

Advocate Performance Model: Competence Analysis of Advocates and Organizational Commitment of Advocates

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Abstract: This study aimed to analyze the effect on the performance of competence advocate partially advocate, advocate organizational commitment to advocate partial performance and competence of lawyers and advocates simultaneous organizational commitment. The population of this research is Law Firm that exist in all Jabodetabek area. While the sample is 25 percent of the existing Law Firm, then obtained 123 Law Firms. In general, there are 2 divisions of Legal Firm namely division of litigation and non litigation division. Thus obtained the number of units observed are as follows: $2 \times 123 = 246$ units. Method of quantitative analysis using path analysis, followed by analysis of determination (R Square), partial hypothesis testing (t test) and simultaneous (test F) with alpha 5 percent (0.05). Prior to further analysis, data quality and classical assumption test were conducted. Analytical tool using SPSS version 23.0 for windows. The results showed that the effect on the performance competence advocate partially advocate, advocate organizational commitment affect the performance partially advocates, and advocates competence and organizational influence on the performance kmitmen simultaneously advocate at law firm Law Firm in Greater Jakarta.

Keywords: Advocate Competencies, Organizational Commitment Advocates and Performance Advocates

INTRODUCTION

Human resources have a major role in every organizational activity. Although supported by facilities and infrastructure and excessive sources of funds, but without the support of reliable human resources, the organization's activities will not be resolved properly. The organization's demands to acquire, develop and sustain quality human resources are increasingly urgent in keeping with the ever-changing environmental dynamics, Change needs to get top leadership support as an important first step to be taken in achieving organizational goals.

Human resource development supports the task to utilize human resources possessed by an organization optimally, so that human resources can work optimally to jointly achieve the goals according to the vision and mission of the organization.

The Advocate Office is a specialist functional service, which has its own skills and knowledge. The Advocate Law has given professional authority to Advocates in providing services to the public in accordance with their scholarship. Professional authority is a tool or legal basis for action, whereas the delegation of authority is the key to the dynamics of an

organization that a person possesses to act and govern others [8].

In stereo type, Advocates office is a service place that essentially relies on the services of an Advocate. Since the Advocate determines legal services, Advocates is actually responsible for the quality of legal services and is also the determinant of technical policy. On the one hand an advocate wants the whole rules of the game to be determined on the basis of his or her competence to be obeyed by every client or party concerned. On the other hand the client wants the advocate to work according to the perception based on what he imagined and expected. This is where the client's initial assessment of the advocate takes place, which will form an impression and perception of the advocate concerned. Therefore Advokat groups are placed in strategic position in penetrating the market and dealing directly with clients with different levels of difficulty encountered. This is where the critical point or moment of truth that will generate the perception of the client, that Office Advocate is good or vice versa.

To carry out their duties, advocates must have good competence, since competence demands effective knowledge and skills, teamwork, critical thinking and ability to interact with change [15].

The importance of an advocate's competence is to know the critical ways of causality thinking, to understand the principles of good measurement, to ensure causal relationships and to communicate them [6]. Competence is the basic characteristic of a person who allows them to perform superior performance in their workforce. Competence is a fundamental characteristic of each individual associated with the criteria referenced to superior or effective performance in a job or situation [25].

In addition to having good competence, other important factors related to Advocates are factors that come from the Advocate itself. Factors relating to Advocates' attitudes in dealing with work are among the factors that play an important role for the Advocate's performance. Among the factors associated with Advocate's attitude are the organizational commitment of the Advocates.

Highly committed advocates are those who feel connected to the organizations they work for and engage actively in the work that is their area of responsibility. In other words, highly committed Advocates are those who recognize and love their organizations and are actively involved in fulfilling the tasks by delivering maximum results in achieving organizational goals.

Basically a very important commitment in the organization. Because commitment is a person's or group's attachment to the organization and works selflessly to achieve common goals [10]. Many scholars argue that the limitations of organizational commitment are the magnitude of a person's identification of an organization and its involvement.

This study refers to some previous research such as those by Spencer & Spencer [23], saying that performance can be predicted with competence. In addition Mathis & Jackson [15], competence is a basic characteristic that can be attributed to individual or team performance improvement. Grouping competencies consists of knowledge, skills and abilities. From the above it is clear that Competence affects the performance because of the fundamentals, because the activities of employees in their work where good work will show high performance.

