

Effect Commitment, Motivation, Work Environment on Performance Employees

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Abstract:- The purpose of this study was to determine and analyze the influence of commitment, motivation and work environments simultaneously on employee performance STMIK Bina Bangsa Kendari. To know and analyze the effect of commitment to employee performance STMIK Bina Bangsa Kendari. To know and analyze the influence of motivation on employee performance STMIK Bina Bangsa Kendari. To know and analyze the influence of the work environment on employee performance STMIK Bina Bangsa Kendari. The population in this study were all employees of Bina Bangsa STMIK Kendari (other than employees of the foundation). This study uses census that records the entire population. According to the census in the field, the respondents in this study as many as 31 employees. The results of this study simultaneously is F count value of 12.326 with a significance value of 0.000. Since the probability is much smaller than 0.05 ($0.000 < 0.05$), the regression model can be used to predict the performance or it can be said that commitment, motivation, work environment jointly affect the performance. In the partial test showed that the variables t count a commitment of 2,252 with a significance level of 0.021. Hence the significance value of 0.021 is smaller than a predetermined alpha value is 0.05 ($0.021 < 0.05$), this shows that the effect of partial commitment is a positive and significant impact on the performance employee variables of STMIK Bina Bangsa Kendari. T count motivation variable of 2.666 with a significance level of 0.007. Hence the significance value of 0.007 is smaller than a predetermined alpha value is 0.05 ($0.009 < 0.05$), this shows that the effects of partial motivation is a positive and significant impact on the employees performance variables Bina Bangsa STMIK. T count work environment for 2,649 with significance level of 0.011. Hence the significance value of 0.011 is smaller than a predetermined alpha value is 0.05 ($0.011 < 0.05$).

Keywords:- Commitment, Motivation and Performance Work Environment.

I. INTRODUCTION

Increasingly intense business competition results in organizations faced with the challenge to maintain viability. The success of an organization is influenced by employee morale to perform duties in accordance with the responsibilities given to him. Employees are an important resource for the organization, because it has the talent,

energy and creativity that is needed by the organization to achieve its objectives.

In an agency or organization need a system that can support the performance of the organization. One is a high work commitment. Work commitment is a condition that must exist if the activity / work process wants to run smoothly. With their high work commitment, the organizational goals can be achieved as planned. If an organization or institution is able to improve employee morale, the organization or institution will have many advantages such as faster job completion, reduced damage, reduced absenteeism and so on (Nitisebito, 2006).

As one of the educational institutions were founded in the city of Kendari, the STMIK Bina Bangsa as the following picture:

No.	Year	Students
1	2015	400
2	2016	535
3	2017	571
4	2018	657

Table 1:- Data STMIK Bina Bangsa admissions from 2015 until 2018, Source: Data STMIK Bina Bangsa

Based on the above data that the data admission menunjukkan STMIK Bina Bangsa from year to year has increased, where in 2015 the reception student increased from 400 to 535 in 2016. In 2017 the number increased to 571 657 in 2018. This suggests that the public's attention to STMIK Bina Bangsa increased, thereby necessitating for STMIK Bina Bangsa pay attention to the performance of employees to what is expected to be on hold society.

Performance by Anwar King Mangkunegara (2005: 9) is a comparison of the results achieved with the participation of labor per unit of time (usually an hour). So this study, the performance of employees STMIK Bina Bangsa is a comparison of the results achieved by employees STMIK Bina Bangsa with the participation of labor per unit of time. Things all that affect employee performance STMIK is the amount and composition of the compensation, proper placement, exercise, a sense of security in the future, transfer, promotion and working conditions that will either make an employee feel at home working and will foster a strong commitment terhadap organization (Nitisebito, 2006: 183).

While Buchairi Zainun said that motivation also affects the performance of employees. Motivation is the driving force of one's heart to do or achieve something of interest. Motivation can also be regarded as a plan or desire for success and avoid failure of life.

In other words, the motivation is a process to achieve a goal. Someone who is motivated means she has had the power to achieve success in life. Likewise with an employee if the employee has a strong motivation to work, then it will obtain or achieve the expected goals of the organization.

