff on the cooperation aspect. Next performance problem is the functional apparatus who are not eligible in collecting work credit score and is under pressure to be released temporarily from their functional position. Furthermore, there is 28 staff with job placement not in accordance with their educational background and job specification. Lack of technical training for the staff. Only 21 people who received technical training, or about 15% of total staff.

Efforts that have been made to improve staff performance is by applying for performance allowances. Employee performance allowances are given based on job class, performance achievement and absenteeism (MMAF 2015). With many existing performance problems still around, it indicates performance allowances independently have not been able to improve staff performance. Wirawan (2012) mentioned many factors that affect performance such as training, competence, motivation, leadership and job satisfaction. Based on the background of the performance problems, it is necessary to analyze the factors that affect the performance. The purpose of this study are as follows: 1) To analyze the effect of training, competence, motivation, and perception of leadership on job satisfaction, 2) To analyze the influence of training, competence, motivation and perception of leadership on performance, 3) To analyze the effect of job satisfaction on performance.

2. Research Method

This research was conducted at the General Affairs Bureau of the Ministry of Marine Affairs and Fisheries. Research Sample covers all staff at the General Affairs Bureau with civil servant status, as many as 138 respondents. Respondents were grouped into 2 categories, namely the high and medium compensation categories based on the level of compensation (performance allowances). This is intended to determine whether there are differences in factors that affect the performance of several factors analyzed in both groups.

The type of data used in this study is primary data and secondary data. Primary data was obtained through questionnaires to respondents and then measured using Likert Scale 1 to 5, while secondary data was obtained from staff performance appraisal documents, the organizational structure of the Public Bureau, information systems and personnel management and staff presences. Processing method and data analysis used in this study are descriptive analysis with analysis of Structural Equation Modelling (SEM) method based on component or variance - Partial Least Square (PLS).

3. Result and Discussion

3.1. Result

Requirements that must be met before performing SEM analysis PLS is performing indicator reliability testing, validity and variable reliability (Gozali 2014) on high and medium compensation staff with testing criteria (Table 1).

Number	Criteria	Values of Study Results vs Standards
1	Indicator Reliability	The indicator is considered reliable if the correlation value is above 0.70 (> 0.70) All loading factors values are > 0.70. This means that the indicators have met the requirements and are considered reliable
2	Average Variance Extracted (AVE)	Variables are considered valid / good when the AVE value of each variable > 0.50 AVE value of each variable > 0.05
3	Composite Reliability	Variables are considered reliable if the Composite Reliability value of each variable > 0.70 Composite Reliability values of all variables > 0.70
4	Cronbach's Alpha	Variables are considered reliable when Cronbach's Alpha value of each variable > 0.70 Cronbach's Alpha value of all variables > 0.70

Table 1: Results of Criteria and Standards Assessment
Source: Data Analysis (2017)

3.2. Structural Model Test (Inner Model)

Structural model testing is done by looking at the R-Square value which is a goodness-fit test model. This stage aims to analyze the level of estimation between independent variables (Training, competence, motivation, and perceptions of leadership) on the dependent variable (job satisfaction) and between independent variables (training, competence, motivation, job satisfaction and perceptions of leadership) on the dependent variable (performance). Test results show following information:

1. R-Square value for staff category with high compensation: Job satisfaction (0.865), this means job satisfaction variables can be explained by the affecting variable of 86.5% while 13.5% is explained by other variables outside of the study. Performance (0.770), this means performance variables can be explained by the affecting variable of 77% while 23% explained by variables outside the study.

2. R-Square value for staff category with medium compensation: Job satisfaction (0.683), this means job satisfaction variables can be explained by the affecting variable of 68.3% while 31.7% is explained by other variables outside of the study. Performance (0.667), this means performance variables can be explained by the affecting variable of 66.7% while 33.3% explained by variables outside the study.

3.3. Hypothesis Test

The hypothesis proposed in this study are 9 hypotheses, namely H1, H2, H3, H4, H5, H6, H7, H8, and H9. The technique used in hypothesis testing is bootstrapping technique with path coefficient test. Testing criteria, hypothesis accepted if T-Statistic > 1.96 and P-Value < 0.05 (T-table significance 5%). The results of path coefficients test using the bootstrapping technique (Table 2) and (Table 3).