While research on the influence of organizational commitment to performance was performed by Frismandiri, D [7], Safrizal, Said, M., and Syafruddin, C [19], Abrivianto, PO, Swasto, B., and Utami, HN [1], and Suwardi and Utomo, J. [26]. In addition, some experts also suggested that there is a relationship between organizational commitment to performance among others according to Meyer, R.L., Allen, N.J., & Ian, R.G [16] and Rivai [17].

Based on the above explanation, it is interesting to examine more about the performance of advocates in relation to aspects related to advocate's competence and organizational organizational commitment. For that, as for the purpose to be achieved from this research are:

- 1) Analyzing the influence of advocate's competence on the performance of parole advocate.
- 2) Analyze the influence of oganizational commitment of advocate to the performance of advocate partially.
- 3) Analyzing the influence of advocate's competence and commitment oganisasional advocate to the performance of advocate simultaneously.

LITERATURE REVIEW

Advocate Competencies

Competence is a characteristic of a person associated with the best performance in a particular job. This characteristic consists of five things, including motives, innate traits, self-concept, knowledge, and skill [23]. Webster's Ninth New Collegiate Dictionary in Lastanti [11] defines competence as the skill of an expert. Where the expert is defined as someone who has a certain skill level or high knowledge in a particular subject derived from training and experience.

According to Byars and Rue in Hutapea and Thoha [9] competence is defined as a trait or characteristic required by a holder of office in order to carry out a position well, or can also mean characteristics / characteristics of someone who is easily dilhat including knowledge, skills, and behaviors that make it possible to perform.

An advocate's competence is defined as individual expertise to demonstrate the knowledge and expertise in producing a product or service in accordance with the required standards, in a particular context, as well as the ability to transfer that knowledge and capability to new and different contexts. With an easier understanding, the competence of advocates is the knowledge, skills and attitudes required to perform advocacy work in accordance with the established standards.

According Hutapea and Thoha [9] competence is divided into two types, namely technical competence and non technical competence. Where technical competence is a basic competency that includes broad skills about production and corporate technology that support the organization to adapt quickly to the opportunities that arise. While non-technical competence refers to the ability to control themselves and spur themselves in work. Non-technical competencies include individual characteristics such as motivation, behavior and personality. This competency

does not involve many employees related to programs or related to technical issues.

Job-related competencies are also called basic competencies because they refer to outside-looking competencies, such as knowledge and expertise possessed by an advocate, which includes among others: 1) Cognitive; 2) Achievement & Action; 3) Helping & Human Service; 4) Impact & Influence; and 5) Managerial; 6) Personal Effectiveness.

Organizational Commitment of Advocates

Commitment comes from the word "committere" which means combining, uniting, believing and doing [21]. Thus in the word commitment reflected the meaning of willingness and acceptance. An individual is willing to work hard for an object, or achieve certain goals and values, or wants to be a member in a system, so that the meaning of this commitment is reflected in the element of loyalty and a strong dedication to something.

Anderson [4] defines commitment as trust in a person formed and underlying a working relationship within the organization. While Avkiran [5] explains that commitment as a dynamic concept and a prerequisite for the formation of the credibility of an organization without which an organization will lose its reputation. Commitment is therefore often identified with a pledge or commitment to a particular action.

Not much different, Steers [24] gives the sense that commitment is a person's psychological attachment to his organization, including deep involvement in his work, loyalty and trust to the values contained within the organization.

Organizational commitment of an advocate can be seen from three dimensions, namely:

- 1) Affective Commitment, Describes the emotional love that an advocate feels towards the organization. Pride is part of the organization, happy to choose its organization as a place of work and concern for the fate of the organization.
- 2) Normative commitment, describes the sense of obligation an advocate must live with in an organization. Accepting organizational goals and values as well as all tasks assigned by the organization. Prioritize the interests of the organization and adjust attitudes and behaviors with organizational strategy.
- 3) A commitment to sustainability (continuance), in which an advocate acknowledges that they have an accumulative investment that will be lost if they leave the organization. Consider the benefits gained if working for long periods of time and take into account the loss of opportunity if leaving the workplace.

Advocate Performance

Performance is something that is important for an organization, especially the performance of advocates who can bring the advocate's office on the achievement of the expected goals. Good or bad performance advocates can affect the good performance bad advocate office.

Performance comes from the word performance, which is often also interpreted as work performance, achievement of work or work. Job performance is the work achieved by a person using limited resources to achieve predetermined results. In other words performance is a work achieved by a person in carrying out the tasks assigned to him based on his skills, experience and sincerity and time. Performance is an achievement of work that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibility of each in the framework of efforts to achieve organizational goals.

