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The Effect of Leadership Style and Competence on Motivation and Performance of Pharmaceutical and Food Inspector Employees at Center of Drug and Food Supervisory Agency POM of Indonesia Republic

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ABSTRACT

This study has practical implications for management and inspectors employees at Food and Drug Supervisory Agency (BPOM) of Indonesia Republic to identify factors to improve the motivation and performance of inspector employees. Samples are 163 staff of BPOM at 14 provinces in Indonesia. Data is collected by questionnaires. Relationships of latent variables are tested by structural equation modeling (SEM). Study results recommend to BPOM head to motivate staff which ultimately will improve the performance, the inspectors should provide intensive and simultaneous attention to leadership style and staff competence. This study limitation is not based on demographics characteristics of samples so these study findings cannot be generalized to same object in other areas. Therefore, further study is recommended to fill this gap to strengthen this study results.

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INTRODUCTION

Food and Drug Supervisory Agency (BPOM) of Indonesia Republic as an institution with authority to control drugs and foods has vision to safe food and drug to improve public health and nation competitiveness. BPOM policy direction is to strengthen the regulatory system, institutional structure, resource management, and supervision of drug and risk-based food. The basic principle of food and drug regulatory system is to take security precautions in fast, precise, accurate and professional based on level of risk and scientific evidence-based supervision. It covers the entire cycle of process, with a nationwide network of international work, authorities to support the rule of law, a network of national employees that cohesive and strong, cooperate with a global network and information networks of pharmaceutical products/food, security and quality of products. BPOM need human resources that professional, competent, having the skills/expertise, integrity and good performance, with stick to organization culture. This requires awareness the importance of inspector's employee's professionalism, credibility, speed, teamwork, innovation, leadership support, competence and motivation as the main capital to conduct

surveillance in field. In other words, BPOM must integrate a system of control of pharmaceutical products and food at every level of task and functions of supervision in field to improve performance supervision of pharmaceutical products and food.

Large organization as BPOM sees human resources as a crucial factor in process of organization strengthening, particularly related to supervision function. Increased workloads and complex problems of drug and food control in era of globalization needs to be balanced with strengthening human resources at relevant institutions with strong leadership, professional, competent, strong encouragement and integrity. Leadership quality is often regarded as the most important factor in success or failure of organization (Bass, 1990 in Menon, 2002). According Su'ud (2000), leader played a key role to formulate and implementing the organization's strategy. Strategic leaders can integrate the knowledge and ability to maintain viability of organization in future (Hitt and Ireland, 2002; Asrilhant *et al*, 2006). Riyadi (2011) states that leadership style significantly affect on motivation and employees performance.

In addition, dimensions of knowledge, skills, work experience, attitude and integrity is expected to provide motivation and able to combine the courage

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to act, will, and independence of pharmaceutical and food inspectors employees in carrying out their task in order to maintain public confidence and protect consumers from products with high risks to health and not safe, not qualified and not useful. As noted by Bambang (2009), education and training, skills and motivation affect on to employee productivity. Employee's productivity will lead to organizational performance. According Furtwengler (2004), performance is the actualization of achievement of maximum results. While Warriten (2007) stated that performance is a continuous activity in generating purposes.

Based on above description, these study objectives are below.

1. To test and analyze the effect of leadership style, motivation and competence of inspectors employees to improve supervision performance in pharmaceutical and food of Drug and Food Supervisory Agency POM of Indonesia Republic
2. To understand relationship between these variables in perspective of human resource management to improve the performance of inspectors employees.

2. Theoretical Overview:

Human naturally have unmeasured the potential, it is known by ability, knowledge and skills to do a job. Human as a resource has two type namely leaders and follower. Veithzal (2009), suggests that human resource has external challenges as government regulations/legislation, socio-cultural factors, geography, demographics, global economy, and stakeholders, while the internal challenges are employees/officers, management, customer, professional problems.