However, based on observations of the author, employees in STMIK Bina Bangsa Kendari experiencing some problems related to motivation, commitment and work environment. First, the decline in morale, it is seen by many, employees come in late, leave early, slow finish the job and will not feel at home as in the office. Secondly, the communication has not gone well, it looks for the paucity of employees were invited to discuss, meetings, letters of invitation are often late, and the absence of a forum to convey the grievances of employees. Third, the work environment is not yet provide comfort for employees, it terlihat of work space is too narrow, there is no air conditioning as air conditioning, teaching and learning facilities inadequate, and so forth. Fourth, there is no such thing as employee development, such as training for employees and teachers, lack of career hierarchy and so forth. Fifth, the motivation looks so low, it can be seen from the absence of an employee's desire to evolve, employees do not like the job, do not enjoy the work, insufficient salary, and so forth.

II. LITERATURE REVIEW

➤ *Organizational Commitment*

Porter (1982:27) by Zainuddin (2002) defines "organizational commitment is a relative strength of an individual identifying himself into the part of the organization's involvement", this can be characterized by three things: (1) The acceptance of the values and goals of the organization. (2) Readiness and willingness to strive earnestly on behalf of the organization. (3) The desire to maintain membership in the organization (to be part of the organization).

Richard M. Steers (1985: 50) in Zainuddin (2002) defined organizational commitment as a sense of identification (the belief in the values of the organization), engagement (the willingness to do my best for the sake of the organization) and loyalty (desire to remain a member of the organization concerned) which is expressed by an employee of the organization.

Commitment to the organization means more than just formal membership, because it includes organizations like attitude and a willingness to seek a high level of effort for the benefit of the organization for the attainment of the goal. Based on this definition, the elements covered by the organization's commitment to the organization's loyalty,

involvement in work, and the identification of the values and goals of the organization.

Furthermore Konopaske, Ivancevich and Matteson (2007; 234) by Sopiah (2008; 156), "that the commitment to the organization involving three attitudes, namely: (1) Identification with organizational objectives, (2) A feeling of involvement in the tasks of the organization, and (3) Feeling loyal to the organization.

This means that employees who are committed to the organization regards the value and interest of integrating personal and organizational goals, so that organizational goals are personal goals. Work that was his job understood as personal interests, and have the desire to always be loyal to the progress of the organization.

Mowday, Steers and Porter, 1982 (in Newstrom, 1989), by Sopiah (2008; 156) "defines the organizational commitment as the relative power of the alignments and the involvement of a person to an organization. In other words, organizational commitment is an attitude about employee loyalty to the organization and is an ongoing process of members of the organization to reveal its attention on the organization and it continued success and prosperity.

While Minner (1997), defines commitment as an attitude, have a more global scope than job satisfaction, organizational commitment describe the outlook for the organization as a whole, not just the aspects of course work (in Sopiah, 2008; 156).

➤ *Motivation*

Motivation by Hasibuan (2008: 219) is powering the motion that creates the excitement of someone working to get them to cooperate, to work effectively and integrated with all of its efforts to achieve satisfaction. Robbins (2006) defines motivation as a process that determines the intensity, direction and persistence of individuals in order to achieve the target. Although the general motivation related to efforts toward any target, in the context of the organization, motivation focused on organizational goals in order to reflect the sole interest of the behavior of employees associated with the job.

The concept of motivation from various literature often focused on the stimuli arising from someone either from itself (intrinsic motivation), or from outside himself (extrinsic motivation). Intrinsic factor is a factor - a factor of in dealing with satisfaction, among other successes achieved something in your career, confessions obtained from institutions, the nature of the work performed, in career advancement, as well as professional and intellectual growth experienced by a person. Conversely, if the workers are not satisfied with his work, the emergence of dissatisfaction is generally attributed to factors that are extrinsic or external source such as organizational policy, administrative services, supervision from the boss, relationships with co-workers, working conditions, salaries earned and peace in the workplace (Cooke, 1999).

A healthy working environment can encourage openness of both the employees and the employers so as to foster motivation among employees working in the same direction with entrepreneurs in order to create employment and continuity of peace efforts towards increasing production and productivity of labor (Grant, et al, 2001).

According to Kinman et al, (2001), the elements - elements of intrinsic motivation, among others: (1) Interest in the job, (2) Desire to grow, (3) Happy at work, (4) Enjoying her work.