According to Mangkunegara [13] performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him. Meanwhile, according to Sedarmayanti [20] performance is fulfilling or performing obligation of a votive, result of worker, organizational process, proven concretely, perfecting responsibility, measurable, comparable with predetermined standard.

In essence, the performance of an advocate is the level or degree of completion of a task resulting from the work performed by an advocate by comparing the objectives to be achieved with the tangible results achieved after the work has been completed. This understanding shows that the performance of an advocate can reflect the success of the organization.

There are 5 indicators that can be used as a measure to assess the performance of an advocate, namely: 1) Quality (Quality); 2) Quantity; 3) Time lines; 4) Cost effectiveness; 5) Need for Supervision (Need for Supervision); And 6) Interpersonal impact.

Conceptual Framework

This study refers to some previous research such as those by Spencer & Spencer [23], saying that performance can be predicted with competence. In addition Mathis & Jackson [15], competence is a basic characteristic that can be attributed to individual or team performance improvement. Grouping competencies consists of knowledge, skills and abilities. From the above it is clear that Competence affects the performance because of the fundamentals, because the

activities of employees in their work where good work will show high performance.

While research on the influence of organizational commitment to performance was performed by Frismandiri, D [7], Safrizal, Said, M., and Syafruddin, C [19], Abrivianto, PO, Swasto, B., and Utami, HN [1], and Suwardi and Utomo, J. [26]. In addition, some experts also suggested that there is a relationship between organizational commitment to performance among others according to Meyer, R.L., Allen, N.J., & Ian, R.G [16] and Rivai [17].

Based on the problem formulation and literature review described in the previous chapter, the conceptual framework of the study refers to relevant theories and research. As a comprehensive overview of the interrelationships between variables used in the research model, the following is presented in the conceptual framework of the study. Where the framework of the study can be described in (figure 1) as follows:

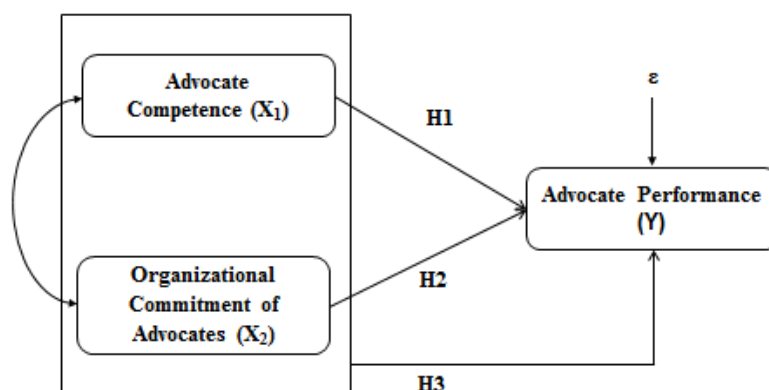


Fig-1: Conceptual Framework

Based on research objectives and theoretical reviews, the research hypothesis is:

- 1) The competence of advocates has an effect on the performance of advocates partially.
- 2) Organizational commitment of advocate has an effect on partial performance of advocate.
- 3) Advocate competence and Organizational Commitment advocate affect the performance of advocates simultaneously.

RESEARCH METHODS

Approach in this research use quantitative approach with survey method and use path analysis technique. Path analysis is used to analyze the relationship patterns between variables with the aim to determine the direct or indirect effect of a set of independent variables (exogenous) to the dependent variable (endogenous).

The population of this research is Law Firm that exist in all Jabodetabek area. While the sample is 25 percent of the existing Law Firm, then obtained 123 Law Firms. In general, there are 2 divisions of Legal Firm namely division of litigation and non litigation division. Thus obtained the number of units observed are as follows: 2 x 123 = 246 units.

Based on the purpose of research, the type of research used is explanatory research (explanatory research). Explanatory research is a study conducted to

explain the causal relationship between research variables through hypothesis testing [22]. The research approach used in this research is quantitative approach. The process of quantitative approach begins with the theory, which is derived into a research hypothesis by using deductive logic accompanied by measurement and operationalization of variables. Furthermore, generalization based on the results of statistical data so that it can be taken conclusion as research findings to answer the problems being faced.

Prior to the analysis, a questionnaire test was conducted with validity and reliability test, and classical assumption test was done through normality test, multicollinearity test and heterokedasticity test.

