

## Effect of Self Efficacy and Integrity to Organizational Performance through Commitment Organization in PT Rekayasa Engineering Jakarta

Marlinang Irene CM<sup>1\*</sup>, Akhmad Sodikin<sup>2</sup>, Guswandi<sup>3</sup>

<sup>1</sup>Student Master of Management Universitas Krisnadwipayana, Campus Unkris Jatiwaringin PO BOX 7774/Jat CM Jakarta 13077, Indonesia

<sup>2,3</sup>Lecturer at Faculty of Economics Universitas Krisnadwipayana, Campus Unkris Jatiwaringin PO BOX 7774/Jat CM Jakarta 13077, Indonesia

### \*Corresponding author

Marlinang Irene CM

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**Abstract:** This study aims to identify and analyze the effect of self-efficacy and integrity of the performance of the organization through organizational commitment variable. The study was conducted on the organization of PT. Rekayasa Engineering Jakarta. Sampling using saturated samples involving 83 employees in all parts of the organization. Analysis of data using path analysis. Based on the survey results revealed that the variables of self-efficacy and integrity effect on organizational performance through organizational commitment. The direct effect of self-efficacy and integrity of the organization's performance is less than the indirect effect so that it can be said that the organizational commitment variable as an intervening variable.

**Keywords:** Self-efficacy, integrity, organizational commitment, organizational performance.

### INTRODUCTION

Organizational performance is a topic that is always a concern for an organization that wants to win the competition in the global business world, especially business. Kaplan and Norton [1] the organization's performance is measured not only in terms of financial concepts but also of non-financial. Performance can be measured by productivity, quality, and consistency and so on. On the other hand measure organizational performance outcomes, behavioral and normative level, education and concepts generated including management development [2].

Factors that affect the performance of the organization of which is self-efficacy, integrity, and commitment to the organization. Bandura [3] defines self-efficacy that her abilities in performing a task or action needed to achieve a particular result. Meanwhile, Baron and Byrne [4] defining self-efficacy as an evaluation of a person about his ability or competence to perform a task achieve goals and overcome obstacles. Bandura and Woods explained that self-efficacy refers to the belief in the ability of individuals to drive motivation, cognitive abilities, and the actions needed to meet the demands of the situation. Although Bandura's self-efficacy assume that occur in a particular situation phenomenon capability, other researchers have distinguished a special self-efficacy general self-efficacy.

Other factors that affect the performance of an organization is how much integration is formed on the employees of the company. Integrity is a consistent attitude and behavior to uphold work ethics and

professional ethics. Integration requires the temptation or opportunity to commit misconduct. However, people who are not motivated misconduct because he had confidence in the importance of upholding the noble values in their environment. Integration is acting consistent with the values and policies of the organization as well as the code of professional conduct, even in a state that is difficult to do so. Simply put, motivation showed firmness attitude, merging deeds and moral values embraced by someone.

Awaludin, Adam, and Maharani [5] examined the effect of the integrity of the performance of the organization. The study was conducted at the government hospital in Kendari. Declare that the integrity of research results on the performance of the organization.

Other factors that affect the performance of the organization is a factor of organizational commitment.

According to Robbins and Judge [6] states that organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin [7] organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki [8] that reflects the organization's commitment to recognizing the degree to which someone tied to an organization and its goals. Organizational commitment is the attitude of the employees who are interested in goals, values and objectives of the organization shown by their acceptance of individuals on the values and goals of the organization and have a desire to affiliate with the organization and a willingness to work hard for the organization to make people feel at home and still want to stay in the organization for the sake of achievement of objectives and survival of the organization. Research conducted by the experts stated that organizational commitment affects the performance of the organization. The higher the better organizational commitment to organizational performance.

## LITERATURE REVIEW

### Self-Efficacy

Bandura [9] defines self-efficacy that her abilities in performing a task or action needed to achieve a particular result. Meanwhile, Baron and Byrne [4] defining self-efficacy as an evaluation of a person about his ability or competence to perform a task, achieve goals and overcome obstacles. Bandura and Woods explained that self-efficacy refers to the belief in the ability of individuals to drive motivation, cognitive abilities, and the actions needed to meet the demands of the situation.