Leadership:

Leadership is one competence dimension that crucial to performance or organization success. Basic essence of leadership is how to affect others in achieving the organization goals effectively. Leadership is an art, because the approach for every person can be different, depending on characteristics of a leader, task and follower. George R. Terry in Hersey and Blanchard (1986) define leadership as an activity to affects people to achieve goals of group voluntarily. Nature of leadership within organization is expressed by nature theory, group theory, theory of situational contingency model, and theory of small way-goal. Davis (2005) states the leadership should focus to lead himself by asking which properties that qualifies as a leader. According to group theory of Baron (2004), leadership is strongly affected by quantity of group. The group theory has relevance to leadership style of consultation, instruction, participation and delegation. In according with situational theory and contingency models (Fiedler, 2005), leadership situation creates contingency model to directs the realization of effective

leadership. Leadership role is affected by situation, proficiency, and consequences of actions taken. In according to Yulk (2001), leadership affects the interpretation of events for followers, selection of targets for group or organization, organization of work activities to achieve the objectives, motivation of followers to achieve the objectives, maintenance of relations of cooperation and team work, as well as gain support and cooperation.

Competence:

Competence is what brought by someone into job in form of different types and different levels and behavior. Competence differs from specific attributes (knowledge, expertise and skills) to carry out the various tasks in a job. Ulrich (1997) states that competence is a description of knowledge, skills and abilities (*represent the knowledge, skills, and abilities that exist among and across employees and group of employees*). Gibson *et al.* (1992) suggests that ability is nature (inborn or learned) to allows someone to perform a mental action. Universal competence is generally accepted and prepared by management, while the specific competence is formulated specifically for of individual role (Veithzal, 2004). Differentiation can be formulated in form of competence assessment scale affected by behavior. In any organization, individuals who carry out various activities require the ability. These abilities can be divided into four groups, namely: technical, managerial, behavior and conceptual ability. The fourth group should be combined in different ways to implement effectively the different roles (Rao, 1996).

Motivation:

Motivation can be defined as the power (energy) that could increase level of persistence and enthusiasm in carrying out an activity, whether sourced from within individual itself (intrinsic motivation) or from outside (extrinsic motivation). Energy will be used by employee as a boost based on basic motive power and strength involved, expectations of success, and incentive value attached to goal. Motivation is very important to improve performance because it is an individual's personal circumstances which encourage the desire of individuals to undertake certain activities in order to achieve the goal. In according to Herzberg, motivation factor (motivator) consists of work of a person, success achievement, satisfaction, and increased responsibility. While hygiene factors (factors which do not give satisfaction) or maintenance may include a person's status in organization, individual's relationship with his boss, one's relationship with his colleagues, supervisory techniques applied by supervisors, organizational policies, administrative systems in organization, working conditions and remuneration systems applicable.

Performance:

Performance is known as job performance in some literature. Organization performance is a reflection of achievements of entire work related to organization activities. Performance can be interpreted as the outcome of business person with ability and action in certain situations. Furthermore, employee's performance is the result of quality and quantity of work achieved by an employee in performing their task in accordance with responsibilities given to him. To complete the task and work, one must have a degree of willingness and a certain level of ability. According to Hersey and Blanchard (1993), willingness and skills of a person is not effective enough to do without a clear understanding of what will be done and how to do it. Company performance is something that is produced by a company in a given period with reference to established standards. The company's performance should be the result that can be measured and described by empirical condition of a company in any agreed size. The factors affecting performance are ability and motivation. According to Keith Davis in Mangkunagara (2000), Human performance = ability + motivation. Zwell (2005) categorizes capabilities in five groups: task achievement, relationship, personal attributes, managerial, and leadership.

3. Research hypothesis:

Phenomenon at BPOM shows the suboptimal performance as the technical implementation of supervision authority in province to implement policies to control of pharmaceutical products and food to protect society. There are still many drug products (pharmaceutical products) and foods are insecure, inferior, illegal and counterfeit in market. It is Iceberg phenomenon with rampant circulation of illegal products, counterfeit and limited authority BPOM so that law enforcement is still weak and not give deterrent effect to perpetrators. This is due to weak leadership and decisive action inconsistency of inspector employees. Fiedler (2008) describes the leadership style in implementation-oriented role for rational action affects the achievement of goals. There is difficult to follow the rhythm of leadership style as instruction, participation, delegation and others. Supervision system by BPOM leader to inspectors should consider a strong motivation force and situation that requires competency and skills because the consequences of his actions are to protect consumers and will also deal with as a result of legal action and businesses uncomfortable or do not accept the actions of inspector's employees as inspector's employees to protect consumers. Previous research related to effect of leadership on employee performance shows that leadership has positive effect on performance improvement (Carmeli, 2003; Bierhoff and Muller, 2005). This is supported by Hersey (2007), that successful

leadership style will provide a positive and significant effect to increase employee performance. The results of research Goleman *et al.* (2008) suggest that practice of leadership facilitates a positive emotional climate with a significant effect on employee performance.

