



# The Influence of Individual Characteristics, Competencies and Organizational Culture towards the Quality of Work Life and Employee Performance Outsourcing Company in East Java Province

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## ABSTRACT

The era of globalization and the digital age encourages companies to improve the quality of human resources with the expectation of being able to compete and survive. The increasingly rigorous competition sparked the company to first settled themselves. Start of the development of human resources, the software always up date and the company's operational system is always the latest and innovative products. The purpose of this research is to examine and analyze the influence of individual characteristics, competencies and organizational culture towards the quality of work life and employee performance outsourcing company in East Java Province The technique used is the analysis of path analysis with SEM (Structural Equation Modeling) with the program SPSS version 23 and AMOS 18. The population in this research is outsourcing company in East Java Province and the sample numbered 165 employees. The results of the discussions can be concluded that the competence effect significantly to quality of work life, Individual characteristics effect significantly to quality of work life, Organization culture effect significantly to quality of work life, the Competence effect significantly to performance of employees, Individual characteristics effect significantly to performance of employees, Individual characteristics effect significantly to performance of employees, Organization culture effect significantly to performance of employees, and Quality of work life effect significantly to performance of employees

**Key words:** competence, individual characteristics, organizational culture, quality of work life and performance of employees

## INTRODUCTION

The key to success of the company to be superior is located in human resources. The success also became goals in doing a thorough activity. Human resources is the key to getting the best performance, for addressing the problem of skills and expertise and build employee behavior to drive yield the best performance.

The existence of competition in the competitive business world sangt now demanded the company to anticipate in order to compete with other companies. Therefore dibuthkan adequate human resources in terms of good views of education, skill and management company. In line with the development of increasingly intelligent and employee dynamic, the company management is needed that is able to answer the demands of the employees. Employees with hard voicing demands bolder and push the company also to always improve management so that harmonious relationships interwoven employees with the company.

Harnomis relations between employees and the company could become the capital for the successful management of the company. The success is the increased performance that can

improve the performance of the company as a corporate goal. Employee performance is part of the resulting product or employees doing work activities. A work activity that is a regular activity of the employee in performing the work will be more terpolita and increasingly proficient that can improve its performance.

Employee performance outsourcing will be influenced by several factors such as the presence of kompetensi. The competence of an important employee in doing the work. In the company. Employees will be measuring ourselves the ability to do work. When employees can compete with other employees are healthy then the employees would be proud. Proud in the sense that the employees are able to compete healthily in doing the work. Then the company to create a benchmark of competence are healthy for employees. The company will be able to obtain quality employees who meet the specifications required of the company

In addition to competence is also required the presence of the characteristics of individuals to support the achievement of the company's performance. Individual characteristics reflect the interests, attitudes and needs of someone who was brought into the situation of the working Interest of employees in performing the work necessarily to earn an income to meet the employee's experience with his family, and of course to get a better position. Other such employees needs to get into his career. Although sometimes the employees remain eager to achieve the desired goals.

Factors that support employees can work with enthusiasm and comfortable is the company culture. Organizational culture a factor supporters were to get the performance of employees. Organizational culture conducive will deliver positive impact in increased employee performance. All the rules clear, adequate facilities and salaries that correspond to the expectations of the employee or salary corresponding government regulations will contribute positively to the employees. Employees in doing the work can be excited because the support facilities and harmonious working environment and ultimately the performance of the current be increased

With regard to the performance of the employee's required also the quality of life of employees or Quality of Work Life (QWL). QWL operates more on the overall work culture or climate Wirawan (2008:98). For the company's QWL is very important because it will encourage increased employee performance. Employees will feel comfortable who supported a work environment that supports employees ' performance, so it is increasing. The company should realize that employees are assets the company not only as energy needed but much looked that became company assets that can contribute to the progress of the company.

The more able to manage the employees of the company will be easier to get kinerja employees are increasing. Based on the background that has been outlined above, the formulation of the problem posed is the influence of individual characteristics, competencies and culture organizations against the quality of work life and employee performance outsourcing company in East Java Province.

