Research Article

The Influence of Job Characteristics, Competence, and Work Environment on Employee Performance at the Office of City Services and Spatial Planning of the Covalima Municipal Authority

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Abstract

The influence of job characteristics, competencies and work environment on employee performance at the City Services and spatial planning office of the Covalima Municipal Authority. The research aims to determine the influence of job characteristics, competencies and work environment on employee performance at the City Services and Spatial Planning office of the Covalima Municipal authority. This research uses a path analysis model. The sample was 97 employees at city service offices. Data was obtained through distributing questionnaires via Google Form. The results of the analysis show that the β value for the job characteristics variable (X_1), competency (X_2), and work environment (X_3). This shows that the job characteristics (X_1) variable has the most dominant influence on employee performance (Y) at the City Services Department and Covalima Municipal Authority Spatial Planning because it has the largest β value.

Keywords: Job characteristics, competency, work environment, employee performance

INTRODUCTION

Source Power human (HR) often become the sharpest and most important

spotlight in implementation government , concerning readiness , quantity , education , and professionalism . Implementation autonomy area required support readiness solid apparatus .

Existing organizations in government is tool bureaucracy used For reach objectives set by the government . Government organizations are divided based on administrative areas including City Administration and Municipal Authority (Administração Municipál e Autoridade Municipál) . In addition to limiting the area of authority and responsibility, the government administrative organization functions as a tool to divide government tasks and efforts to reduce overlapping and conflicting tasks from each organizational unit.

Improving employee performance is most important considering the change in the direction of government policy as desired by the spirit of reform to provide space and greater participation for the community in government and development activities, where the government and its apparatus play a greater role as facilitators. This change in policy direction has implications for the ability of employee professionalism in responding to the challenges of the globalization era and facing tight competition with other countries in the world. Starting from this idea, improving employee performance is something that must be done today.

Human resources are a major asset for the survival of the organization today and in the future. Human resources are the main driver for every organization to carry out activities or work processes of the organization. In order for organizational goals to be achieved, employees are needed who work efficiently and effectively so that they provide good performance.

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. To achieve an organization that functions effectively and in accordance with organizational goals, the organization must have good employee performance, namely by carrying out its duties in a reliable manner (Simamora, 2004). Employee performance is influenced by two factors, namely individual factors and system factors (Yahya, 2009). Individual factors include employee abilities and personalities, and system factors include the work environment, organizational culture, organizational characteristics, job characteristics, leadership and job design. So it can be said that the success or failure of an organization depends on employee performance, so to achieve success, the organization must be able to improve the performance of its employees.

Job characteristics are one of the factors that can affect employee performance (Robbins, 2006). Job characteristics determine the suitability of a person to a particular field of work and allow someone to be more successful in the field they are engaged in. Understanding job characteristics is expected that employees will be more oriented in their field of work. Employees will pursue their work with concentration and responsibility accompanied by feelings of pleasure until satisfactory work results are obtained. If an employee has characteristics that are in accordance with their work, their performance will increase. This is in line with the opinion of Presilia (2011) who stated that job characteristics affect employee performance.

Human resources have a very important role in developing work quality in every organization. Given that performance contains a competency component, performance is highly dependent on the level of individual ability. Employee competency consisting of knowledge, skills, and attitudes must be adjusted to the

required field of work so that it can produce high performance. The creation of employee competency greatly helps the success of the organization, because high employee competency shows that employee loyalty to the organization is very good. In order to create good performance, employees are required to have good competency which is an effort to improve employee performance in a particular job that is their responsibility or a job that is related to their work. This is in line with the results of research by Sriwidodo and Budi (2010) that competency has a positive and significant direct effect on employee performance.

Every job is always done in a place that has an environment. It is mandatory for an organization to provide a comfortable atmosphere and work environment in achieving the desired goals of an organization. Poor working conditions have the potential to cause employees to easily fall ill, easily become stressed, have difficulty concentrating, and decrease performance. Although the work environment does not carry out the production process, the work environment has a direct influence on employee performance (Nitisemito, 2004). This is in line with the results of Putra's research (2011) that the work environment has a significant influence on employee performance.