Emphasis on the self-efficacy component of one's own self-belief in the face of situations that will come up that contains ambiguous, unpredictable and often fraught with tension. Although self-efficacy has a causal influence on the action of our large, self-efficacy in combination with the environment, previous behavior and other personal variables, particularly the expectations of the results to produce behavior. Self-efficacy will affect some aspects of cognition and behavior.

Bandura [9] states that there are three dimensions of self-efficacy, ie magnitude, generality, and strength.

- **Magnitude**  
Dimensions of this magnitude related to the degree of difficulty of the task. If the tasks imposed on individuals arranged according to the degree of difficulty, then the difference in individual self-efficacy may be limited to simple tasks, medium or high. Individuals will perform actions that felt able to be implemented and the tasks expected outside the limits of its capabilities.
- **Generality**  
Dimensions of this generality relate to a person's belief in the ability of self can be different in terms of generalization. That is one may judge her conviction for certain activities.
- **Strength**  
Dimensions strength is related to the degree of strength or stability of a person against his conviction. The level of the lower self-efficacy easily swayed by the experiences that weaken. Meanwhile, people who have a strong self-efficacy will be diligent in improving its business despite weakening common experience.

Based on some of the theories and explanations above self-efficacy, it can be concluded that the essence of self-efficacy is the belief in the ability of self. Later, the development of self-efficacy, in each phase of the development of individual competencies required to succeed in each phase of the development. Though, stage of development through which the individual not the same.

### Integrity

Integrity comes from the Latin "integrate" which means complete or flawless, perfect, without a visor. The point is what is in the hearts of the same with what we think, say and do [10].

So it can be said that Integrity is a consistent attitude and behavior to uphold work ethics and professional ethics. Integration requires the temptation or opportunity to commit misconduct. However, people who are not motivated misconduct because he had confidence in the importance of upholding the noble values in their environment.

Integration is acting consistent with the values and policies of the organization as well as the code of professional conduct, even in a state that is difficult to do so. Simply put, motivation showed firmness attitude, merging deeds and moral values embraced by someone.

People who have integration will not be deterred by the temptation to betray the moral values that are believed. Personal motivation is the person who

maintains the level of honesty and high ethics in words and actions every day. They are the ones who are competent, conscientious and reliable in the act, it can be trusted by his co-workers, subordinates, and superiors as well as outsiders.

Some explanation of the integration by Pringle [11] in his book Top 10 Qualities of A Great Leader are as follows:

Integration comes from unselfish attitude. Integration is built on the foundation of the discipline. Integration is a moral force that proved to remain right in the middle of the fire of temptation. Integration is the ability to be patient when life does not go smoothly. Integration is a test stand that requires predictable behavior. Integration is a force that remains firm even though no one noticed. Integration is keeping promises, even when hurt you. Integration, remain faithful to the commitments, even when it is inconvenient.

Integration remains firm on certain values despite perceived more popular to dump him. Integration, living with confidence, rather than with what they like. Integration is the foundation of life if the motivation is good, then the good life, and vice versa. Integration was formed through customs.

### **Organizational Commitment**

According to Robbins and Judge [6] organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin [7] organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki [8] that reflects the organization's commitment to recognizing the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

Organizational commitment is the attitude of the employees who are interested in goals, values and

objectives of the organization shown by their acceptance of individuals on the values and goals of the organization and have a desire to affiliate with the organization and a willingness to work hard for the organization to make people feel at home and still want to stay in the organization for the sake of achievement of objectives and survival of the organization. Organizational commitment revealed the scale of organizational commitment. Aspects of the commitment expressed through the aspects raised Schultz and Schultz [12], namely: (1) acceptance of the values and goals of the organization (2) a willingness to strive for the organization and (3) have a desire to affiliate with the organization. Meyer and Allen [13] suggest three components of organizational commitment: 1). Affective Commitment occurs when employees want to be part of the organization because of their emotional ties or feel have the same value to the organization, 2). Continuance Commitment, ie the willingness of individuals to remain in the organization because it could not find another job or because of certain economic rewards, 3). Normative Commitment, arising from employee values. Employees survived to become members of the organization because there is an awareness that is committed to the organization is that it is supposed to do.