Meanwhile, according to Kinman et al, (2001), the elements - elements of extrinsic motivation are: (1) competition, (2) evaluation, (3) status, (4) Cash and other awards, (5) Avoidance of punishment from superiors.

Hierarchy Theory by AH Maslow (Ulber Silalahi 2002: 345) shows that there are five levels of human needs and desires. These needs are: (1) Physiological needs (physiological needs), (2) The need for security (safety needs), (3) The need for social (social needs) , (4) The need for appreciation (esteem needs), (5) The need for actualization (Self-actualization needs).

Study the authors will use indicator - The indicator for assessing indicators be made variable in this study.

➤ *Work Environment*

Nitisemito, (2006: 183) suggests the work environment is all that exists around the workers who can influence him in carrying out the tasks assigned. Others say the work environment is the physical condition in which a person does his duty everyday including the condition of the room that is well out of the office or factory (Siagian, 1992: 139).

While Nawawi and Martini (2001: 129) reveals that the work environment is material and non-material incentives (psychic). It is necessary for businesses to create a work environment that is both material and non-material. Rofiq Ahmad (1984: 104) says besides the physical work environment should also be considered non-physical work environment or psychological. After finding out the opinions mentioned above, it can be an understanding that the working environment is a situation where a person works which include equipment and facilities, working conditions (non-physical environment) as well as the physical environment which may affect pekrja in carrying out its duties and responsibilities. There are various factors that affect the working environment where the project is implemented according to, namely: (1) Equipment and facilities, (2) Working atmosphere (non-physical working environment), (3) Workplace environment (physical working environment).

In his book Anoraga (1990: 44), stated that a good working environment should consider the following matters: the music, ventilation, adequate lighting, noise. From the description above, the researchers concluded that the factors that affect the working environment is

perengkapan and facilities, working conditions (non-physical environment), the workplace environment (physical environment).

➤ *Employee Performance*

Performance is the result of the quality and quantity of work that can be accomplished by an employee in performing its duties in accordance with the responsibilities given to him. Definition of performance according to Bambang Kusriyanto in Anwar Prabu Mangkunegara (2005: 9) is a comparison of the results achieved with the participation of labor per unit of time (usually an hour).

Cardosa Faustino Gomes in AA Anwar Prabu Mangkunegara, (2005: 9) suggests the definition of performance as an expression such as output, efficiency and effectiveness is often associated with productivity. Meanwhile, According to the AA Anwar Prabu Mangkunegara (2005: 9), employee performance (performance) is the result of the quality and quantity of work achieved by an employee in performing their duties in accordance with the responsibilities given to him.

Therefore it can be concluded that the performance of HR is job performance, or the work (output) of both quality and quantity of human resources achievable per unit time period in performing its duties in accordance with the responsibilities given to him. Performance appraisal is led effort to assess the work of subordinates. According to Leon C. Mengginson in AA Anwar Prabu Mangkunegara, (2005: 10), performance appraisals (performance appraisal) is a process used to determine whether the leadership of an employee performs work in accordance with the duties and responsibilities.

Furthermore Andrew E. Sikula in AA Anwar Prabu Mangkunegara, (2005: 10) argues that employee assessment is a systematic evaluation of employee jobs and the potential that can be developed. Assessment in the process of interpretation or determination of value, quality or status of some object or a person for something.

According to T. Hani Handoko (2001: 235), performance appraisals (performance appraisal) is the process through which organizations evaluate or assess employee performance. This activity can improve personnel decisions and provide feedback to employees about their operations.

Based on the opinion of some experts, it can be concluded that the assessment of job performance (performance) is a systematic assessment conducted to determine the results of the work of employees and organizational performance. Besides, it is also to determine the appropriate job training, provide a better response in the future and as a basis for determining policy in terms of promotions and rewards determination. According to Robert L. Mathis and John H. Jackson (2006: 378) is a performance indicator in the assessment: (1) Quantity, (2)

Quality, (3) Reliability, (4) Presence, (5) Ability to cooperate.

STMIK office Kendari using multiple linear regression equation as follows:

III. RESULTS

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

In accordance with the purpose of research, which is to know and test the effect of commitment, motivation and working environment on performance STMIK Bina Bangsa employees in Kendari, The authors will conduct a series of quantitative analysis which is relevant to the purpose of the study. The hypothesis was tested using multiple linear regression analysis and all data processing using SPSS software assistance 17. Testing the hypothesis aims to prove the existence of the influence of the independent variable is the commitment (X1), motivation (X2), work environment (X3) on Performance (Y).