The city service departments (Serviço Municipál) and spatial planning of the Covalima Municipal Authority as one of the large departments with a large number of employees must have many tasks to be done so that services to the community are optimal. The city service departments (Serviço Municipál) and spatial planning of the Covalima Municipal Authority have a vision of realizing integrated development evenly, with quality and sustainable based on the National Development Program Planning, with the mission of increasing the development of infrastructure facilities and infrastructure in equitable development and regional growth.

To realize the vision and mission, the City Service Department (Serviço Municipál) and Spatial Planning of the Covalima Municipal Authority need employees who understand the characteristics of the job, are competent and have a good work environment as a supporter of achieving good performance . Currently, in the City Service Department (Serviço Municipál) and Spatial Planning of the Covalima Municipal Authority, there is still an employee placement that does not match the educational competency they have with the characteristics of the job they are holding. For example, a Bachelor of Education is placed in the Sub-district to become a Sub-district Leader who is actually handling the process of How to prepare Teaching units, a Public Health is placed in the Finance Section which is actually taking care of Public Health so that the community can be away from the dangers of disease, and there are many others where the placement of employees with educational backgrounds does not match the characteristics of the job they are holding.

In connection with this, the idea then arises of how all these factors mutually influence employee performance, for this reason it is necessary to conduct research that can prove that these factors have an influence on employee performance.

METHOD

Population and Sample Determinants

Population is the entire object of research. Sample is part of the population taken for research and is considered to represent the entire population. The

population in this study were all civil servants PNS *(Funçionário Público)* at the City Service Office (*Serviço Municipál*) and spatial planning of the Covalima Municipal Authority totaling 138 people. Arikunto (2002:112) stated, "If the subjects are less than 100 people, all samples are taken so that the research is a population research, and if the number of samples is large enough (more than 100) can be taken between 10% - 15% or 20% - 25% or more".

In this study, 70% of the population was used as a sample, resulting in a sample of 97 people. The sampling technique used was proportional random sampling, which gave the same portion to each part of the population. The following is the population and sample framework of the study:

Table 1 Population Framework and Research Sample

NO.	FIELD	POPULATION	SAMPLE (70%)
1	Department of Municipal Services Administration and Human Resources (*Serviço Municipál Administrasaun no Rekursu Umanu)*	12	8
2	City Services Department of Finance (*Serviço Municipál Finansas)*	6	4
3	Department of Public Works of the Regional Authority of Patrimony and Logistics *(Serviço Municipál Patrimonio no Logistika)*	6	4
4	City Services Department Procurement Section (*Serviço Municipál Aprovisionamentu)*	6	4
5	City Services Department, Integrated Development Planning Section *(Serviço Municipál Planu Integradu Desenvolvimentu)*	6	4
6	Planning Agency of the Regional Authority *(Agensia Municipál Planeamentu)*	6	4
7	Municipal Inspection Agency of Local Authorities *(Agensia Municipál Fiskalizasaun)*	6	4
8	City Service Office, Empowerment Section for Non-Governmental Organizations and Village Community Institutions (*Serviço Municipál apoiu ONG no Organizasaun Komunitária)*	6	4
9	City Service Department, Education Section (*Serviço Municipal Edukasaun)*	10	7
10	City Health Service Department (*Southern Municipal Service)*	10	7
11	City Service Department, Food Security Section (*Serviço Municipál Seguransa Alimentar)*	6	4
12	City Service Department, Public Works and Transportation Section (*Serviço Municipál Obras Publica no Transport)*	7	5