This research uses path analysis analysis (Path Analysis). This analysis is an option in order to study the dependence of a number of variables within the model. This analysis is a good method to explain if there is a large set of data to analyze and look for causal relationships. Path analysis is one of the analytical tools developed by Dillon and Goldstein in Ali, Hapzi, and Limakrisna, N [3]. Wright developed a method for knowing the direct and indirect effects of a variable, in which there are exogenous variables and endogenous variables. Then after analyzed with path analysis, followed by test of determination analysis (R Square), partial test of hypothesis (t test) and simultan (F test) with 5 percent error tolerance level.

RESULTS AND DISCUSSIONS

Respondents answer

Based on the respondent's answer can be given picture or description related to the variable focus of discussion. Where the description can be described as follows.

- 1) Based on the score and percentage of total contribution for the variables Competence advocate can give an idea that the score of Advocate Competence entered in very high category. Which explains that from the respondent's assessment can be seen that the conditions or circumstances Advocate Competence is good.
- 2) Based on score and percentage of total contribution for Organizational Commitment variable can give description that Organizational Commitment score fall into very high category. Which explains that the respondent's assessment can be seen that the condition of Organizational Commitment is good.
- 3) Based on the score and percentage of total contribution for Advocate Performance variables can give an idea that the Advocate Performance score falls into very high category. Which explains that the respondent's assessment can be seen that the condition of Advocates Performance is at the criteria is good. This means that the performance of the above advocate can be said to be effectively seen from the performance criteria or the results of his work in carrying out the tasks carried in order to achieve the program goals of the organization where

Classic assumption test

Before stepping into hypothesis testing, it must first go through the calculation of the requirements analysis. Testing requirements analysis must be fulfilled classical assumptions. To obtain an efficient and unbiased bias or BLUE (Best Linear Unbias Estimator) value from one regression equation with least squares method, it is necessary to test to find out which regression model yielded meet the requirements of classical assumption. In this research will be presented the classical assumption test commonly used, namely Normalities Test Muktikolinearity Test and Heterokedastisitas Test.

From result of test which done by using SPSS 23.0 aid as a tool in this research, it is found that the data in this research is normal distribution, it is proved from the result of significance value (Asymp Sig. 2-tailed) greater than 0,05, that is (0,760 > 0,05) so it can be concluded that the data in this study is normally distributed.

Then from the multicollinearity test results known that the calculation of Tolerance value showed no independent variable has Tolerance value less than 0.10, which means there is no correlation between independent variables. In addition, the calculation of Variance Inflation Factor (VIF) also shows the same thing there is no independent variable that has VIF value more than 10. So it can be concluded that there is no multicollinearity among independent variables in the regression model.

Furthermore from the results of heterokedastisity test known scatterplots seen that the points spread randomly and tresebar both above and below the number 0 on the axis Y. it can be concluded that there is no heterokedastisitas on the regression model, so the regression model worthy to be used to predict the use of accommodation services based on input variable independent.

Based on the assumption test results it has been fulfilled Requirements for further testing with Path Analyst.

Path Analysis

This analysis is an option in order to study the dependence of a number of variables within the model. This analysis is a good method to explain if there is a large set of data to analyze and look for causal relationships.

To answer the purpose of research is done by using path analysis (path analysis) by using software tools SPSS version 23.0. The steps taken is to calculate the correlation between variables, then based on the results of calculations correlation matrix can be calculated path coefficient, as follows.

Tabel 1: Coefficients regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.166	6.834		1.341	.181
	X1_Advocates_Competence	.169	.032	.266	5.246	.000
	X2_Organizational_Commitment_of_Advocates	.429	.041	.532	10.471	.000

