



# The Effect of *Work Family Conflict*, *Teamwork* and *Job Satisfaction* on *Employee Performance* at *Basarnas Office Kendari*

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## ABSTRACT

*The purpose of this study is to examine and explain the effects of simultaneous among Work Family Conflict, Teamwork, and job satisfaction of the Performance Officer Office of Kendari Basarnas. To examine and explain the effect of Work Family Conflict on the Performance of Kendari Basarnas Office Employees. Test and explain the effect Teamwork on the Performance of Kendari Basarnas Office Employees. To examine and explain the effect of Job Satisfaction on the Performance of Kendari Basarnas Office Employees. The population in the study are all the employees of the Agency Sar National Kendari, which overall is an employee of domestic civil (PNS), which amounted to as much as 114 Employees. Measurement of data in this study using a Likert scale. Mechanical analysis of the data used in the study is that the analysis of the data statistics descriptive and statistical inferential namely analysis regression linear multiple by using software SPSS version 20. Based on the results of the analysis of the data, the results showed that Work Family Conflict, Teamwork and Job Satisfaction effect positive manner together against the performance of employees. This means that the increase in Work Family Conflict, cooperation Team and Job Satisfaction is simultaneously have positively contributed to the improvement of the performance of employees. Work Family Conflict has a positive effect on employee performance. This means that the increase in the Work Family Conflict of employees is described as having a positive contribution to improving employee performance. Teamwork has a positive effect on employee performance. That is an increase Teamwork employee has a contribution that is significant to the performance of an employee. Job satisfaction has a positive effect on employee performance. Meaning Satisfaction Work that either give contributions that positively on the improvement of the performance of employees.*

**Keywords:** *Work Family Conflict, Teamwork, Job Satisfaction, Performance*

## I. INTRODUCTION

One of the organizational resources that play an important role in achieving organizational goals is human resources (HR). Companies must realize that HR is an important asset that requires management that meets business needs to increase the company's competitiveness. In accordance with the theory put forward by Bangun (2012), increasing human resources must be the task of human resource management (HR) to adapt to environmental changes and serve as a source of competitive advantage.

Performance is generally defined as a person's success in performing a task. Employee performance is the work achieved by a person in carrying out a given task to achieve a work target. This definition is in accordance with the theory put forward by Bernadin and Russell (1993) that work performance is a record of the results obtained from certain job functions or activities during a period. Individual performance is a combination of abilities, efforts, and opportunities that can be measured from the results produced. Therefore, performance is not related to the personal characteristics directed by someone but the work that has been and will be done by someone.

Performance in an organization is an answer to the success or failure of the organizational goals that have been set. Performance is about doing the job and the results achieved from that work. In the last few decades, economic development and growth has occurred very rapidly. This encourages women to participate in meeting household needs. So do not be surprised if today we often encounter working women. In today's era, where science and technology are developing rapidly, it has eroded the barriers that separate men and women to work.

Also supported by evidence 2.65015,30 the Indonesian population and the number of women who work and are registered in Indonesia as many as 47, 02 % (Central Bureau of Statistics, 2018). Around the world, women's participation in the workforce has been increasing since the 1960s (US Cencus Buureau, 2003). So, this shows that in terms of quantity, female workers are a very potential employment factor. The demand to support the household economy is one of the reasons women work.

Role conflict is a psychological symptom experienced by someone that can cause discomfort and can potentially reduce work motivation so that it can reduce overall performance. Role conflict arises because of a mismatch of expectations conveyed to individuals within the organization with others within the organization and outside the organization (Tsai and Shis, 2005, Fanani et al, 2008).

Research conducted by Imam Bukhari, Elfia Nora and I Nyoman Suputra (20 20 ) states that the conflict negatively affect the performance of the role, which means that if the employee role conflict experienced by improving performance will decrease. The effect of role conflict is positive and insignificant on performance because the tenure of teachers is relatively long, averaging more than 10 years. So, teachers feel accustomed to working with different skills and demanding knowledge at the same time. So, role conflict does not affect its performance. Meanwhile, according to Helmi Buyung Aulia Safrizal, Anis Eliyana, and Kurnia Lail Febriyanti (20 20 ) , Eddy Kurniawan Madiono Sutanto and Ferdianto Wiyono (2017) , showed that Role Conflict negatively affect performance.