### **Organizational Performance**

The terms of raw performance can be interpreted as a vote to determine the final goal to be achieved by individuals, groups, and organizations. In this sense performance is a tool that can be used to measure the level of achievement or group and individual policies. Some opinions about the performance were also expressed by some experts as follows:

According to Keban [14] performance is the translation of performance that is often interpreted as "appearance", "protest" or "achievement". It also agreed with the said Mangkunegara [15] that the term is derived from the performance of job performance or the actual performance of the job performance or achievements to be achieved.

According to Keban [14] the achievement of results (performance) can be judged by the actors, namely:

- Individual performance that illustrates how far a person has been carrying out a duty that can give results that have been set by the group or agency.
- Performance groups, which illustrates how far someone carrying out a duty that can give results that have been set by the group or agency.
- Performance of the organization, which illustrates how far the group has carried out all the basic activities so as to achieve the vision and mission of the institution.

- Program performance, namely with regard to how far the activities in the program that has been implemented so as to achieve the objectives of the program.

Performance is an overview of the level of achievement of the implementation of an activity/program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization [16].

Based on some opinions on the above, it can be said that the concept of performance is an overview of the accomplishments of the employees or groups within an organization in the implementation of activities, programs, policies in order to realize the vision, mission, and goals of the organization that has been designated.

There are three indicators which are generally used as a measure of the extent to which performance of profit-oriented organizations [17] is as follows:

- Effectiveness is the relationship between inputs and outputs where the use of goods and services purchased by the organization to achieve a certain output.
- Effectiveness is the relation between output and goal, where effectiveness is measured by how far the level of output, policies, and procedures of the organization achieve its intended purpose.
- Economical is the relationship between markets and inputs, in which the purchase of goods and services carried out at the desired quality and the best price possible.

In connection with organizational performance measures, Ruky [18] suggests that the assessment of organizational performance is an activity comparing the actual results obtained with the plan. Targets to be achieved researched the organization, which has been accomplished fully (100%), which is above the standard (target) and which are below the target or not achieved completely.

**RESEARCH METHODS**

**Research Design**

This research uses explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable.

**Population and Sample Research**

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions [19]. Samples were towing the majority of the population to represent the entire population [20]. The sample used by the author in this study was employees of PT. Rekayasa Engineering in Jakarta.

The total number of employees 83 people. Employees are entirely included in the data analysis. This sampling included in the sample collection by using purposive sampling method. This sampling is sampling in an analytical unit by taking into account the same characteristics in the samples. Overall samples were taken at the organization's use saturated sampling.

**Data Collection Technique**

To obtain a concrete data and objective it must be conducted research on the problems examined, while the steps that researchers take in data collection is the primary data is data obtained directly from the research object, in this case, primary data obtained from field research is the method of collection research premises do data directly on the object of study in question.

**Deviations Classical Assumption Test**

Stages of processing the data in this study are the classical assumption test with such regression linearity test, heteroscedasticity test, normality test, multicollinearity and autocorrelation and the search for descriptive statistics that the average value, median mode, standard deviation and range.

**RESULTS AND DISCUSSION**

**Classic Assumption Testing**

The regression equation generated from calculations using SPSS version 21 must be tested quality by using the classical assumption that qualifies Best Linear Unbiased Estimated (BLUE). Some classic assumption test that must be met is the normality test, autocorrelation, multicollinearity, and heteroscedasticity.

**Hypothesis Testing**

**Effect of Self Efficacy And Integrity To Organizational Performance**

Linear analysis model can be based on calculations using SPSS program as follows.

**Table-1: Results of the analysis of the first equation**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17,218	2,673		6,443	,000
Self Efficacy	,689	,120	,422	5,732	,000

	Integrity	,553	,070	,580	7,887	,000
a. Dependent Variable: Organizational Performance						

Based on the above table is the simultaneous structural equation:  $Y = 0,422X_1 + 0,580X_2$   
 F count can be obtained from the following table:

This value is less than 0.05. This means that the variables of self-efficacy and integrity effect on organizational performance simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.