Other phenomena shows lack of competence and motivation of inspectors employees. They do not actualize all competence, low level of leadership appreciation to high performance inspector's employees who have a good performance in completing tasks and functions. Competence and motivation are important in an organization. Metha *et al.* (2003) show that work motivation has direct effect on employee performance and leadership directly affects on work motivation. Robbins (2006) suggests that motivation is an encouragement that is given to people who want and need the spirit, passion and excitement that comes from inside or outside oneself to reach expectations. The same thing was also stated by Veithzal (2004), that motivation plays an important role in self-employment or from outside himself to feel motivated and enthusiastic in carrying out a work activity to achieve the goal. Leadership has a role to motivate inspectors in field to solve problems in dealing with businessmen in field of pharmaceuticals and foods. In addition, inspectors in carrying out their task and functions is not enough to just have the competence, motivation and commitment but need to have a firm stance and courage, morale and good integrity to keep professional responsibilities as a supervisor. In theory of personality by Muschate (2009), personality morale describes the morale, integrity, transparency and ethics. Integrity and transparency are the values that are embodied in disclosure of honesty about the correct action. According to Mills (2004), cooperation moral improves the integrity of individuals to advance the organization.

Based on above description, research conceptual framework (Figure 1) and hypotheses are developed below.

H1: Leadership style directly has significant effect on motivation and performance of pharmaceutical and food inspectors employees

H2: Competence directly has significant effect on motivation and performance of pharmaceutical and food inspectors employees

H3: Motivation directly has significant effect on motivation and performance of pharmaceutical and food inspectors employees

H4: Leadership style and competency indirectly has significant effect on performance of pharmaceutical and food inspectors employees through motivation.

4. Methodology:**Data collection:**

The research design used is survey method, namely to examine characteristic and phenomenon of

research object of employee at Drug and Food Supervisory Agency POM Indonesia Republic. Data is collected by questionnaire to 163 supervisory employees at 14 provinces in Indonesia. Questionnaires are sent by post and direct visit since February 2015 to May 2015. Structural equation modeling is used to test relationship between the variables that have been formulated in hypothesis

formulation of leadership style, competence, and motivation and employees performance. Maximum likelihood estimation technique requires samples required between 100-200 (Ferdinand, 2002). Technical characteristic of respondents are outlined in Table 1.

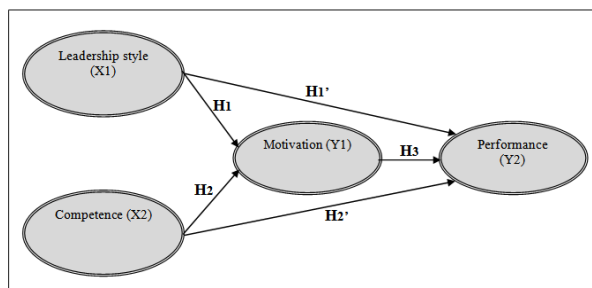


Fig. 1: Research Conceptual Model.

Table 1: Technical specifications of research data.

Research locations	14 provinces in Indonesia
Respondents	supervisor at Food and Drug Supervisory Agency POM Indonesia Republic
Provinces and samples	163 samples consisting of: Banda Aceh (9), Palembang (11), Semarang (22), Surabaya (18), Jogjakarta (12), Samarinda (12), Pontianak (11), Palangkaraya (6), Makassar (17), Jayapura (11), Kendari (6), Manado (11), Gorontalo (7), Mataram (10)
Samples Status	Structural Officials (33), Functional intermediate official (48), staff (82)
Education level	High School / Vocational (9), D3 (4), S1 and pharmacist (127), S2 (23)
Working period	<5 years (15), 6-10 years (38), 11-20 years (60), > 20 years (50)
Training/short course	Leadership (7), technical (88), functional (10) leadership and functional (1), leadership & technical (15), technical and functional (30), functional, leadership, technical (10), without training (2)
Sampling method	Random sampling
Data collection	Direct visit + via post
Date of fieldwork	February 2015-May 2015

Measurement instruments:

Instruments for measurement is five point Likert scale (Likert, 1932), from points "1" means "strongly disagree" and "5" means "strongly agree". Assessment indicators were developed based on several concepts and relevant references. Pretest is done to get feedback on content; therefore, this research instrument can be considered as an instrument proposal with new measurement technical. Technical specification of instruments measurement is shown in table 2.