The increase in the dual career household syndrome also makes employees increasingly occupy work and family roles simultaneously, thus making employees have to face work-related demands that limit the performance of family roles or family-related demands that limit the performance of female employees. In addition, according to Jang et al., (2016) globalization has affected families because more and more women are entering the world of work, which means more families with many careers (Md-Sidin et al., 2010).

Globally, *Work Family Conflict* remains an important area of research as it studies demographic changes and their impact on work-family roles and individual well-being (Ukeka & Lasisi, 2019). Work-family interaction or conflict clearly shows that much of the research in this area is more concentrated on women (Ukeka & Lasisi, 2019). In addition to role conflict, performance can be affected by teamwork.

Cooperation within the team become a necessity in achieving employment success. Cooperation within the team will be a driving force that has the energy and synergy for individuals who are members of teamwork. Without good cooperation, there will be no bright ideas. As stated Bachtiar (2004) that "Working together is the synergy of the strengths of several people in achieving the desired goals. Cooperation will unite the power of ideas that will lead to success."

Research conducted by Kemanci (2018) writes that the influence of co-operation team in improving the performance of employees in an era of increased competition cannot be suppressed. Team work improves team efficiency and effectiveness. This gives the team a spirit of ownership and also allows them to put their greatest effort into achieving organizational performance-related goals. In addition, the work team resulted in different skills and talents, which in turn inspire and help the development of individuals in the team.

Manzoor et al., (2011) conducted a study to assess the impact of teamwork on the performance of the employees of the Ministry of Higher Education Khyber Pakhtoon Khawa, Peshawar Province, Pakistan. In their study, scholars used various measures of teamwork such as team member morale, team member trust, and recognition and rewards to predict the effect of these teamwork actions or independent variables on employee performance. Good teamwork can have an impact on performance. Likewise, job satisfaction felt by employees can improve their performance.

Job satisfaction is the level of pleasure felt by a person for his role or work in the organization. Job satisfaction is the degree to which individuals are satisfied that they are getting commensurate rewards from various aspects of the work situation of the organization where they work. So, job satisfaction concerns the psychology of individuals within the organization, which is caused by the circumstances that he feels from his environment. Job satisfaction is an evaluation that describes a person's feelings of attitude, happy or not happy, satisfied, or dissatisfied at work (Rivai, 2005).

According to Locke (1976 in Kaswan) provides a comprehensive definition of job satisfaction which includes cognitive, affective, and evaluative reactions or attitudes and states that job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's job or work experience. Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important (Kaswan, 2012). According to Robbins (2016) of job satisfaction is the general attitude towards one's job, which shows difference between the number of awards received by workers and the amount they believe they should receive (Wibowo, 2010). According to Handoko and Asa'ad (1987 in Umar) define job satisfaction as an assessment or reflection of workers' feelings towards their work.

Research conducted by Putri Irene Simanjuntak, Isfenti Sadalia, Nazaruddin (2020) states that emotional exhaustion has no significant effect on employee performance, job satisfaction has a significant effect on employee performance, and emotional exhaustion has a significant effect on performance through job satisfaction. while Arini Nur Dianah Zain and Trias Setiawati (2018). Stating that job satisfaction has a significant and positive effect on employee performance.

In the world of business or company, getting job demands or tasks given by the leadership is a common thing in the office world. Moreover, large companies must be required to work hard and be thorough in completing the assigned tasks, because if these tasks are not carried out, the company cannot achieve the desired organizational goals. Employees are often required to complete their work on time and can also be chased by time (deadlines), and sometimes leaders also assign tasks to employees that are excessive or not in accordance with the abilities of their employees.

In an office, especially the office of the National SAR Agency which is a government agency that handles search and rescue in the event of victims of both natural disasters and vehicle accidents that are under the responsibility of the Government. Changes in the work environment have become a very common thing. Various changes that occur in the work environment, demanding adjustments as well as what happened in the Kendari Basarnas office, job demands and intense competition between employees, continue to encourage Basarnas employees to make changes. These changes bring problems and high demands on each individual to further improve their performance. With high work demands, each individual will experience a role conflict as experienced by employees in the Operations Staff section, because the SAR Operations section is search and rescue (SAR) which includes efforts and activities to seek, help and save human lives or are feared to be lost, facing danger in a disaster. shipping, aviation or other disasters and calamities. The task of the Operations section is to go directly to the location of a disaster to save the victims with the conditions of the terrain that are very difficult to pass and dangerous.