a. Dependent Variable: Y_Advocate_Performance

Data Source: Output SPSS under 23.0 for windows

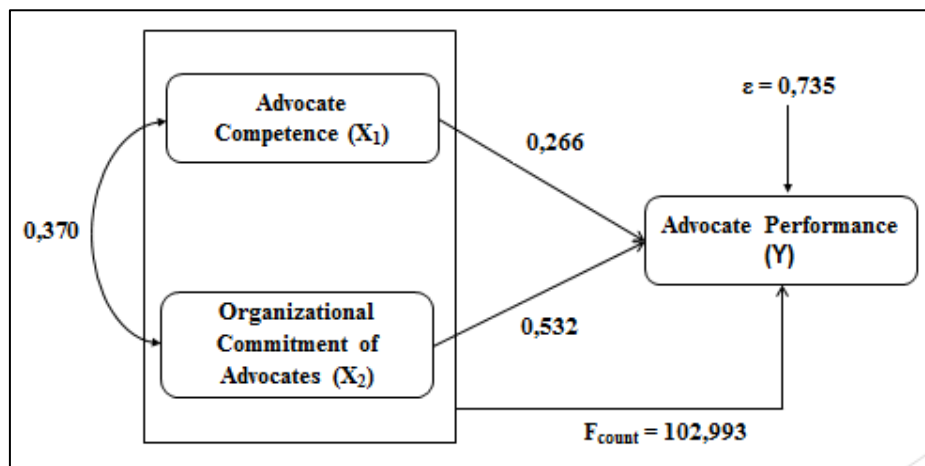


Fig-2: Path Structure Analysis Results

To see the direct and indirect effects, it can be seen in the following table:

Table 2: Summary of the Coefficient of Advocate and Advocate's Advocate's Advocate's Advocate's Commitment to Advocate Performance

Variabel	Direct	In Direct		Sub. Total	Total
		X ₁	X ₂		
X ₁ _Advocates_Compentence	7,08%		5,24%	5,24%	12.32%
X ₂ _Organizational_Commitment_of_Advocates	28,30%	5,24%		5,24%	33.54%
Influence X₁, X₂					45.86%
Influence of other variables					54.14%

Data Source: Output SPSS under 23.0 for windows is processed.

From the result of path analysis, the direct influence of advocate's competence on advocate performance is 7,08%, organizational commitment advocate to advocate performance 28,30%, and total influence of advocate competence and organizational

commitment to advocate performance directly or indirectly 45 , 86. The value describes the coefficient of determination R2 Square As shown in the following table.

Table 3: Model summary

Model Summary ^b				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.677 ^a	.459	.454	4.2168
a. Predictors: (Constant), X2_Organizational_Commitment_of_Advocates, X1_Advocates_Compentence				
b. Dependent Variable: Y_Advocate_Performance				

Data source: SPSS 23.0 output

R value of 0.677 shows a double correlation (advocate competence and organizational commitment of advocate) with advocate performance. Considering the variation of R Square Value equal to 0,459, meaning percentage of contribution influence of advocate competence variable and organizational commitment advocate to advocate performance 45,9%, while the rest equal to 54,1% influenced by other variable not included in this model.

Other variables or other factors that may affect performance are job motivation and job satisfaction. This was stated by Masydzulhak and Ali, Hapzi, *et al* [14] where the results of his research explain that the motivation and employee satisfaction have positive and significant impact on employee performance, either partially or simultaneously.

Besides, work discipline and work spirit have a positive and significant effect on performance [14]. So from other research results that Organizational Culture,

Organizational Climate and Leadership Style have positive and significant effect on Organizational Commitment, either partially or simultaneously and have positive impact also on Employee Performance [2].

Partial Effect Test Result (t test) and Simultaneous Influence (Test F)

Hypothesis testing aims to explain the characteristics of particular relationships or differences between groups or the independence of two or more factors in a situation, Ali, Hapzi, and Limakrisna, N [3]. The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study.

Table 4: Test Result t (Partial)

Model		t	Sig.
1	(Constant)	1.341	.181
	X1_Advocates_Competence	5.246	.000
	X2_Organizational_Commitment_of_Advocates	10.471	.000

Data source: SPSS 23.0 output

The Influence of Advocates' Competence to Advocate Performance

From the result of regression test in Table 4 above by using SPSS 23.0, it can be concluded that the competence of advocate (X1) is 5,246, with a significance value of 0.000, due to the significance level <0.05 ($0.000 <0.05$).) affect the performance of advocate (Y). This means that there is a linear relationship between the competence of advocate (X1) with the performance of advocate (Y).

2) The Influence of Organizational Commitment to Advocate Performance Advocates

From the result of regression test in Table 4 above by using SPSS 23.0, it is found that t count of organizational commitment variable (X2) equal to 10,471, with significance value equal to 0.000, because the significance level <0.05 ($0.000 <0.05$) hence can be concluded that organizational commitment X2) affect the performance of advocate (Y). This means there is a linear relationship between organizational commitment advocate (X2) with the performance of advocate (Y).

To answer the third hypothesis that the advocate competence and organizational commitment of advocates affect the performance of advocates simultaneously can be seen from Table 5 below.