Path Coefficient	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Job Satisfaction -> Performance	0.325	0.053	6.182	0.009
Competence -> Job Satisfaction	0.267	0.045	5.896	0.010
Competence -> Performance	0.101	0.029	3.462	0.041
Motivation -> Job Satisfaction	0.312	0.034	9.132	0.003
Motivation -> Performance	0.152	0.122	1.245	0.301
Training -> Job Satisfaction	0.124	0.033	3.740	0.033
Training -> Performance	0.038	0.152	0.250	0.819
Perceptions of leadership -> Job Satisfaction	0.290	0.091	3.172	0.048
Perceptions of leadership -> Performance	0.367	0.082	8.856	0.005

Table 2: Results of path coefficient test with bootstrapping technique (high compensation)
Source: Data Analysis (2017)

Path Coefficient	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Job Satisfaction -> Performance	0.312	0.105	2.970	0.031
Competence -> Job Satisfaction	0.513	0.083	6.183	0.002
Competence -> Performance	0.028	0.084	0.328	0.756
Motivation -> Job Satisfaction	0.106	0.087	1.221	0.277
Motivation -> Performance	0.254	0.062	4.125	0.009
Training -> Job Satisfaction	0.319	0.052	6.166	0.002
Training -> Performance	0.002	0.109	0.022	0.984
Perceptions of leadership -> Job Satisfaction	0.035	0.041	0.856	0.431
Perceptions of leadership -> Performance	0.295	0.073	4.035	0.010

Table 3: Results of path coefficient test with bootstrapping technique (medium compensation)

Source: Data Analysis (2017)

- Hypothesis 1 (H₁) Testing High Compensation

Hypothesis 1 (H₁) "Training effects job satisfaction". The path coefficients testing (Table 2) indicates the T-Statistic value of 3.740 > 1.96 and *P-Value* of 0.033 < 0.05, this implies that training has significant direct effect towards job satisfaction, thus, accept H₁

- Hypothesis 1 (H₁) Testing Medium Compensation

Hypothesis 1 (H₁) "Training affects job satisfaction". Path coefficients testing (Table 3) indicates T-Statistics value of 6.166 > 1.96 and *P-Value* of 0.02 < 0.05, suggests that training has direct influence towards job satisfaction, thus, accept H₁.

- Hypothesis 2 testing (H₂) High Compensation

Hypothesis 2 (H₂) "Competence affects job satisfaction". Path coefficient testing (Table 2) indicates T-Statistic value of 5.896 > 1.96 and *P-Value* of 0.010 < 0.05 for competency towards job satisfaction, this indicates competence has direct influence towards job satisfaction, thus, accept H₂.

- Hypothesis 2 Testing Medium Compensation

Hypothesis 2 (H₂) states that "Competence affects job satisfaction". The path coefficient testing (Table 3) indicates T-Statistic value of 6.183 > 1.96 and *P-Value* of 0.002 < 0.05. These results indicate that competence has significant influence towards job satisfaction, thus, accept H₂.

- Hypothesis 3 (H₃) Testing High Compensation

Hypothesis 3 (H₃) states that "Motivation affects job satisfaction". The path coefficients testing (Table 2) shows T-Statistic of 6.183 > 1.96 and *P-Value* of 0.002 < 0.05, indicates motivation has significant influence towards job satisfaction, thus, accept H₃.

- Hypothesis 3 Medium Compensation

Hypothesis 3 (H₃) states that "Motivation affects job satisfaction". The path coefficients (Table 3) indicates T-Statistic value of 1.221 < 1.96 and *P-Value* of 0.227 > 0.05, confirming that direct motivation has no influence towards job satisfaction, hence, reject H₃.

- Hypothesis 4 (H₄) Testing High Compensation

Hypothesis 4 (H₄) states that "Perception of leadership affects job satisfaction". The Path coefficient testing results T-Statistic value of 3.172 > 1.96 and *P-Value* of 0.048 < 0.05. this confirms that direct perception of leadership has significant influence towards job satisfaction, thus accept H₄.