Where

- Y : Employee performance
- X1 : commitment
- X2 : motivation
- X3 : Work environment
- a : Constants.
- $\beta_1, \beta_2, \beta_3$: The coefficient of the variable X₁, X₂, X₃
- e : Error (effect of other factors).

➤ *Estimated Regression Coefficients*

Commitment variable (X1), motivation (X2), work environment (X3) on Performance (Y) at Bina Bangsa

Based on the results of data processing result of multiple linear regression that commitment (X1), motivation (X2), work environment (X3) on Performance (Y) at Bina Bangsa STMIK office Kendari as follows.

Coefficientsa

Model	Coefficients unstandardized		standardized Coefficients	t	Sig.	correlations			collinearity Statistics	
	B	Std. Error				beta	Zero-order	Partial	part	tolerance
1 (Constant)	1604	8598		1,187	.853					
Commitment	.507	.245	.630	2,252	.021	.633	.676	.191	.527	1,896
Motivation	.637	.262	.654	2,666	.007	.576	.405	.070	.497	2010
Environment	.616	.131	.649	2,649	.011	.712	.716	.304	.423	2,365

a. Dependent Variable: Performance

Table 1:- Coefficient of regression and t value

Based on the results of data processing as described in Table 5.12, it can be formed commitments regression equation (X1), motivation (X2), work environment (X3) on Performance (Y)Bina Bangsa STMIK employee Kendari as follows.

$$Y = 0,630X_1 + 0,654X_2 + 0,649X_3$$

The regression coefficient estimation results in the above equation can all independent variables have a coefficient is positive, it means commitment, motivation, work environment on employee performance STMIK Bina Bangsa Kendari that if the commitment is good, it will improve the performance of office workers STMIK Bina Bangsa Kendari, as well as variable motivation that if motivation increases, the performance of employees will increase STMIK Bina Bangsa and work environment variables that if the working environment is good, then the employee performance STMIK Bina Bangsa Kendari would be good.

➤ *Coefficient of Determination*

The coefficient of determination is a value that states the influence jointly independent variable on the dependent variable. At issue is the impact studied commitment, motivation, work environment on employee performance Bina Bangsa STMIK office Kendari, Coefficient of determination as follows.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 ^a	.578	.531	4,35393

a. Predictors: (Constant), X₃, X₁, X₂

Table 2:- Coefficient of Determination

Based on the R-square value as listed in Table 5.13 unknown regression coefficient determination result of commitment, motivation, work environment on employee performance STMIK Bina Bangsa Kendari amounted to 0.578 or 57.8%. This value indicates the great influence of variable commitment, motivation, work environment on employee performance STMIK Bina Bangsa Kendari. So through the study showed that 57.8% change in the variable of commitment, motivation, work environment on employees performance STMIK Bina Bangsa Kendari described or caused by changes in three variables X1, X2 and X3 are. While the influence of other factors that are not observed in the model is 42.2%, and the influence of other factors beyond the three variables (commitment, motivation, work environment).

While the results SPSS output display the model summary that Standard error of estimate (SEE) of 4.35393, ie the smaller the value of SEE would make more appropriate regression model in predicting the dependent variable.

➤ *Hypothesis Testing*

After the correlation coefficient and the regression coefficient is calculated, then the research hypothesis which has been filed before will be verified by testing the hypothesis. Testing the hypothesis starts from the simultaneous testing and continued with partial testing.

➤ *Simultaneous Testing*

To test the above hypothesis use F-test statistics obtained through ANOVA table as shown in Table 5:14 below:

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	701,007	3	233,669	12,326	,000 ^a
	Residual	511,832	27	18,957		
	Total	1212,839	30			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Table 3:- Anova For Simultaneous Testing Regression Coefficients

Based on the ANOVA table above can be seen that the value Fhitung 12.326 with a significance value of 0.000. Since the probability is much smaller than 0.05 (0.000 <0.05), the regression model can be used to predict the performance or it can be said that commitment, motivation, work environment jointly affect the performance. Thus it can be decided to reject Ho so Ha accepted, meaning that with a confidence level of 95% (alpha 0.05) it can be concluded that the commitment, motivation, work environment together a significant effect on employees performance STMIK Bina Bangsa Kendari.