In carrying out the task of rescuing victims with terrain conditions that are very difficult to pass and dangerous, strong teamwork is needed. But sometimes in its implementation, there are still some employees who are less than optimal in working with the team. This causes the completion of the work cannot reach the target optimally.

The role conflict experienced by employees is sometimes related to family conflict, sometimes it can be a problem because as an Operations employee, you must be willing to leave your family while operating outside the city. Overlapping work is also a problem in the National Basis office as it can cause a workload for employees. This results in employee dissatisfaction. For example, when the month of Ramadan and Eid welcome years 2020, the members deployed to secure the BASARNAS at homecoming and backflow Lebaran, lead members could not gather with family at home for longer periods of time.

Based on the initial observations made, there are several phenomena that occur in the Kendari Basarnas office, including those related to employee performance where there are still some employees who have not carried out their work optimally in accordance with the assigned work targets. With regard to the quantity of work or the completion of some workloads imposed on some employees, it has not been resolved properly. Then related to the time of completion of work there are still some obstacles faced by some employees. For example, in terms of disaster management, sometimes the time for completion of the work that has been targeted has not been completed properly. Some of the factors that cause not optimal work completion is the role conflict felt by some employees.

Based on the Kendari Basarnas Employment data (2020) Recapitulation of Employee Performance Target Values at the Kendari Basarnas Office for 2018-2020 it can be seen that the SKP value of several employees has decreased in 2020. This is due to several assessment indicators consisting of employee performance targets and behavior the work of some employees decreased by 41 employees. This is because the realization of performance consisting of quantity, quality and time of completion of work cannot be carried out optimally in accordance with the planned performance targets.

Based on the explanation of the phenomenon above, the researcher is interested in conducting further research on "The Influence of *Work Family Conflict*, Teamwork and Job Satisfaction on the Performance of Employees at the Kendari Basarnas Office".

## II. LITERATURE REVIEW

### 2.1. *Work family conflict*

Greenhaus and Beutell (1985) define *work family conflict* as a form of inter-role conflict in which the pressures of roles in work and family conflict with each other, i.e., carrying out a role in work becomes more difficult because it also carries out a role in the family, and vice versa, carrying out a role in the family. become more difficult because of carrying out a role at work. Long working hours and heavy workload is a sign directly be the *work family conflict*, due to the time and effort of excessive wear to work resulting in a lack of time and energy that could be used to carry out the activities of the family (Frone, 2003; Greenhaus & Beutell, 1985).

Research conducted by Arini Nur Dianah Zain and Triassic Setiawati (2018) states that *Work family conflict* negatively affects performance, which means that if *Work family conflict* experienced by employees will result in decreased performance. So, the higher the conflict experienced between work and family will have an impact on the decline in employee performance. Similarly, based on research results Helmi Buyung Aulia Safrizal, Anis Eliyana, and Kurnia Lail Febriyanti (2020), Eddy Kurniawan Madiono Sutanto and Ferdianto Wiyono (2017), shows that *work family conflict* negatively affect performance.

The indicators used to measure the variables *Work family conflict* in this study according to Greenhaus and Beutell (1985) which consists of 1). *Time-based conflict*, 2). *Strain based conflict* and 3). *Behavior based conflict*.

### 2.2. Teamwork

Another factor that can affect employee performance is that teamwork is a necessity in realizing work success. Cooperation within the team will be a driving force that has the energy and synergy for individuals who are members of teamwork. Without good cooperation, there will be no bright ideas. As stated Bachtiar (2004) that "Working together

is the synergy of the strengths of several people in achieving the desired goals. Cooperation will unite the power of ideas that will lead to success.”