### **Competence**

Competencies are literally comes from the word which means competence skills, abilities, and powers (Scale in Sutrisno, 2011:201). Palan (2007:6) of competence, a model of competency-based training and kompetensimerupakan a word that could be interpreted as varied following pendefinisiannya. Spencer and Spencer (1993:9), competence is a fundamental characteristic of the individual, namely the causes associated with the reference criteria of effective performance.

Spencer and Spencer (1993:10) more suggests that competency is the ability to execute or do a job or task that is based upon skills and knowledge as well as supported by the attitude of work demanded by the job . Competence as a person's ability to generate satisfactory levels in the workplace, also shows the characteristics of the knowledge and skills possessed or needed by every individual that enables them to do their duties and responsibilities effectively and enhance the professional standards of quality in work

Ahmad (2009) competency is defined as a description of the behaviour. In a more detailed description refer to characteristics that describe the behavior of the underlying motives, personal characteristics (typical), concepts of self, values the knowledge or expertise. All that's just owned by someone who superior performer in the workplace. Then proficiency is defined as a description of the tasks or work. These skills are defined as individual expertise by someone in the yangditunjukkan produce a product or service that corresponds to the required standard

Some indicators of competence according to Gordon (1996):

1. Knowledge, namely in the field of cognitive awareness.
2. Comprehension, i.e. the depth of the cognitive, affective and owned by individuals.
3. The value, is a standard of behavior that had been believed to be psychologically and have fused in a person.
4. The ability, is something that is owned by the individual to perform the task or the job that charged to the employee.
5. Attitude, feeling (happy-unhappy) or a reaction to a stimulus that comes from the outside. For example, a reaction to the economic crisis, feeling against salary increases.
6. Interest, is the tendency of a person to perform an act. For example, doing an activity's work.

### **Individual characteristics**

The characteristics of the individual is of interest, attitudes towards themselves, their jobs, and the job situation, individual needs, abilities or kompetensi, the knowledge of the work and the emotions, mood swings, feelings of confidence and values (Ardana, et al 2008:31). Individual characteristics include traits such as: the ability and skills; family background, social, and experience; age, gender, nation, and others that reflect the nature of the specific demographic; as well as the psychological characteristics that consists of the perceptions, attitudes, personality, learning, and motivation (Winardi, 2004).

Physical skills can be a dynamic power, the level of flexibility, expressed earlier, that each individual has obvious differences in terms of the ability of mental and physical skills. Therefore, the main task of a Manager is how to fit between the mental and physical skills ability to work is going to do. Thus it can be said that an analysis of individual differences is very useful in design work. Well, in terms of job analysis, job, task or job specifications

Mathis and Jackson (2006:33) there are four individual characteristics that affect how people can Excel.

1. Interest, people tend to pursue careers that they believe is suitable to their interests.
2. Identity, career is an extension of a person's identity are also the things that make up the identity.
3. Personality, these factors include personal employee orientation (for example employees are realistic, fun and artistic) and individual needs, training needs, power and prestige.

4. social background, socioeconomic status and educational purposes of the work of the elderly employees was a factor that functions in the category.

The individual characteristics of the indicator according to Robbins (2008:171), are as follows:

1. Personality
2. Attitudes.
3. Motive
4. Interest/interest
5. Past experience
6. Hope

### **Organizational culture**

Organizational culture is a shared definition of the system formed by the citizens as well as becoming the criterion with other organizations. There are seven characteristics given (Robbins, 2002:247). Schein (1992) organizational culture as a pattern of basic assumptions conceived together in an organizations especially in solving the problems facing these patterns become inevitable and socialized to new members in organizations.