Validity and reliability measurement:

Structural Equation Modeling is used to explore the relationship between variables in model (Figure 1) to explain significance relationship of cause variables (exogenous variable) and result variables (endogenous variable). Some assumptions underlying the analysis process are the relationship between variables is linear, causal and additives, as well as valid and reliable measurement instruments. Homogeneity test was conducted to test the validity using the Pearson product moment correlation > 0.4 (Singgih, 2000). Measurement reliability is done by Cronbach alpha > 0.6 , using SPSS version 16.0. Table 3 shows the valid and reliable measurement instruments above the cutoff level required.

Structural equation modeling (SEM) and statistical software AMOS 20 and maximum likelihood method (Anderson and Gerbing, 1988) are applied to test feasibility of structural model to observation data. Psychometric properties of an instrument such as reliability, dimension, convergent and discriminant validity. Model fit is good if chi-square is small and non-significant on $\alpha = 0.05$; probability values ≥ 0.05 ; CMI / DF ≤ 2.00 ; GFI, AGFI, TLI, CFI and NFI ≥ 0.90 ; and RMSEA ≤ 0.80 . Results of confirmatory factor analysis show the model fit is very good (Table 4). Table 5 shows factor loadings above 0.70, it means the indicators are part or can explain the construct.

5. Research results:

Hypotheses relationships were tested by AMOS 20.0. Hypotheses testing results (Table 6) and structural model testing (Figure 2) indicate that leadership style (X1) directly and significantly affect on motivation (Y1) with $p = 0.033$, but otherwise does not have significant effect on performance (Y2) based on p value = 0.842. Competence (X2) has direct and significant effect on motivation (Y1) and performance (Y2), respectively at $p = 0.000$ and $p = 0.013$. Motivation (Y1) has direct and significant effect on performance (Y2) with $p = 0.000$.

Furthermore, test results also found that competence (X2) does not have direct effect on performance (Y2) through motivation (Y1) as an intervening variable. Leadership style does not have the indirect effect on performance (Y2). Referring to test results (Table 6), the relationships are significant at 95% confidence level. In other word, structural equation is associated with performance improvement at inspectors employees of Drug and Food Supervisory Agency POM Indonesia Republic show that 95% variance can be explained by the effect of competence and motivation of inspector employees. In this case, effect of motivation on performance is intervening variable from leadership style and competence.

RESULTS AND DISCUSSION

Leadership style affects on motivation and performance of inspectors employees:

Research results show that motivation has a significant effect on leadership style at $p < 0.05$. This means that contribution of participation, instruction, delegation, and consultation indicators to shape leadership style variables have a meaningful relationship. It is relevant to opinion of Hersey and Blanchard (1986), that leadership relationship is based on number of referrals and maturity level of employees. A combination of behavioral indicators relationship create participatory leadership style

(high relationship and low task), instructive (high task and low relationship), discretionary (low relationship and low task), as well as consultative (high task and high relationship). This study result supported previous research findings of Mamik (2008) that leadership styles have a significant effect on employee motivation in paper industry in East Java province.

On other hand, research result show that leadership style does not have significant effect on performance of inspectors employees based on p -value = 0.842 and value of path coefficients is negative, it means that there are trade-offs or inverse effect. This finding is not consistent with research results of Goleman (2004) that leadership practices that facilitate a positive emotional climate have a significant effect on employee performance. Adversely, this study results are supported by Ogbanna and Harris (2000) that leadership style premises indirectly relates to performance. Susanto and Nuraini (2010) show that leadership has no significant effect on performance, and even tend to be negative.

Table 2: Variables characteristic and instruments measurement.