➤ *Testing Partial*

In the partial test the role of each influence commitment, motivation, work environment on employees performance Bina Bangsa STMIK Kendari, as follows:

1. *Influence Commitment to Performance*

Based on the analysis in the appendix, shows that the commitment of 2,252 t variable with a significance level of 0.021. Hence the significance value of 0.021 is smaller than a predetermined alpha value is 0.05 (0.021 <0.05), this shows that the partial effect of commitment is a positive and significant impact on the performance employees STMIK Bina Bangsa Kendari.

2. *Influence Motivate To Performance*

Based on the analysis in the annex, indicating that tcount motivation variable of 2.666 with a significance level of 0.007. Hence the significance value of 0.007 is smaller than a predetermined alpha value is 0.05 (0.007 <0.05), this shows that the partial effects of motivation is a positive and significant impact on the performance variables employees STMIK Bina Bangsa.

3. *Work Environment Influence on Performance*

Based on the analysis in the appendix, shows that the work environment variables tcount of 2,649 with a significance level of 0.011. Hence the significance value of 0.011 is smaller than a predetermined alpha value is 0.05 (0.011 <0.05), this shows that the partial effects of work environment is positive and significant impact on the performance employees STMIK Bina Bangsa.

➤ *Influence Between Variables*

• *Commitment to Employee Performance*

The results showed that the commitment has a significant influence on performance. By rationality is that someone who has a strong commitment in terms of identification, loyalty and involvement in the work it will improve their performance in completing the job well.

Mowday, Steers and Porter (inside Spector, 2000) suggests that the commitment to the organization is made up of three components, namely acceptance and strong beliefs to the values and goals of the organization, the willingness of individuals to strive earnestly for the sake of the organization as well as the desire strong to maintain membership in the organization. Conceptually commitment is defined as the relative strength of the individual in identifying integrating themselves into parts of the organization.

Mowday, et al (1982). Stoff (1995), said that the commitment to a goal means a person finds compliance with the specific goal, so he decides to invest time, energy and skills to achieve that goal. Commitment tends to happen when members of the group take part in the process of setting goals to be achieved. According to Vikram (1999), commitment to the organization (Organizational commitment) can be viewed from two aspects, namely attitudinal or behavioral or affective commitment and continuance commitment. Affective commitment is a strong emotional attachment to the organization. Officers with a strong emotional connection with the organization will not only continue to work in the organization, but also will strive for the success of the organization. *continuance commitment* bound individuals or organizations for their investments due to considerations of profit and loss in the organization, such as a guaranteed pension, promotion and labor relations. Officers with continuance commitment was forced to work in an organization they are more likely to make efforts to a minimum, just defend the rights or position.

The results also supported by the results of research conducted Samsi (2006) and Aryo Khristiwardana (2011), shows that organizational commitment significantly affect performance. Commitment to the organization (Organizational commitment) can be viewed from two aspects, namely attitudinal or behavioral or affective commitment and continuance commitment. Affective commitment is a strong emotional attachment to the organization.

➤ *Motivation on Employee Performance*

Motivation has a significant influence on employee performance. By rationality is that someone who is motivated to work, the quality and quantity of work will be better. Performance of a person / employee will continue to increase if motivated. Performance in this research is the picture quality of work, quantity, reliability, as well as the presence of an employee's ability to do the job. Mitchell (1982) argues that the decisive factor is the performance abilities and motivation. Ability without being pushed by motivation will not produce anything, but despite lacking the ability, if it is driven by the motivation will inevitably result in something better and more useful. Se and Bowditch (1977) suggested that one of the factors that affect the quantity and quality of individual performance is motivation. Supardi Zdan Anwar (2004) says motivation is a state in the person of someone who encourages the desire of individuals to engage in certain activities in order to

achieve the goal. According Harsey and Blanchard (1982) individuals or people - people who have the motivation to serve as the backbone for their organizations may affect the productivity of the organization, for the motivation should be maintained and, in trying to not decrease.