Kreitner and Kinicki (2005:87) have some type as follows: (1) a culture of constructive. Constructive culture is a culture where employees are impelled to interact with others and work on assignments and projects in a way that will help them in satisfying their needs to grow and develop this culture Type support normative beliefs related to the achievement of the purpose of self-actualization, the humane award, and unity. (2) the passive Culture – defensive. Schein (1992), there is a difference of sub culture that one with other cultural or sub dominant, culture:

1. A functional Distinction this difference arises because of the existence of the community associated with the field of her work and presence technology as the basis of the function concerned.
2. Distinction between geographical formation of geographical work units is one form of geographical distinction.
3. A distinction due to a product, market or technology Organization often self mendiferensiasikan based on digunakanak technology, the products were created, and or ditipe-consumer type encountered.
4. Divisonalisis along with its development in realizing the different markets, organizations often do divisonalisisasi in order to decentralize most of its functions to be more focused on product or market unit.
5. A distinction due to the hierarchical levels of Organization Description the successful and emerging sooner or later will menciptkan levels a hierarchy so that the effectiveness of the range of control is maintained.
6. Mergers and acquisitions of the dominant Culture and sub culture arises when the two organizations or companies are doing mergers and acquisitions.
7. Join ventures, strategic alliances, and other forms of cultural incorporation makin looks when organizations conduct activities such as joint ventures and strategic alliances in order to get around the tight competition because the process happens unification of different cultures.
8. Group organization existence of groups who declared himself as the opposition of the other group and intentionally done counter culture activity while still respecting the existence of dominant culture.

### **Quality of Work Life**

The quality of working life as the overall quality of the human experience in a place of work (Schemerhorn, Hunt, and Obsorn, 2005). Quality of work life is eight working conditions is the attainment of quality of work life (Walton, 1974). The quality of work life is a problem deserving the primary attention of the Organization (Lewis et al, 2001). The quality of work life is a level where members of an organization was able to satisfy the needs of an important private through his experiences in doing the work of the Organization (Safrizal, 2004). Quality

of work life is influenced by several factors, namely the supervision, working conditions, salary, benefits, and job design

The concept of quality of work life reveals the importance of respect for human beings in the environment of work. Thus the important role of the quality of work is changing the climate of the workplace in order to technically and humane organizations bring to the quality of work life better (Luthans, 2006). Wayne (2003) stated that there are several aspects to know or measure the quality of work life on employees as part of the company's management, with performance indicators covering: 1) Participatory management, 2) A good working Environment, 3) Job Design, 4) The opportunity of acquiring development potential training and 5) The working reward.

### **Employee Performance Outsourcing**

Employee Performance outsourcing is a result achieved by the clerk in the improvements according to certain criteria that apply to a specific job. Robbins (2006) that the employee's performance is as a function of the interaction between ability and motivation. Mathis and Jackson (2006:65) stated that the performance is basically what is done or not done employees. Performance management is the overall activities conducted to improve the performance of the company or organization, including the performance of each individual and work group in the company

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Performance is the term given for the word performance in the United Kingdom, which stands for language of work, deeds. In a broader sense, the words performance is always used in words such as job performance or work performance which means the work or accomplishments. Management experts generally gave the sense of a performance as the work achievement and work productivity.

Employee performance is the result of a person's or group's behavior related to the how it works. On everyone who works or in a workgroup, the performance is always expected to be always good quality and quantity, Gibson (2004). Bernardin and Russel, (2002), that performance is a function of the results of the work of an individual or group within an organization on a specific time period that reflects how well a person or group that meets the requirements of a employment in the business achievement of the objectives of the organization. Schermerhon, Hunt and Osborn in Veitzal (2011:4) that the performance is the quality and quantity of the achievement of the task assignment, whether committed by individuals, groups or companies.

Performance refers to the levels of achievement of tasks that make up a work of employees. Performance reflects how well an employee meets the requirements of a job, so that performance is measured in terms of results (Simamora, 2004:339). Mangkunegara (2009:67) is the result of work performance in quality and quantity achieved an employee in carrying out its duties in accordance with the responsibility which they provide. Mathis and Jackson

(2006:78) has the dimensions of performance is different for each different type of job, because every job has job criteria m specifics. Whereas the criteria for the performance of work or achievements that are based on the specific behavior such as: 1) The Quantity of work, 2) The original idea, 3) Cooperation, 4) Dependability and 5) Initiative.