- Hypothesis 4 Testing Medium Compensation

Hypothesis 4 (H₄) states that Perception of leadership affects job satisfaction". The path coefficient testing (Table 3) indicates T-Statistic value of 0.856 < 1.96 and *P-Value* 0.431 > 0.05, this indicates perception of leadership has no direct influence towards job satisfaction, thus reject H₄.

- Hypothesis 5 Testing High Compensation

Hypothesis 5 (H₅) states that "Training affects Performance". The Path coefficient testing (Table 2) results the T-Statistic value of 0.250 < 1.96 and *P-Value* of 0.819 > 0.05. This indicates that training has no direct influence towards performance, thus reject H₅.

- Hypothesis 5 Testing Medium Compensation.

Hypothesis 5 (H₅) states that "Training affects performance". The Path coefficient testing (Table 3) indicates T-Statistic value of 0.022 < 1.96 and *P-Value* 0.984 > 0.05. This shows that training has no direct impact towards performance, thus, reject H₅.

- Hypothesis 6 (H₆) Testing High Compensation

Hypothesis 6 states that "Competence influence performance". The Path coefficients testing (Table 2) shows T-Statistics value of 3.462 > 1.96 and *P-Value* of 0.041 < 0.05, indicates that competence has direct and significant influence towards performance, therefore, H₆ accepted.

- Hypothesis 6 Testing Medium Compensation

Hypothesis 6 states that "Competence influence performance". The Path coefficients testing (Table 3) shows T-Statistics value 0.328 < 1.96 and *P-Value* 0.756 > 0.05, indicates that competence has direct and significant influence towards performance, therefore, reject H₆.

- Hypothesis 7 (H₇) Testing High Compensation

Hypothesis 7 (H₇) states that "Motivation influences performance." The path coefficient testing (Table 2) shows T-Statistic value of $1.245 < 1.96$ and *P-Value* of $0.301 > 0.05$. This indicates that motivation directly has no effect towards performance, therefore rejects H₇.

- Hypothesis 7 (H₇) Testing Medium Compensation

Hypothesis 7 (H₇) states that "Motivation has influence on performance". The Path coefficient testing (Table 3) results the T-Statistic value of $4.125 > 1.96$ and *P-Value* of $0.009 < 0.05$, this means that direct motivation has significant effect towards performance, and therefore, accept H₇.

- Hypothesis 8 (H₈) testing High Compensation

Hypothesis 8 (H₈) states that "Perception of leadership affects performance". The Path coefficient (Table 2) shows T-Statistic value of $8.856 > 1.96$ and *P-Value* of $0.005 < 0.05$, indicates direct perception of leadership has significant impact towards performance, and therefore, accept H₈.

- Hypothesis 8 (H₈) Testing Medium Compensation.

Hypothesis 8 (H₈) states that "Perception of leadership affects performance". The Path coefficient (Table 3) shows T-Statistic value of $4.035 > 1.96$ and *P-Value* of $0.010 < 0.05$, indicates direct perception of leadership has significant impact towards performance, and therefore, accept H₈.

- Hypothesis 9 (H₉) Testing High Compensation

Hypothesis 9 (H₉) says that "Job satisfaction influences performance." The Path coefficients (Table 2) shows that T-Statistic value of $6.182 > 1.96$ and *P-Value* of $0.009 < 0.05$. These results show that direct job satisfaction has significant effect towards performance, and therefore, accept H₉.

- Hypothesis 9 (H₉) Testing Medium Compensation

Hypothesis 9 (H₉) says that "Job satisfaction influences performance." The Path coefficients (Table 3) shows that T-Statistic value of $2.970 > 1.96$ and *P-Value* $0.031 < 0.05$. These results show that direct job satisfaction has significant effect towards performance, and therefore, accept H₉.