Research conducted by Kemanci (2018) said that influence the cooperation team in improving the performance of employees in an era of increased competition cannot be suppressed. Team work improves team efficiency and effectiveness. This gives the team a spirit of ownership and also allows them to put their greatest effort into achieving organizational performance-related goals. In addition, the work team resulted in different skills and talents, which in turn inspire and help the development of individuals in the team. According to Shane & Von Glinow (2012) teamwork is measured by 5 indicators consisting of Cooperating (Cooperating), Coordinating (Coordination), Communicating (Communication), Comforting (Comfort), and Conflict resolving (Problem Solving).

2.3. Job satisfaction

Job satisfaction is the level of pleasure felt by a person for his role or work in the organization. Job satisfaction is the degree to which individuals are satisfied that they are getting commensurate rewards from various aspects of the work situation of the organization where they work. So, job satisfaction concerns the psychology of individuals within the organization, which is caused by the circumstances that he feels from his environment. Job satisfaction is an evaluation that describes a person's feelings of attitude, happy or not happy, satisfied, or dissatisfied at work (Rivai, 2005).

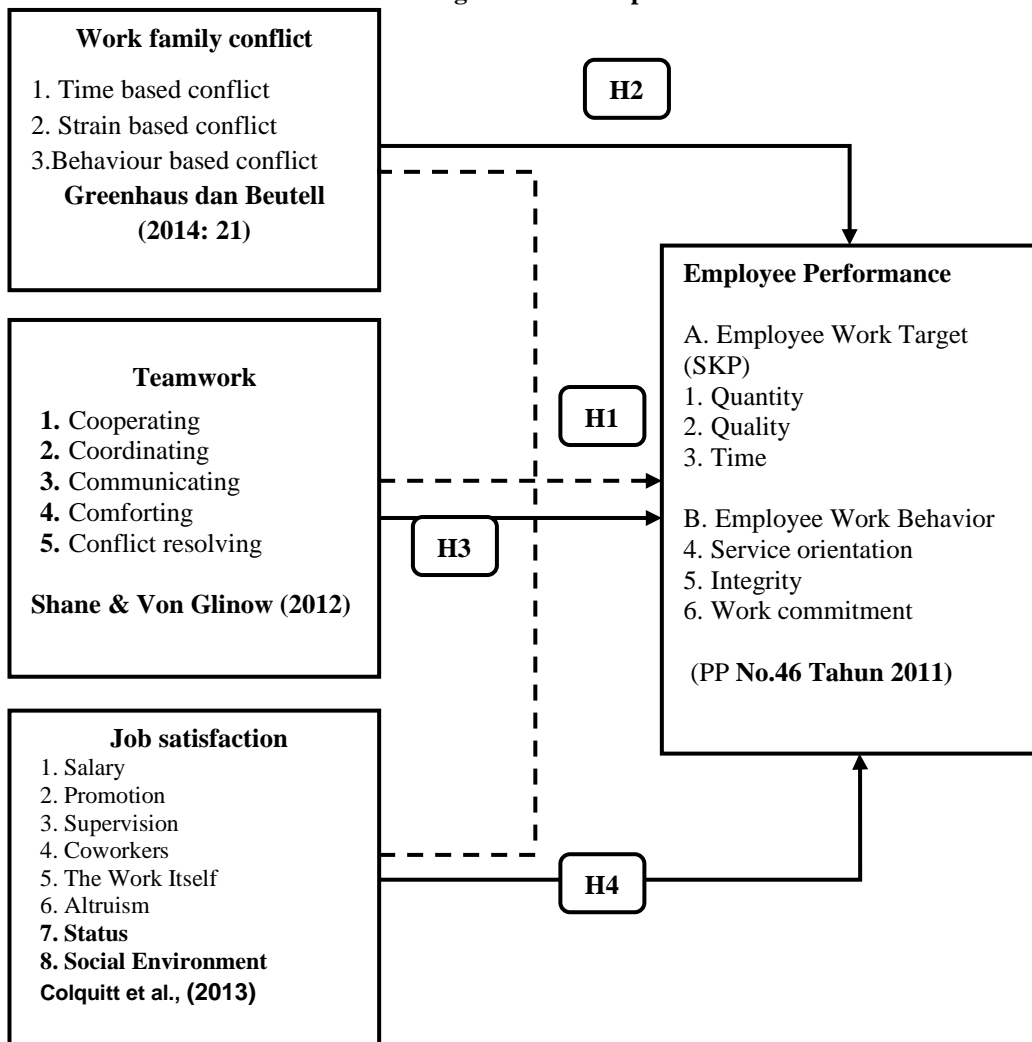
According to Locke (1976) provides a comprehensive definition of job satisfaction which includes cognitive, affective, and evaluative reactions or attitudes and states that job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's job or work experience. Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important (Kaswan, 2012). According to Robbins (2016) of job satisfaction is the general attitude towards one's job, which shows difference between the number of awards received by workers and the amount they believe they should receive (Wibowo, 2010). According to Handoko and Asa'ad (1987 in Umar) define job satisfaction as an assessment or reflection of workers' feelings towards their work.