### RESEARCH METHODS

Data analysis techniques based on the conceptual framework and the design of the research, then this study uses the SEM analysis techniques (Structural Equation Modeling) with the program SPSS version 23 and AMOS 18. Structural Equation Modeling is statistical techniques, allowing to test a series of relatively complicated relationships and simultaneous. Ferdinand (2006) Structural Equation Modeling (SEM) requires a minimum sample in SEM is: between 100 to 200 samples so that a sample of research above meets the requirements of both the sample and the minimum requirements to use the techniques of analysis of the complicated relationship of SEM. It can be built from one or several variables bound and free variables or multiple. The population in this research is employee outsourcing company in East Java Province and assigned the sample numbered 165 employees.

### DISCUSSION

PT. Jagabaya Nuswantoro is a service company human resources development that prepares the work force or employees of outsourcing. This company provides workforce outsourcing and currently has many occupy on the company field of food, beverage and manufacturing such as cardboard, tissue paper, and others. The company was founded in 2011. The company's locations in the land of 20 hectares, in the town of Mojokerto, approximately 55 km from the major city of Surabaya in East Java. The company is producing all kinds of quality tissue paper such as Facial Tissue, Bathroom Tissue, Paper Napkins, Paper Towel and MG from 11 to 45 gsm up to three paper thick sheet.

#### Description of Respondent's

Description of the respondent's demographic Description, position of the respondents research, distribution of position/job, work long and the distribution of the respondents be employees is supporting data that existed at the beginning of the questionnaire. A detailed description of respondents in table 1 below.

**Table 1. Description of Respondent's**

Gender	Frequency	Percentage (%)
Male	105	63,64
Female	60	36,36
Total	165	100.0
Level of education	Frequency	Percentage (%)
Junior High School	40	24,24
Senior High School	115	69,70
Bachelor's degree	10	6,06
Total	165	100.0

Based on table 1 shows that employees who become research and sample male there are 105 persons or 63.64% while there are 60 women person or 36.36%. Based on level of education shows that employees become more research samples that have already traveled a level of Senior High School 115 people or 69.70%, then Junior High School as there were 40 people or 24.24% and Bachelor's degree, there are 10 people or 6.06%.

### The Results of the Tests of Goodness of Fit

A model is said to be good if the hypothetical development conceptually and theoretically supported by empirical data, structural equation model test results are shown on the following picture:

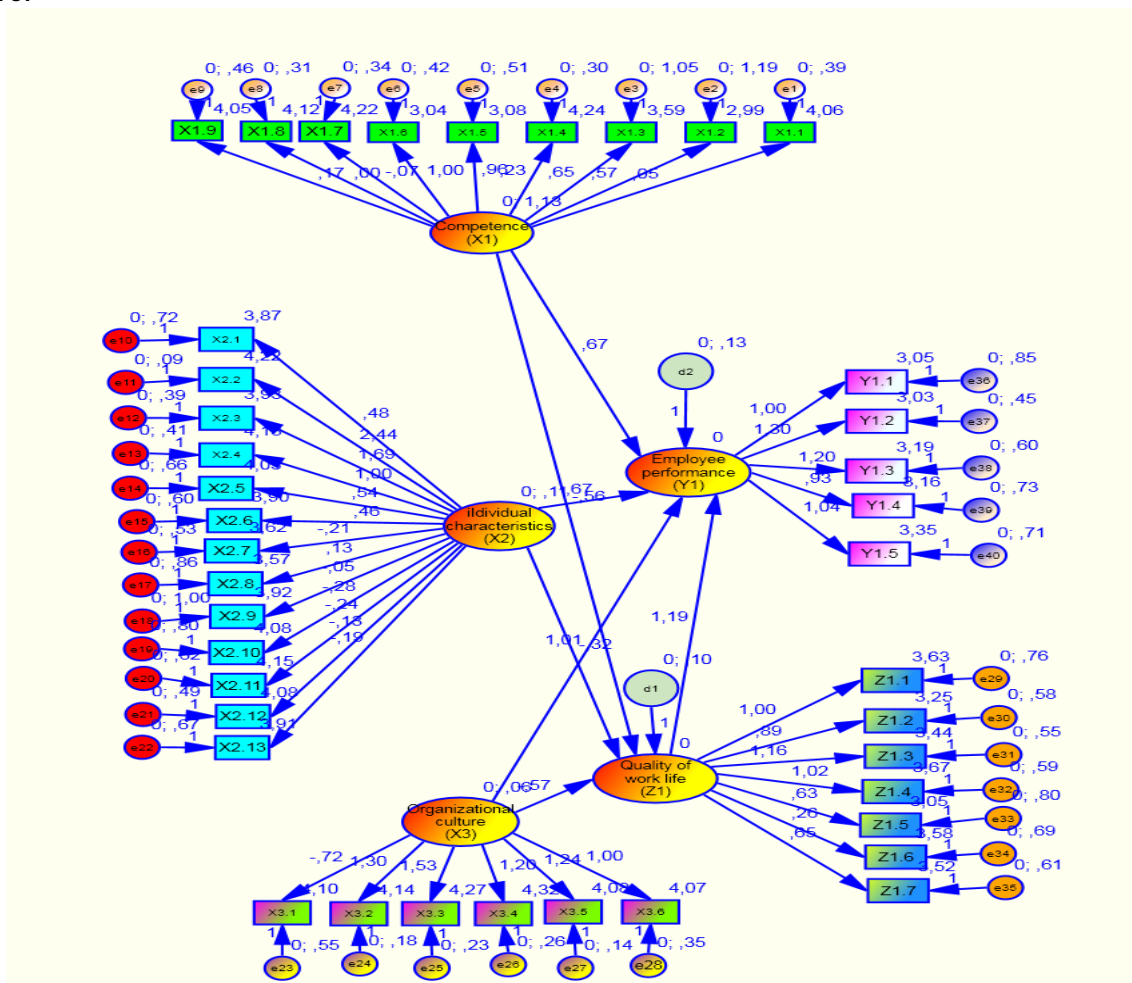


Figure 1. Structural Equation model

In the table below is a table of the results of tests of Goodness of Fit of the model taken from the last modified or the results of the development model of the best mods. SEM analysis of the results of the model of the complete test results can be some Goodness of Fit long-sleeved Model can be seen in the table below:

Table 2. Index Of Suitability Model In Structural Models

Goodness of Fit Measure	Indeks	Cut off	Description
<i>Chi-square of estimate model</i>	2412,80 2		No fit model
<i>Probability Level</i>	0,000	> 0,05	No fit model
<i>Goodness of Index (GFI)</i>	0,929	≥ 0,9	Fit model
<i>Adjusted Goodness of Index (AGFI)</i>	0,912	≥ 0,9	Fit model
<i>RMSEA</i>	0,071	≤ 0,08	Fit model
<i>RMR</i>	0,041	≤ 0,05	Fit model
<i>Tucker-Lewis Index (TLI)</i>	0,270	≥ 0,9	No fit model
<i>Comparative Fit Index (CFI)</i>	0,948	≥ 0,9	Fit model

Source : calculation result data using AMOS 18

The table above shows the criteria for a model is said to be fit or in other words of Goodness of Fit Overall. From the results of testing goodness of fit against model proposed as in the table above of the eight criteria used by SEM analysis to show a good model there are 5 (five) of them shows excellent condition and 3 (three) other criteria indicating conditions unfavourable. This shows that the model already created meets the elements of the feasibility of the design model. The results illustrate that design or design of research studies already fit and proper according to the criteria of research and testing.

### Hypothesis testing

Models that already ascertained fit then the next step is to test the hypothesis that test the relationship causal, i.e. testing whether endogenous or exogenous variables between effect on endogenous variables appropriate reference in the hypothesis. At the stage of testing this hypothesis can also note the value of the coefficient of the respective relationships between variables. The value of the coefficient of relationship is to know the direction of the relationship is positive or negative and big changes in endogenous variables exogenous variables if the change or changes in the endogenous variable (the dependent) if endogenous variables (intervening) changed.