Based on the above hypothesis testing, significant variables in influencing job satisfaction and performance for high compensation staff are shown in figure 1, while medium compensation staff are pictured in picture 2

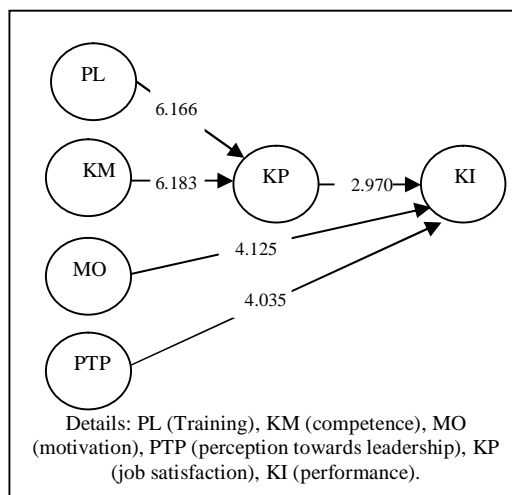


Figure 1: Influence of significant variables affecting performance on high compensation staff.

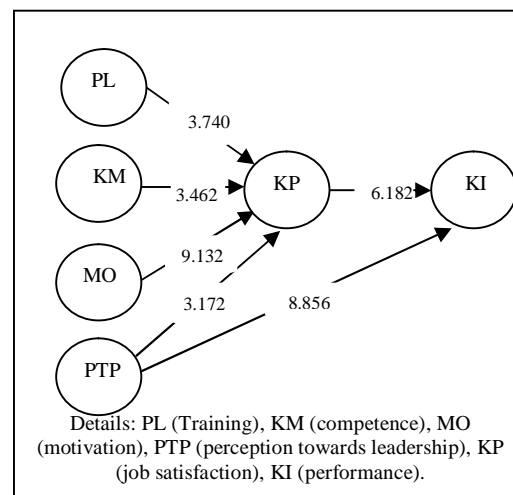


Figure 2: Influence of significant variables affecting performance on medium compensation staff.

Further analysis is the indirect effect and total effect of the following variables; training, competence, and perception of leadership with job satisfaction as the intervening variable. The testing on indirect effects is conducted using job satisfaction as an intervening variable. Baron and Kenny (1986) stated that variables serve as mediator when that particular variable also affects the relationship between independent variables and dependent variables, and also meet the following requirements:

1. Independent variables are capable of significantly explaining intervening variables;
2. Intervening mediator is capable to explain dependent variables;
3. When intervening variables is under control, the relationship between independent and dependent variables become less or not significant;
4. Total effect is expected to be significant since it is the accumulation of direct impact and indirect ones.

The follow up phase in analyzing indirect effect is by combining direct effect testing result with the indirect effect results and total value obtained from part coefficient testing (bootstrapping technique) output SmartPLS 3.0 (Table 4) and (Table 5).

Path	Direct effect			Indirect effect			Total effect		
	OS	TS	PV	OS	TS	PV	OS	TS	PV
Job satisfaction-> performance	0.325	6.182	0.009		-	-	0.325	6.182	0.009
Competence -> Job Satisfaction	0.267	5.896	0.010		-	-	0.267	5.896	0.010
Competence -> Performance	0.101	3.462	0.041	0.087	2.565	0.043	0.188	9.546	0.007
Motivation -> Job Satisfaction	0.312	9.132	0.003		-	-	0.312	9.132	0.008
Motivation -> Performance	0.152	1.245	0.301	0.101	4.157	0.025	0.253	9.880	0.005
Training -> Job Satisfaction	0.124	3.740	0.033		-	-	0.124	3.740	0.033
Training -> Performance	0.038	0.250	0.819	0.040	2.411	0.049	0.078	0.464	0.674
Perception of leadership -> Job Satisfaction	0.290	3.172	0.048		-	-	0.290	3.172	0.048
Perception of leadership-> performance	0.367	8.856	0.005	0.094	3.562	0.038	0.461	10.941	0.004

Table 4: Direct effect, indirect impact and total impact (high compensation)

Source: Data Analysis (2017)