13	City Service Department, Water, Sanitation and Environment Section *(Serviço Municipal Agua, Saneamentu no Ambiente)*	6	4
14	City Service Department, Agriculture Section *(Serviço Municipal Agrikultura)*	10	7
15	City Service Office, Market Management and Tourism Section *(Service Municipal Jestaun Merkadu is not your tourist destination)*	6	4
16	City Service Department Social Action Section *(Serviço Municipal Asaun Social)*	6	4
17	City Service Department, Notary and Cadastral Registration Services Section *(Serviço Municipál Rejistu Notariadu no Serviço Kadastrais)*	6	4
18	Department of Employment Regional Authority Protection Section Civil and Management Countermeasures Disaster *(Service Municipal Civil Protests are not allowed Dezastre Natural)*	6	4
19	City Service Department, Notary and Cadastral Registration Services Section *(Serviço Municipál Rejistu Notariadu no Serviço Kadastrais)*	6	4
20	Cabinet Section Support Technician For Head Regional Authority *(Gabinete Apoio My Technique under Presidential Autonomy Munisipiu)*	5	4
	Total	**138**	97

Source: Source: Fifth further amendment to Government Law Number 84 of 2023 dated November 23 concerning the status of city administration, City Authorities and interministerial technical groups for Administrative decentralization, and Diploma of the Minister of State Administration Number 85 of 2023 December 29 concerning the Establishment of City Service Departments, Municipal Authorities, authorities, definitions of organizations and their respective functions.

Variables Research and Definition Operational Variables

Variables Study
The variables used in this study are as follows:
1. El Variable free (X) is variables that are not influenced by variables others , which can symbolized with (X). In the research in question with variable free is job characteristics (X_1), competencies (X_2), and work environment (X_3) .
2. Variables bound (Y) is variables influenced by variables free that can symbolized with (Y). In the research this is what is variable bound is performance employee .

Definition Operational
As for the definition operational against each variable used in study This is as

Damiao Amaral
The Influence of Job Characteristics, Competence, and Work Environment on Employee Performance at the Office
of City Services and Spatial Planning of the Covalima Municipal Authority

following Indicator This measured with scale likert 5 point :

1. Characteristics job (X_1) is perception employee about attributes tasks that have characteristic important specifically for the services service city (*Service Municipal*) and arrangement room Authority municipality Covalima .

2. Competence (X_2) is perception employee about a set knowledge , skills and attitudes that must be owned lived , controlled and realized by a person employee in carry out his duties at the City Service Department (*Serviço Municipal*) and arrangement room Authority municipality Covalima .

3. Environment work (X_3) is perception employee about all something that exists around it that can influence himself in operate duties at the City Service Department (*Serviço) Municipal*) and arrangement room Authority municipality Covalima .

4. Performance (Y) is perception employee to results work that has been done achieved based on duties and obligations in frame fulfil objective from City Service Department (*Serviço) Municipal*) and Spatial Planning of Authority municipality Covalima .

Instrument Study

1. Job characteristic variables are measured using indicators developed by Munandar (2003) including: skill diversity, task identity, task meaning, autonomy, and feedback. These indicators are measured using a 5-point Likert scale.

2. Competency variables are measured using indicators developed by Wibowo (2007) including knowledge, skills, and attitudes. These indicators are measured using a 5-point Likert scale.

3. The work environment variables are measured using indicators developed by Nitisemito (2004) including: lighting, environmental cleanliness, spatial planning, work facilities, and technology. These indicators are measured using a 5-point Likert scale.

4. Performance variables are measured by indicators developed by Malthis and Jackson (2006) including: quantity, quality, reliability, presence and ability to work together. These indicators are measured using a 5-point Likert scale

Analysis Methods

1. Analysis Statistics Descriptive

Analysis This used For know characteristics respondents , good from type gender , age , education , and length of service . This analysis is also used to measure the description of respondents to the answers to each research variable.