Following are the results of the calculation the relationship between direct influence variable:

**Table 3. Test Causality Regression Weight**

Hi	The relationship of Causality			Std. estimate	SE	CR calculate	levels of Sig.	Description
H1	Competence (X <sub>1</sub> )	→	Quality of work life (Z <sub>1</sub> )	-0,559	0,074	-7,531	***	significant
H2	Individuals characteristics (X <sub>2</sub> )	→	Quality of work life (Z <sub>1</sub> )	-0,318	0,146	-2,180	0,029	significant
H3	organizational culture (X <sub>3</sub> )	→	Quality of work life (Z <sub>1</sub> )	-0,572	0,246	-2,330	0,020	significant
H4	Competence (X <sub>1</sub> )	→	employee performance outsourcing (Y <sub>1</sub> )	0,670	0,251	2,668	0,008	significant
H5	Individuals characteristics (X <sub>2</sub> )	→	employee performance outsourcing (Y <sub>1</sub> )	0,674	0,251	2,572	0,010	significant
H6	organizational culture (X <sub>3</sub> )	→	employee performance outsourcing (Y <sub>1</sub> )	1,006	0,454	2,218	0,027	significant
H7	Quality of work life (Z <sub>1</sub> )	→	employee performance outsourcing (Y <sub>1</sub> )	1,194	0,425	2,807	0,005	significant

**Source: calculation result data using AMOS 18**

Description: \*\*\* is significant at level 0.000

### Hypothesis 1: Competence effect significantly to quality of work life

Result of parameter estimation variable of competence to quality of work life based on indicators-charge indicators will show significant results with a value of CR-7.531. This value is greater than 1.96. Besides significance levels obtained 0.000 ( $p < 0.05$ ). So the first hypothesis stating the competence effect significantly to quality of work life proved his righteousness.

The results of this study support the research conducted Rahardjo (2014), which concluded that a significant effect on performance competence of employees. The study results also support the opinion of Marlina (2011) stating the competence is the hardest thing copied, because its characteristics are indeed different and specific to each individual. In line with the



opinion that, in the era of knowledge-based competitive as it is now, the competence of the company's main asset is as a source to establish and achieve sustainable competitive advantage

### **Hypothesis 2: Individuals characteristics effect significantly to quality of work life**

Result of parameter estimation variable of individual characteristics to quality of work life based on indicators-indicators will show significant results with a value of CR- 2.180. This value is greater than 1.96. Besides significance levels obtained 0.029 ( $p < 0.05$ ). So the second hypothesis stating the individual characteristics effect significantly to quality of work life proved his righteousness.

The results of this study support the research conducted Krishnakumar and Sugavaneswari (2012), which concludes that the characteristics of the individual effect significantly to quality of work life. This research supports the theory that has been said by the Wursanto (2009) States that the task of the leadership of the organization is to create a harmonious work atmosphere by creating human relations as well as possible. Because of that, then the leadership into the factors that can create the non physical work environment within the scope of the organization. The existence of a feeling of safety officers is secured from a variety of hazards that may threaten State employees. In addition to employee attitude is loyalty true to our company or organization as well as the work became her responsibilities. Loyalty consists of two kinds, namely loyalty that is both vertical and horizontal. Vertical i.e. loyalty loyalty among subordinates with superiors or otherwise between the tops with subordinates.

### **Hypothesis 3: Organizational culture effect significantly to quality of work life**

Result of parameter estimation variable of characteristics individual to quality of work life based on indicators-indicators will show significant results with a value of CR- 2.330. This value is greater than 1.96. Besides significance levels obtained 0.020 ( $p < 0.05$ ). So the third hypothesis stating the organization culture effect significantly to quality of work life proved his righteousness.

The results of these studies support the theory that has been said by Luthans (2011:356) which concluded that QWL can described as impact of work on people and the effectiveness of organizations that combine with participation in problem solving and decision making. Mentioned that the employees who followed the empowerment and work by participating more and committed to organissi shows have high QWL. It then impacted positively on turnover of employees and productivity. Work life quality program is an example and development that includes the scope of cultural organiasasi. QWL program creates a foundation for management to receive attention and structure that helps the management of adherents of the need for changes based on the demands of the workers.