Table 5: F test results simultaneously

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3662.668	2	1831.334	102.993	.000 ^b
	Residual	4320.828	243	17.781		
	Total	7983.496	245			
a. Dependent Variable: Y_Advocate_Performance						
b. Predictors: (Constant), X2_Organizational_Commitment_of_Advocates, X1_Advocates_Competence						

Data source: SPSS 23.0 output

3)The Influence of Advocates 'Competencies and Organizational Commitment to Advocates' Performance Simultaneously.

From Anova or F test using SPSS 23.0 obtained Fcount of 102.993 with p-value probability value 0.000, because the level of significance level is much more <0.05 ($0.000 <0.05$) Therefore H0 is rejected and H1 accepted, so it can be concluded that the hypothesis zero (H0) is rejected and alternative hypothesis (H1) is accepted it means that this proves the competency of advocate and organizational commitment of advocate together significantly influence to advocate performance variable.

DISCUSSION

Based on the results of research then it can be continued with the discussion as the next.

1) Advocate Competence on Advocate Performance

From the hypothesis testing performed known advocate competence affect the performance of advocates. The results of this study are in accordance with the results of previous studies conducted by Spencer & Spencer [23], which says that performance can be predicted with competence. However, the competency factor has not had a strategic role in encouraging the formation of advocate performance.

This can be understood as the impact of not understanding the concept of competence as a whole in its application. In addition, according to Mathis & Jackson [15], competence is a basic characteristic that can be linked to individual or team performance improvement. Grouping of competencies consists of knowledge, skills and abilities. From the above it is clear that Competence affects the performance because of the fundamentals, because the activities of employees in their work where good work will show high performance.

2) Advocate Organizational Commitment to Advocate Performance

From hypothesis testing conducted known organizational commitment advocate effect on advocate performance. The results of this study in accordance with some expert opinions say that there is a relationship between organizational commitment to performance, among others: Employee commitment is a form of attitude [17]. While Robbins [18] defines attitude as an evaluative statement (judgment) of the object, person or event. This attitude is broken down into three basic components: emotional, informational and behavioral [12]; cognitive, affective and behavioral [18]. The emotional / affectionary component involves a person's feelings (positive, neutral or negative) toward an object [18]. An intention / behavioral component includes a person's tendency to behave in a certain way to an object.

3) Kompetensi Advokat dan Komitmen Organisasional Advokat terhadap Kinerja Advokat

The competence of advocate and organizational commitment of advocate together influence to advocate performance. The findings provide an understanding that the performance of advocates can be supported through the competence of advocates and organizational commitment of advocates. This means that the better the competencies of the advocates and supported by organizational commitment of strong advocates, it will increasingly affect the performance of advocates.

CONSLUSION AND SUGGESTION

Based on the results and discussion then the conclusion of this research are:

- 1) The competence of advocates has a positive and significant effect on the performance of advocates partially. Competence advocates consisting of dimensions: Cognitive, Achievement & Action, Helping & Human Service, Impact & Influence, Managerial, and Personal Effectiveness. The better the competencies possessed by the advocate will be the better the performance of advocates in carrying out their work.

- 2) Organizational commitment of advocate has a positive and significant effect on the performance of advocate partially. Organizational commitment of advocates consisting of dimensions: affective commitment; Normative commitment; and ongoing commitments. The better organizational commitment owned by advocates will be able to improve the performance of advocates in carrying out their work.
- 3) Organizational commitment advocate and motivation of advocate work have a positive and significant impact on advocate performance. The better organizational commitment advocate and motivation of advocate work, it will increasingly affect the performance of advocates.

Suggestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

- 1) To obtain a comparison and reinforce the theory of influence among the variables studied, it is necessary to conduct research or review on other Law Firms outside Jabodetabek or other Law Firms that have characteristics of organizational behavior and culture that are different from the organization of the Law Firm that has been studied.
- 2) It should be studied more deeply other variables that can significantly influence the performance of advocates within the Firm's Law. So that can be arranged another model in problem solving related to the increase of organizational commitment and improvement of advocate performance.

Further review is required by using or adding other indicators and may also use different concepts. The other factors that influence the performance of advocate office in addition to the variables raised in this study, among others, such as: competitive strategy, partnership strategy, source of excellence, learning organization, organization innovation, etc., because it is expected To examine these other factors, so that the performance of advocates can be further improved and the development of science will continue.

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