2. Analysis Multiple Linear Regression

Multiple regression analysis is used to test and show how the nature of the relationship between independent variables and dependent variables. According to Sugiono (2003: 211) the multiple linear regression model is shown by the following formula:

$Y = {}_a + b_1 X_1 + b_2 X_{2+} b_3$

Information :

Y = employee performance
X_1 = job characteristics
X_2 = competence

X_3 = work environment
H_1 = regression coefficient of job characteristics
H_2 = regression coefficient of competence
$H3$ = regression coefficient of work environment
μi = dependent variable gu

RESULT AND DISCUSSION

Testing Hypothesis

Theoretically, it is explained that the variables of job characteristics, competence and work environment affect employee performance. Empirically, this theory needs to be proven through research by conducting inferential or parametric statistical tests . All classical assumption tests have been met in this study, so the inferential or parametric statistical analysis using the multiple linear regression analysis model can be continued with the following analysis results :

Table 1, Analysis Results Regression Coefficients [a]

Model	Standardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Correlations Zero order	Partial	Part
1 (Constant)	1,363	1,544		.883	.380			
Job_Characteristics	.458	.090	.429	5,071	.000	.805	.465	.268
Competence	.204	.074	.217	2,774	.007	.720	.276	.147
Work environment	.422	.123	.305	3.433	.001	.783	.335	.181

a. Dependent Variable: Employee_Performance

Source : Appendix 10
Based on the table above, the multiple regression equation for this study can be written as follows:
$Y = 1.363 + 0.458X_1 + 0.204X_2 + 0.422X_3$

The regression equation shows that partially there is a positive influence between job characteristics, competence, and work environment on employee performance at the City Service Office (*Serviço Municipál*) and the spatial planning of the Covalima Municipal Authority. This is indicated by the regression coefficient value b1 of 0.458, b2 of 0.204, and b3 of 0.422. These results have meaning that if the variables of job characteristics, competence and work environment increase, employee performance will also increase.

1.   **Hypothesis Testing First : Influence Characteristics Job (X$_1$) on Employee Performance (Y) at the City Service Department (*Serviço Municipal*) and arrangement room Authority municipality Covalima .**

For know influence characteristics work (X$_1$) against performance employee (Y) at the City Service Department (*Serviço) Municipal*) and arrangement room Authority municipality Covalima , can analyzed through coefficient regression multiple (b). Coefficient b$_1$ X$_1$ regression as big as 0.458 means that every improvements in characteristics work (X$_1$) can increase performance employee (Y), so that with thus can concluded that characteristics work own influence positive to performance employees at the City Services Department (*Serviço) Municipal*) and arrangement room Authority municipality Covalima . This is confirmed in testing hypothesis First with Ho formula = no there is influence positive in a way partial between characteristics job (X$_1$) with performance employee (Y), and Ha = exists influence positive in a way partial between characteristics job (X$_1$) with performance employee (Y), shows results that coefficient b$_1$ X$_1$ regression : t $_{count}$ = 5,071 < t $_{table}$ (0.05 : 93) = 1.661 and Sig. t = 0.0 00 (p < 0.05). This shows that Ho is rejected and Ha is accepted, and has a significant effect. This means that there is a positive effect and partially significant between job characteristics (X$_1$) on employee performance (Y) at the City Service Department (*Serviço Municipál*) and spatial planning of the Covalima Municipal Authority. For more details, see Figure 5.3 below.
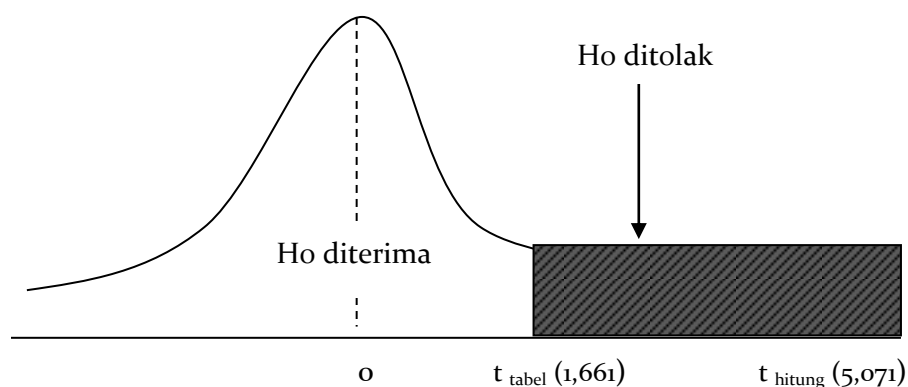

Figure
Kurva Distribusi t Uji Hipotesis Pengaruh Karakteristik Pekerjaan (X₁)
Terhadap Kinerja Pegawai (Y)

Source: Appendix 10 and 11

Based on the results of the analysis above, the hypothesis stating that there is a positive and significant partial influence between job characteristics and employee performance at the City Service Department (*Serviço Municipál*) and Spatial Planning Authority of the Covalima Municipality can be accepted and proven.