Variables	Definition	Item of indicators measurement
Leadership style (X ₁)	Ability to influence others to think and behave in formulation and achievement of organizational goals	Participation (X1.1): accumulation of leadership style with orientation of low task and high relationship.
		Instruction (X1.2): accumulation of leadership style with orientation of high task and low relationship.
		Delegation (X1.3): accumulation of leadership style with orientation of low task and low relationship
		Consultative (X1.4): accumulation of leadership style with orientation of high task and high relationship.
Competence (X ₂)	Individual figure toward knowledge, skills, experience, attitude and integrity to carry out the various task and functions as basic characteristics of individual	Knowledge (X2.1): understanding the tasks or job
		Skills (X2.2): using office equipment and employee creativity and innovative to finish the task
		Experience (X2.3): level of mastery of work based on year's service of employees to do task in his responsibility.
		Attitude (X2.4): trustworthy mental attitude and independent in carrying out the tasks which include commitment, service orientation, and teamwork
		Integrity (x2.5): high honesty attitude in carrying out the tasks and ability to act in accordance with values, norms and ethics within organization.
Motivation (Y ₁)	Someone power to encourages the individuals desire to do certain activities or work in order to achieve the goal	Job Performance (Y1.1): relations of effort-performance perceived by individual with specific effort to encourage employee performance.
		Trust (Y1.2): goal relationship of personal-task as a belief in a psychological state when employees assume something right.
		Responsibility (Y1.3): relations of task-obligations an employee to implement obligations in relation to task, responsibilities, and control given to him.
		Instrumentality (Y1.4): relationship of performance-reward at individuals believes level that employee was performing at a certain level would encourage the achievement of desired output.
Employee performance (Y ₂)	Level of work achievement on implementation of tasks reflected in job description and how much the contribution based on knowledge, skills, attitudes, experience, and integrity	Work quality (Y2.1): inspector employees response toward ability to complete tasks accurately in according with quality of work planned
		Quantity of work completion (Y2.2): inspector employees response to their work ability to finish work compared with predetermined targets
		Time discipline (Y2.3): inspector employees response to ability toward tasks and work completion with discipline, according to time that has been planned and awarded
		Cooperation (Y2.4): inspector employees response toward ability to complete tasks and work through cooperation, maintain cohesiveness and effectiveness and optimal leverage as planned

Table 3: The validity and reliability of measurements instrument (n = 163).

Estimators							Description
Leadership style (X1)	Indicators	X1.1	X1.2	X1.3	X1.4		
	Pearson correlation	0.867	0.790	0.830	0.916		Valid
	Cronbach's alpha	0.924					
Competence (X2)	Indicators	X2.1	X2.2	X2.3	X2.4	X2.5	
	Pearson correlation	0.839	0.869	0.809	0.858	0.797	Valid
	Cronbach's alpha	0.927					
Motivation (Y1)	Indicators	Y1.1	Y1.2	Y1.3	Y1.4		
	Pearson correlation	0.889	0.882	0.827	0.743		Valid
	Cronbach's alpha	0.913					
Employee performance (Y2)	Indicators	Y2.1	Y2.2	Y2.3	Y2.4		
	Pearson correlation	0.763	0.833	0.878	0.851		Valid
	Cronbach's alpha	0.909					

Table 4: Comparison of suitability index of early model and cut-off value.

Criterion	Suitability index	Cut-off Value	Desc.	Criterion	Suitability index	Cut-off Value	Desc.
Chi-square	122.747	Small	Good	GFI	0.92	≥ 0,90	Good
Probability	0.050	≥ 0,05	Good	AGFI	0.90	≥ 0,90	Good
RMSEA	0.038	≤ 0,08	Good	CFI	0.98	≥ 0,90	Good
CMIN/DF	1.240	≤ 2,00	Good	TLI	0.98	≥ 0,90	Good

Table 5: Test results of model fit (n = 163).

Estimator	Loading factor indicator					Description
	X1.1	X1.2	X1.3	X1.4	X2.5	
Leadership style (X1)	0.813	0.763	0.764	0.938		Significant
Competence (X2)	X2.1	X2.2	X2.3	X2.4	X2.5	
	0.793	0.862	0.729	0.832	0.723	Significant
Motivation (Y1)	Y1.1	Y1.2	Y1.3	Y1.4		
	0.903	0.849	0.779	0.750		Significant
Employee performance (Y2)	Y2.1	Y2.2	Y2.3	Y2.4		
	0.757	0.746	0.865	0.789		Significant

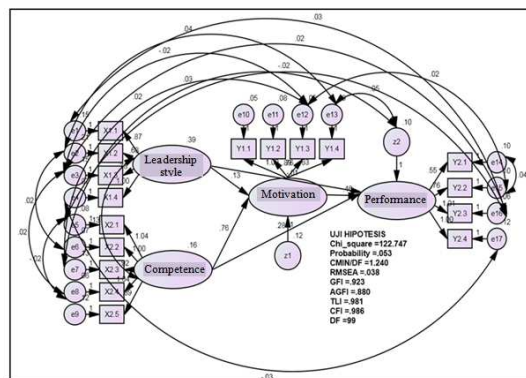


Fig. 2: Overall Model.