### **Hypothesis 4: Competence effect significantly to employee performance outsourcing**

Results of parameter estimation variable of competence to employee performance outsourcing based on indicators-indicators will show results that are significant to the value of CR 2.668. This value is greater than 1.96. In addition, obtained degrees of significance of 0.008 ( $p < 0.05$ ). So the fourth hypothesis stating competence effect to performance employees outsourcing proven true. The results of this study support the research conducted and Xu Ye (2013) which concluded that a significant effect on performance competence of employees. The results of these studies support the theory that has been said by Marlina (2011) competence is the hardest thing copied, because its characteristics are indeed different and specific to each individual. In line with the opinion that, in the era of knowledge-based competitive as it is now,

the competence of the company's main asset is as a source to establish and achieve sustainable competitive advantage.

### **Hypothesis 5: Individual characteristics effect significantly to employee performance outsourcing**

Results of parameter estimation variable of individual characteristics to employee performance outsourcing based on indicators-indicators will show significant results with value CR 2.572. This value is greater than 1.96. Besides significance levels obtained 0.010 ( $p < 0.05$ ). So the fifth hypothesis stating the characteristics of individual effect significantly to employee performance outsourcing proven truth. The results of this study support with research conducted by Ismail and Abidin (2010), which concludes that the characteristics of individual effect significantly to employee performance outsourcing.

The results of this study supports the theory of Mathis and Jakcson (2006:33) stating that there are four characteristics that affect individual people are achievers, namely (1) Interest, (2), (3) Identity of personality (4) social background, status social economy. the results of the study contradict the theory put forth by Stoner (1989:431) stating that individual characteristics i.e., interests, attitudes and needs someone who is brought into a work situation, then these findings indicate that the characteristics individual no effect significant on employee performance outsourcing.

### **Hypothesis 6: Organizational culture effect significantly employee performance outsourcing**

Results of parameter estimation variable of organizational culture to employee performance outsourcing based on indicators-indicators will show significant results with a value of CR 3.386. This value is greater than 1.96. Besides significance levels obtained 0.000 ( $p < 0.05$ ). So the hypothesis stating the organization culture effect significantly to employee performance outsourcing proven truth. The results of this study supports the theory of Robbins and Judge (2013:567). Depicts Organizational culture as an intervening variable. Employees from an overall subjective perceptions becomes, in effect the organizations culture or personality and affects employee performance and satisfaction. With strongers culture having greater impact. Describe the organizational culture as an intervening variable. The subjective perception of the overall form of the employee organization based on the overall perception of the factors being basically organizational culture or personality and affect the performance of the employee and customer satisfaction.

### **Hypothesis 7: Quality of work life effect significantly to employee performance outsourcing**

Results of parameter estimation of variable quality of work life to employee performance outsourcing based on indicators-indicators will show significant results with a value of CR 2.807. This value is greater than 1.96. In addition, obtained degrees of significance of 0.005 ( $p < 0.05$ ). So the seventh hypothesis stating the quality of work life effect significantly employee performance outsourcing proved his righteousness. The results of this penelitin support with research conducted by Mendis and Weerakkody (2017) that concluded the quality of life work effect significantly to employee performance outsourcing. The results of this study support the theory Luthans (2006) the concept of quality of work life reveals the importance of respect for human beings in the environment of work. Thus the important role of the quality of work is changing the climate of the workplace in order to technically and humane organizations bring to the quality of working life better. Riggio (2005), the quality of work life is determined by the financial compensation is received, the design work, the opportunity to participate in organizations, job security, and interaction with other members in the organization.

## CONCLUSIONS AND SUGGESTIONS

Based on the analysis and discussion of it can be made a summary as follows:

1. The competence effect significantly to quality of work life
2. Characteristics individuals effect significantly to quality of work life
3. Organizations culture effect significantly to quality of work life
4. Competence effect significant to employee performance outsourcing
5. Characteristics individuals effect significantly to employee performance outsourcing
6. Organization Culture effect significantly to employee performance outsourcing
7. Quality of work life effect significantly on employee performance outsourcing

## Suggestions

For research that perfection will come to do as follows:

1. The number of the respondents need to be reproduced so that it will gain a more complete data about the performance of employees.
2. The need plus intervening variables in the hope of giving a more complete results about the performance of employees, e.g. plus motivation.

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