2.   **Hypothesis Testing Second : Influence Competence (X_2) on Employee Performance (Y) at the City Service Department (*Serviço Municipal*) and arrangement room Authority municipality Covalima.**

For know influence competence (X_2) against performance employee (Y) at the City Service Department (*Serviço) Municipal*) and arrangement room Authority municipality Covalima , can analyzed through coefficient regression multiple (b). Coefficient $b_2 X_2$ regression of 0.204 means that every improvement in competence (X_2) can increase performance employee (Y), so that with thus can concluded that competence own influence positive to performance employees at the City Services Department (*Serviço) Municipal*) and Spatial Arrangement of Authority municipality Covalima . This is confirmed in testing hypothesis First with Ho formula = no there is influence positive in a way partial between competence (X_2) with performance employee (Y), and Ha = exists influence positive in a way partial between competence (X_2) with performance employee (Y), shows results that coefficient regression $b_2 X_2$: t_{count} = 2.774 < t_{table} (0.05 : 93) = 1.661 and Sig. t = 0.0 07 (p < 0.05). This shows that Ho is rejected and Ha is accepted , and influential significant . This means there is influence positive and significant in a way partial between competence (X_1) against performance employee (Y) at the Municipal Services Department (*Serviço Municipál*) and spatial planning of the Covalima Municipal Authority. For more details , please see Figure 5.4 below .
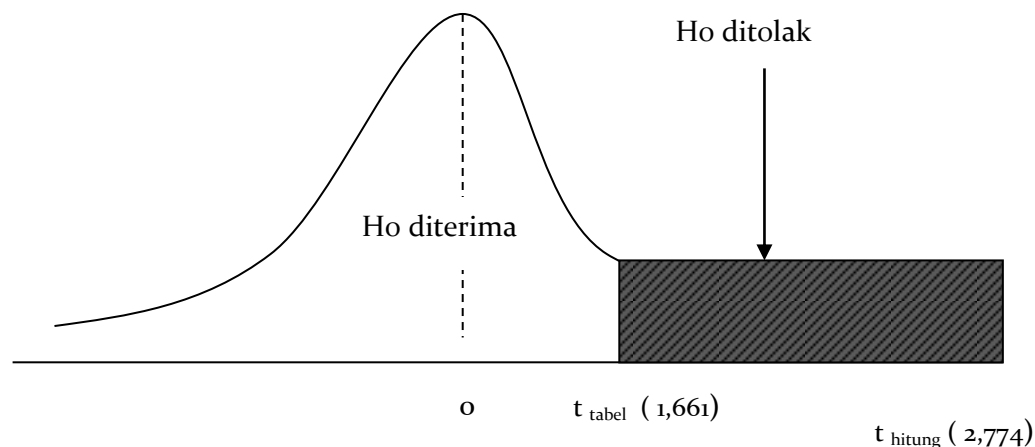

Figure Distribution Curve of Expected Test of the Influence of Competence (X2) on Employee Performance (Y)

Source : Appendix 10 and 11

Based on the results of the analysis above, the hypothesis stating that there is a positive and significant partial influence between competence and employee performance at the City Service Department (*Serviço Municipál*) of the Regional Authority and Spatial Planning of the Covalima Municipality can be accepted and proven.