Table 6: Comparison the model suitability index and cutoff value the effect between variables.

Standardized direct effect		Standardized	CR	P-value	Desc.
Leadership style (X1)	Motivation (Y1)	0.165	2.128	0.033	Significant
Competence (X2)	Motivation (Y1)	0.622	7.347	0.000	Significant
Leadership style (X1)	Performance (Y2)	-0.015	-0.200	0.842	Insignificant
Competence (X2)	Performance (Y2)	0.254	2.490	0.013	Significant
Motivation (Y1)	Performance (Y2)	0.506	4.726	0.000	Significant
Indirect effect					
Independent variables	Intervening variables	Dependent variables	Standardize	Desc	
Leadership style (X1)	Motivation (Y1)	Performance (Y2)	0.083	Insignificant	
Competence (X2)	Motivation (Y1)	Performance (Y2)	0.314	Significant	

Leadership style does not have significant effect on performance at Food and Drug Supervisory Agency (BPOM). It is caused by leadership style is not capable to give a strong effect to inspectors employees because leader imposes the will through power possessed. Moreover, in practice leadership behaviors tend to be affected by local culture that different at each BPOM. It affects the behavior of inspector's employees in performing supervisory task.

Effect of competence on motivation and performance of inspectors employees:

Research results show that that competence has significant effect on motivation and performance of inspectors employees BPOM, respectively at p-value = 0.000 and 0.013 with a positive path coefficient values. It shows direct relationship between competence on motivation and performance of inspectors employees. This shows that contribution of knowledge, skills, experience, attitude, and integrity indicators in form of competence variables have a meaningful relationship. This is consistent with Veithzal (2011) and Rai (2010) that competence emphasizes on the capabilities/abilities, personal skills to carry out its task and functions.

In addition, effect of competence on performance of inspector's employees is supported by competence concept of Spencer & Spencer (1993) that high competence is determined by knowledge, skills, individual skills/inspectors employees in carrying out its task and functions. Some previous studies also consistent with this study results, among others are Purnomo *et al* (2011), and Zain (2009), that there is a significant relationship between the leadership competencies and employees performance.

Effect of Motivation on performance of inspectors employees:

Research results show that motivation has direct and significant effect on performance of inspectors employees at p-value = 0.000 with path coefficient value is positive. This shows a direct and proportional relationship of motivation value on performance value of inspectors employees. This finding is supported by Metha *et al*. (2003), that high motivation is directly proportional to high performance. Armstrong (1994) also suggests that relationship between motivation and performance is positive because an individual with high motivation to work will yield high performance. Thereby, each loading factor shows quite significant result. This means that contribution of indicators in form of variables have a meaningful relationship.

Effect of leadership style on performance and competence of inspectors employees through motivation:

Analysis result the indirect effect of leadership style and competence on performance of inspector's employees of Drug and Food Supervisory Agency through motivation has positive and significant path coefficient values. Positive coefficient indicates the direction and correlation between leadership is directly proportional to performance. Descriptive analysis results between motivation and performance of inspector's employees show differences in results between the direct effect and indirect effect through motivation. The results show that leadership style does not have direct significant effect on performance of inspector's employees, but through motivation, leadership style has significant positive effect. This indicates that participatory is dominant indicator to create leadership style if connected by dominant indicator of performance namely work quality of inspector's employees.

7. Conclusions:

These results could provide practical implications for leadership style of Food and Drug Supervisory Agency (BPOM) of Indonesia Republic to identify the factors to improve the inspectors employees performance. To improve motivation and performance of inspectors employees, management need systematic, consistent and continue human resources development, especially related to leadership style and staff competence. Malthis and Jackson (2011) suggest that design of formal systems within organization can ensure the use of human talent effectively and efficiently in order to achieve the organization goal. This research limitation is not involved demography characteristics of samples that cannot be generalized to same object in other area. Future study is recommended to fill this gap to strengthen this study results.

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