Based on the table 2 it is known that the calculated F value of 53.655 and significance of 0.00.

**Table-2: Calculate the F value equations simultaneously**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1487,056	2	743,528	53,655	,000 <sup>b</sup>
	Residual	1108,606	80	13,858		
	Total	2595,663	82			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Self Efficacy, Integrity						

**Table-3: Values r squared regression model first**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,757 <sup>a</sup>	,573	,562	3,72258	1,249
a. Predictors: (Constant), Self Efficacy, Integrity					
b. Dependent Variable: Organizational Performance					

Based on the above table it is known that the value of r squared of 57.3% means that the variables of self-efficacy and integrity effect on the organizational performance of 57.3% while the rest influenced by other variables that are not incorporated into the model equations.

**Analysis of Effect of Self Efficacy on Organizational Performance**

Self-efficacy analysis results of the performance can be partially seen in the following table.

**Table-4: Results of the analysis of the second regression equation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,917	3,144		8,561	,000
	Self Efficacy	,802	,158	,491	5,068	,000
a. Dependent Variable: Organizational Performance						

The structural equation of the above data is  $Y = 0,491X_1$

Based on the chart above analysis it is known that self-efficacy coefficient of 0.491. T value of 5.068. The significant value of 0.00. The significance value smaller than 0.05. This means that self-efficacy

variables affect organizational performance partially. The magnitude of the effect of self-efficacy on organizational performance can be seen in the following table.

**Table-5: Values r squared second equation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,491a	,241	,231	4.93249
a. Predictors: (Constant), Self Efficacy				

Based on the above table it can be seen r squared value of 0.241. This means that the effect of self-efficacy variables on the performance of 24.1% and the rest influenced by other variables not included in the model equations.

The analysis results in the partial integrity of the performance can be seen in the following table 6.

**Analysis influence of Integrity on Organizational Performance**

Based on the chart analysis it is known that the integrity coefficient of 0.630. T value of 7.310. The significant value of 0.00. The significance value smaller than 0.05. This means that the integrity of variables affects organizational performance partially. The amount of influence the integrity of the

organization's performance can be seen in the following table 7.

**Table-6: Results of the analysis of the third regression equation**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	29,686	1,833		16,193	,000
	Integrity	,601	,082	,630	7,310	,000

a. Dependent Variable: Organizational Performance  
Structural equation of the above data:  $Y = 0,630X_2$

**Table-7: The third equation r squared**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,630a	,397	,390	4.39407

a. Predictors: (Constant), Integrity

Based on the above table it can be seen r squared value of 0.397. This means that the integrity of the variables influences on organizational performance by 39.7% and the rest influenced by other variables not included in the model equations.

**Analysis Influence of Organizational Commitment to Organizational Performance**

The analysis results on the performance of organizational commitment partially work can be seen in the following table.

**Table-8: Results of the fourth regression equation analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	9,907	2,277		4,351	,000
	Organizational Commitment	,781	,054	,850	14,514	,000

a. Dependent Variable: Organizational Performance  
Structural equation of the above data:  $Y = 0,850X_3$

Based on the chart above analysis it is known that the coefficient of organizational commitment at 0.850. T value of 14.514. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational commitment variables affect

organizational performance partially. The magnitude of the effect of organizational commitment on organizational performance can be seen in the following table.

**Table-9: Values r squared fourth equation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,850a	,722	,719	2.98320

a. Predictors: (Constant), Organizational Commitment

Based on the above table it can be seen r squared value of 0.722. This means that the effect of variable organizational commitment to organizational performance amounted to 72.2% and the rest influenced by other variables not included in the model equations.

**Analysis Influence of Self Efficacy to Organizational Performance Through Organizational Commitment**

Based on the partial path analysis above, it can be described as follows.