3.   **Hypothesis Test Third : Influence Environment work (X^3) on Employee Performance (Y) at the City Service Department (*Serviço Municipal*) and arrangement room Authority municipality Covalima**

For know influence environment work (X_3) against performance employee (Y) at the City Service Department (*Serviço Municipal*) Spatial Arrangement of Authority municipality Covalima , can analyzed through coefficient regression multiple (b). Coefficient b $_3$ X $_3$ regression as big as 0.305 means that every improvements to the environment work (X_3) can improve performance employee (Y), so that with thus can concluded that environment Work own influence positive to performance employees at the City Services Department (*Serviço) Municipal*) and arrangement room Authority municipality Covalima . This is confirmed in testing hypothesis First with Ho formula = no there is influence positive in a way partial between environment work (X_3) with performance employee (Y), and Ha = exists influence positively partial between environment work (X_1) with performance employee (Y), shows results that coefficient regression b $_3$ X $_3$: t $_{count}$ = 3.433 > t $_{table}$ (0.05 : 93) = 1.661 and Sig. t = 0.0 01 (p < 0.05). This shows that Ho is rejected and Ha is accepted , and influential significant . This means there is influence positive and significant in a way partial between environment Work (X_3) against performance employee (Y) at the Municipal Services Department (*Serviço Municipál*) of the Covalima municipal authority. For more details , please see Figure 5.5 below .
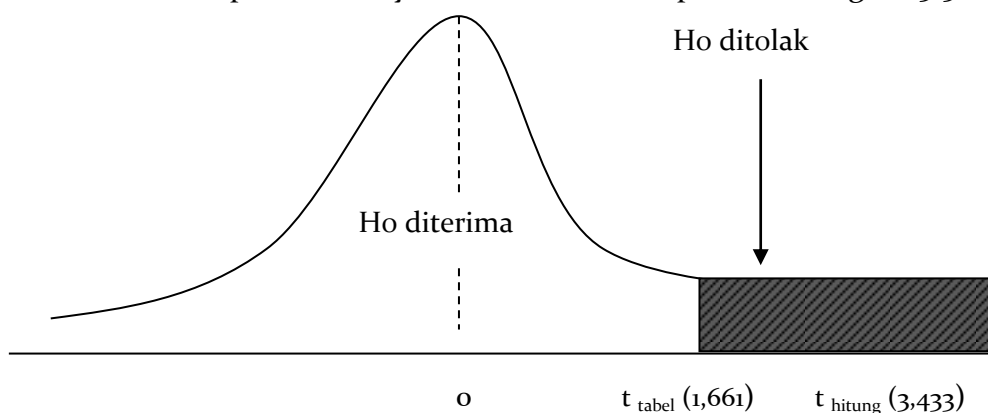

Figure
Distribution Curve of Hypothesis Test of the Influence of Work Environment
(X3) on Employee Performance (Y)

Source: Appendix 10 and 11

Based on the results of the analysis above, the hypothesis states that positive and significant partial influence between the work environment and employee performance at the City Service Department (*Serviço Municipál*) and Spatial Planning Authority of Covalima City which can be accepted and proven.

CONCLUSION

Based on the results of the research that has been conducted , several conclusions can be drawn as follows:

1. Characteristics work influential positive And significant to performance employees at the City Services Department (*Serviço) Municipal*) and arrangement room Authority municipality Covalima . This is means more increasing characteristics work so performance employee will the more increase.

2. Competence influential positive And significant to performance employees at the City Services Department (*Serviço) Municipal*) and arrangement room Authority municipality Covalima . This is means more increasing competence then performance employee will increase further .

3. Environment Work influential positive And significant to performance employees at the City Services Department (*Serviço) Municipal*) and arrangement room Authority municipality Covalima . This is means more increasing environment work then performance employees will also increase .

4. The magnitude of the influence contributed by the characteristics work , competence and environment Work to performance employee at the Municipal Services Department (*Serviço Municipál*) Regional Authority and Spatial Planning The municipal authority of Covalima is 74 %.

5. Characteristics is variable free which has the most dominant influence to performance employees at the City Services Department (*Serviço) Municipal*) and arrangement room Authority municipality Covalima.

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Damiao Amaral
The Influence of Job Characteristics, Competence, and Work Environment on Employee Performance at the Office
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