The strength of one's motivation will determine the size of the performance. Motivation is a state in the person of someone who encourages the desire of individuals to undertake certain activities in order to achieve the goal. Motivation is essentially a force that can provide incentives or encouragement and morale to employees so that they can change the person's personal behavior and is used as a goal to improve their performance so as expected the organization. The results also supported by the results of research conducted by Samsi (2006), Dety Novita Sari. 2006, Aryo Khristiwardana (2011) and Burton et al (2002) found a significant effect on performance motivation.

➤ *Work Environment Against Employee Performance*

The working environment has a significant influence on employee performance. By rationality is that the physical working conditions and non-physical that will either create a good working environment for employees. The working environment is good other than physical working environment organization also created a work environment non-physical good, it is proved by the head of the organization that emphasizes the commitment and motivation for employees to always be on time for work, leadership always provide direction about the rules and procedures of the organization, leadership often hold a dialogue on employment and the difficulties faced by employees, as well as in the working environment there is an opportunity to channel their creativity, both the opinion leaders and peers to work, the cooperation with a boss or co-workers very well. One aspect of the development is the creation of a conducive working environment. The work environment is a human factors well beyond my physical and non-physical in something the organization.

The work environment can be described from several experts, namely: the working environment with kienrja there is a positive relationship and the work environment affects kienrja an organization. Formation of the working environment related to human capabilities and performance is influenced by physical, chemical, biological, physiological, mental, social and economic. Genetically, every individual has the ability to adapt to the environment of certain behavior patterns to cope with environmental problems. However, the formation of a supportive work environment performance will lead to the commitment and motivation of workers in an organization. The working environment is very influential on employee work performed. So that every organization must seek work environment in such a way that positively affect employee work performed. The working environment is everything that is around the workers and that could affect him in carrying out the tasks entrusted to the employee.

In addition there may be things that are around employees who are considered to have no effect on the

employee in performing duties/tasks assigned. But at some point it can be proven that it can affect large enough. Various policies and activities of personnel who run the organization will provide a work environment that is pleasant or unpleasant for the employees or the people in the organization. It can be deduced that the working environment is everything that was around employees affected him in carrying out and completing the tasks assigned to him within a region. So that the work environment is more geared to how employees get a sense of safety, comfort, peace, satisfied in completing the work in his office.

IV. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion that has been raised, it can be summed up as follows: (1) Commitment, motivation and working environment have a significant effect on employee performance, which means that the strategy must be carried out by the leadership of STMIK Bina Bangsa is to assess and improve the remuneration of employees on work and foster the values of work on each employee in performing everyday tasks, so that implementation of the tasks according to the norms applicable in the back by a good working environment that can lead to greater employee performance, (2) Commitment significant effect on the performance of employees, which means that the strategy must be carried out by the leadership of Bina Bangsa STMIK is able to cultivate an attitude of loyal and engaged in any work in carrying out everyday tasks, resulting in regularity in the execution of tasks according to the norms that lead to improved performance of employees, (3) Motivation affects a significant effect on employee performance. means the strategy to be taken by the leadership of Bina Bangsa STMIK is attention and increase the need or remuneration that encourages employees for the work based on the rules that apply. The better the motivation of the employees were shown through the fulfillment of the needs pegawai/dari level party organization, the performance of the employees semakin/baik anyway, (4) Work environment significantly influence employee performance, which means that the strategy should be done by Bina Bangsa STMIK leadership is pay attention to environmental conditions or workplace either physical or non-physical. The better the conditions of work the better the performance of the employees.

Based on the research that has been presented, please note that the study has limitations, among others: (1) This study focuses only employees on STMIK Bina Bangsa, so the future more can scope in profit and non-profit organizations, (2) Indicators used in each of the variables are limited, so there are still some things that have not been covered in the discussion and still needs further development of the variables studied.

Based on the analysis, discussion and conclusions, suggestions that can be identified are: (1) For the Bina Bangsa STMIK office suggested that continuing to build and maintain long-term relationship of mutual benefit between employees and leadership with commitment and

realized in the form of better motivation and supported by a healthy working environment, (2) For organizational management oriented to the increase performance suggested that serious attention is more focused on indicators of commitment is the identification of work to improve employee performance, (3) For further research is expected to utilize and develop the results of this study using different variables or indicators used in each of the variables need to be developed.

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