**Fig-2: Analysis of the influence lines X1 to Y via X3**

The coefficient of self-efficacy influence organizational performance through organizational commitment can be seen in the following table

**Table-10: Effect of self-efficacy to organizational performance through organizational commitment**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,264	3,079		6,582	,000
	Self Efficacy	1,105	,155	,621	7,136	,000

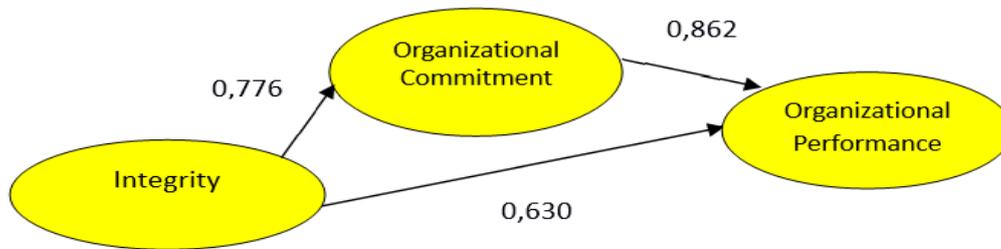
a. Dependent Variable: Organizational Commitment

Based on the picture above can be seen that the influence of self-efficacy on organizational performance is 0.4911. The influence of self-efficacy on organizational performance through organizational commitment is  $0.621 \times 0.850 = 0.527$ . In this case, the indirect effect is greater than the direct effect so that it

can be said that the variables of organizational commitment as an intervening variable.

**Analysis Influence of Integrity to Organizational Performance Through Organizational Commitment**

Based on the partial path analysis above, it can be described as follows.



**Fig-2: Analysis of the influence lines X2 to Y via X3**

The coefficient of integrity on organizational performance through organizational commitment can be seen in the following table.

Based on the picture above it can be seen that the direct effect of integrity on organizational

performance is 0.630. While the integrity of the influence on organizational performance through organizational commitment is  $0.776 \times 0.850 = 0.659$ . In this case smaller than the direct influence of indirect influence so that it can be said that the organizational commitment variable as an intervening variable.

**Table-11: Coefficient integrity on organizational performance through organizational commitment**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24,584	1,623		15,148	,000
	Integrity	,805	,073	,776	11,061	,000

a. Dependent Variable: Organizational Commitment

**CONCLUSIONS AND RECOMMENDATIONS**

**Conclusion**

The variables of self-efficacy and integrity effect on organizational performance simultaneously. Calculated F value of 53.655 and significance of 0.00. This value is less than 0.05. R squared value of 57.3% means that the variables of self-efficacy and integrity effect on the organizational performance of 57.3% while the rest influenced by other variables that are not incorporated into the model equations.

Self-efficacy variables affect organizational performance partially. T value of 5.068. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.241. This means that the effect of self-efficacy variables on the organizational performance of 24.1% and the rest influenced by other variables not included in the model equations.

Integrity variables affect organizational performance partially. T value of 7.310. The

significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.397. This means that the integrity of the variables influences on organizational performance by 39.7% and the rest influenced by other variables not included in the model equations.

Organizational commitment variables affect organizational performance partially. T value of 14.514. The significant value of 0.00. The significance value smaller than 0.05. r squared value of 0.722. This means that the effect of variable organizational commitment to organizational performance amounted to 72.2% and the rest influenced by other variables not included in the model equations.

The influence of self-efficacy on organizational performance is 0.4911. The influence of self-efficacy on organizational performance through organizational commitment is  $0.621 \times 0.850 = 0.527$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of organizational commitment as an intervening variable.

The direct effect of integrity on organizational performance is .630. While the integrity of the influence on organizational performance through organizational commitment is  $0.776 \times 0.850 = 0.659$ . In this case smaller than the direct influence indirect influence so we can say that the variables of organizational commitment as an intervening variable.

### **Recommendations**

Organizational performance needs to be improved by increasing self-efficacy and improve the integrity of the employees. Self-efficacy that her abilities in performing a task or action needed to achieve a particular result. Increased self-efficacy to do with improving the experience of success, pay attention experience of others to apply to other employees, improving the ability of verbal persuasion and pay attention to physiological conditions.

Improved performance of the organization can also be done by increasing the integrity of the employees. Employees must change the mindset with selflessness, have an attitude of patience after a maximum effort, adhere to the specified value.

Organizational commitment also needs to be improved. Organizational commitment can be improved through increased employee awareness of the organization in the form of employee participation to the decision making of the company, the activities of a togetherness and personality enhancement training activities.

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