Path	Path			Direct effect			Indirect effect		
	OS	TS	PV	OS	TS	PV	OS	TS	PV
Job Satisfaction-> Performance	0.312	2.970	0.031		-	-	0.312	2.970	0.031
Competence-> Job Satisfaction	0.513	6.183	0.002		-	-	0.513	6.183	0.002
Competence-> Performance	0.028	0.328	0.756	0.160	2.609	0.046	0.188	2.847	0.034
Motivation -> Job Satisfaction	0.106	1.221	0.277		-	-	0.106	1.221	0.277
Motivation -> Performance	0.254	4.125	0.009	0.033	3.248	0.023	0.287	4.533	0.006
Training -> Job Satisfaction	0.319	6.166	0.002		-	-	0.319	6.166	0.002
Training-> Performance	0.002	0.022	0.984	0.100	2.229	0.048	0.102	2.871	0.033
Perception of leadership -> Job satisfaction	0.035	0.856	0.431		-	-	0.035	0.856	0.431
Perception of leadership -> Performance	0.295	4.035	0.010	0.011	1.103	0.320	0.306	3.814	0.012

Table 5: Direct impact, indirect impact and total impact (medium compensation)

Source: Data Analysis (2017)

3.4. Indirect Effect Analysis

Based on Baron and Kenny (1986) principles, variable serves as intervening when dependent variables are capable of significantly explaining moderating variable, moderating variable is capable of significantly explaining dependent variable, and when intervening variable gets controlled then the relationship between independent variable and dependent variable becomes less or not significant and total impact significant.

1. Indirect impact of training towards performance through job satisfaction on staff with high compensation (Table 4) shows the significant impact of training variable towards job satisfaction, job satisfaction towards performance significant, training towards performance not significant, indirect effect of training towards performance is significant, and total effect for training towards performance is insignificant. Intervening requirements are not achieved since total effect of training is insignificant, implying job satisfaction is not significant in intervening the effect of training to performance.

2. Indirect effect of training towards performance through job satisfaction for staff with medium compensation, (Table 5) shows training impact on job satisfaction is significant, job satisfaction on performance is significant, training towards performance is insignificant, indirect impact on training to performance is significant and total effect of training on performance is insignificant. Intervening requirements are not accomplished since the total effect of training to performance is significant. Intervening requirements are met, it means job satisfaction is significant in mediating effect of training towards performance.

3. Indirect effect of competence towards performance through job satisfaction form staff with high compensation (Table 4) shows that competence effect to job satisfaction is significant, job satisfaction on performance is significant, direct effect of competence towards performance is significant, indirect effect competence on performance is significant. Intervening requirements are fulfilled, indicating significant job satisfaction in mediating the effect of competence towards performance

4. Indirect effect of competence towards performance through job satisfaction on staff with medium compensation, (Table 5) shows that the effect of competence towards job satisfaction is significant, job satisfaction towards performance is significant, indirect influence on motivation towards performance is significant, and total effect of motivation towards performance is significant. Intervening requirements are fulfilled, it indicates job satisfaction is significant in intervening the effect of competence to performance.

5. Indirect effect on motivation towards performance through job satisfaction to staff with high compensation, (Table 4) show that motivation influence on job satisfaction is significant, job satisfaction towards performance is significant, direct effect of motivation towards performance is insignificant, indirect effect of motivation to performance is significant, and total effect of motivation to performance is significant. Intervening requirements are fulfilled, indicating job satisfaction is significant in mediating motivation influence on performance.

6. Indirect effect of motivation on performance through job satisfaction on staff with medium compensation, (Table 5) indicates that motivation effect towards job satisfaction is insignificant, job satisfaction towards performance is significant, indirect effect of

motivation towards performance is significant and total effect of motivation to performance is significant. Intervening requirements is not fulfilled due to the insignificance in total motivation effect towards satisfaction, it means that job satisfaction is not significant in mediating motivation to performance.

7. Indirect effect of perception of leadership towards performance through job satisfaction to staff with high compensation, (Table 4) shows that effect of perception of leadership towards job satisfaction is significant, job satisfaction to performance is significant, direct effect of perception of leadership to performance is significant, indirect effect perception of leadership towards performance is insignificant, and total effect of perception of leadership towards performance is significant. Intervening mediator

8. Indirect influence of perception towards leadership to performance through job satisfaction to staff with medium compensation, (Table 5) shows that motivation effect to job satisfaction is not significant, job satisfaction to performance is significant, indirect effect of motivation towards performance is insignificant, and total effect of motivation towards performance is significant. Intervening requirements are not accomplished due to insignificant effect of motivation towards job satisfaction, informing that job satisfaction is not significant in intervening motivation effect towards performance.

3.5. Analysis

Based on overall testing result, the analysis on staff with higher compensation leads to a discovery that training, competence, motivation, and perception of leadership has direct and significant effect towards job satisfaction. This finding is similar to Vasudevan (2014), that stated that training had positive effect on job satisfaction. Furthermore, according to Jusmin *et al.* (2016) competence and work motivation both separately or altogether have positive and significant impact towards job satisfaction, while Mosadeghrad and Ferdosi (2013) confirmed that leadership style has significant influence on staff work satisfaction. Another result is that job satisfaction is significant in intervening the effect of competence, motivation, and perception of leadership towards performance. These findings are also in line with study done by Prasyanto (2017), Arifin (2015), and Setyaningdyah *et.al.* (2013) where they all confirmed that employee competence has positive impact on performance through intervening of job satisfaction. Motivation does not have direct impact on performance, however, motivation has significant effect through job satisfaction, and transactional leadership also influence job satisfaction and performance.

Overall testing results for staff with medium compensation confirm that motivation and perception of leadership has direct and significant influence towards performance, in line with study result from Srikaningsih and Setyadi (2015) and Roeleejanto *et.al.* (2015) who analyzed that work motivation has significant impact on performance and leadership is significant in influencing staff performance. Next result confirms that job satisfaction is significant in intervening training and competence effect towards performance. This is also supported by Nurzaman research (2016) claiming that there are positive and significant relationship among training, competence, and motivation, towards job satisfaction and satisfaction has also significant impact on performance.

Another finding from this study is the fact that on high compensation staff, coefficient score on total effect is shown on the effect of perception of leadership towards performance (total effect coefficient score of 0.461 with 10.941 effect significance level). On the other hand, staff with medium compensation has the biggest total effect score on perception of leadership towards performance with total effect coefficient score of 0.306 and 3.814 effect significance level.

3.6. Managerial Implications

Based on this research, strategy in enhancing performance with higher compensation is a combination of performance improvement strategy through competence, motivation, and perception of leadership that has an impact on job satisfaction is the right action. This is seen from the synergy from those three factors are able to establish a fruitful job satisfaction. Applicable steps that can be taken are to train staff with knowledge or skills through technical assistance and socialization, rotation, formulating transparent career path, job pooling in posting vacant position, giving opportunity to have functional position and reinforcing leadership knowledge through training focusing on Human Resources Development Management. Strengthening leadership management is heavily needed since perception of leadership besides having significant effect towards performance through job satisfaction, also because it has significant direct impact.

Performance improvement strategy on staff with medium compensation is the combination of performance improvement strategy through motivation and perception of leadership is considered as the proper decision. This is proven by significant impact from motivation improvement and perception of leadership. Follow up actions that can be taken is by strengthening leadership roles in motivating staff, developing loyalty, and sending them into leadership training center that focuses in Human Resource Development Management. Further strategy is by combining performance improvement through training, competence and motivation that impact job satisfaction, which is considered as the proper decision. This is because the synergy of those three factors have proven correct in causing huge job satisfaction and eventually improves performance. Steps that need to be taken are similar to the strategy of increasing competence and motivation that affect job satisfaction to staff with high compensation, one thing needs to be added is training aspect capable of inducing job satisfaction, which is by adding the intensity of technical skill training in line with the area of job.

4. Conclusion

From the analysis, conclusion that can be taken for factors that have significant impact towards performance with high compensation are (1) Perception of leadership has direct and significant effect toward performance, (2) Job satisfaction is significant in intervening competence, motivation and perception of leadership effect towards performance. As for staff with low compensation are: (1)

Motivation and perception of leadership have direct and significant effect towards performance. (2) Job satisfaction is significant in intervening training, competence and motivation effects towards performance.

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