2.4. Performance

According to Bernardin (2003:87) Performance refers to the understanding as a result that performance is a record of the results produced (generated) on certain job functions or activities during a certain period.

2.5. Conceptual Framework and Hypotheses

Figure 2.1. Conceptual Framework



### 3.2. Research Hypothesis

The hypothesis is a temporary answer to a problem that actually still needs to be proven through research on the object in question. Thus, if the facts obtained support the truth, the hypothesis can be accepted, it is better if the facts obtained do not support the hypothesis must be rejected.

A hypothesis is the formulation of a temporary answer to a question that is intended as a temporary guide in the investigation to reach the real answer (Winarno Surakhmad, 1985:39). Based on the conceptual framework in the picture above, the hypothesis proposed in this study is as follows:

- H1** *Work family conflict*, Teamwork and Job Satisfaction simultaneously have positive and significant impact on employee performance to the Badan Sar National Kendari.
- H2** *Work family conflict* positive and significant impact on employee performance at Badan Sar National Kendari
- H3** Teamwork has a positive and significant effect on employee performance at Badan Sar National Kendari
- H4** Job satisfaction has a positive and significant effect on employee performance at Badan Sar National Kendari

### IV. RESEARCH METHODS

The population in this study were all employees of the Kendari National Sar Agency, all of which were civil servants (PNS) totaling 115 employees. In this study, the researcher wanted to examine all elements in the research area. Referring to Sugiyono's statement, the population in this study is the entire Kendari National Sar Agency employee. Because all populations are used as respondents, the research conducted is population research. As Arikunto emphasized that the population is the entire research subject, so the study or research to be conducted is called a population study or census study, Arikunto (2006:130).

The data analysis technique used in this study is descriptive statistical data analysis and inferential statistics, namely multiple linear regression analysis using SPSS Version 20 *software*.

### V. RESULTS AND DISCUSSION

#### 5.1 Multivariate Regression Test Results

In the previous discussion, it has been stated that to be able to answer the problems and hypotheses proposed in this study, namely the Effect of *Work Family Conflict*, Teamwork and Job Satisfaction on the Performance of Kendari Basarnas Employees, both simultaneously and partially, multivariate regression analysis was carried out.

The summary of the results of the author's multivariate regression analysis is presented in the following table:

Table 5. 12. Summary of Multivariate Regression Analysis Results

Effect Between Variables	Standardized Coefficient (Beta)	t- Calculate	Sig.t	Note:
<i>Work Family Conflict</i> - Employee Performance	0.016	1.394	0.006	Accepted
Teamwork - Employee Performance	0.235	3.027	0.003	Accepted
Job Satisfaction - Employee Performance	0.778	3.424	0.000	Accepted
R = 0.894	F- Count = 28.401	Cons: 0.204		
R <sup>2</sup> = 0.887	Sig. F = 0.000			
SEE = 0.67869	N = 114			

Source: Primary Data Processing Results, Year 2021

Based on the results of the multivariate regression analysis in the table above, the following multivariate regression analysis equations are obtained:

$$\text{Employee Performance (Y)} = 0.204 + 0.016X_1 + 0.235X_2 + 0.778X_3 + e$$

Multivariate regression analysis equation model can be interpreted:

1. Constant value of 0.204 states that if the variable *Work Family Conflict*, Job Satisfaction Teamwork And in a state of constant (fixed), then the value of the employee's performance of 0.204.
2. The regression coefficient *Work Family Conflict* ( $X_1$ ) of 0.016 states that any changes to *Work Family Conflict* it will improve employee performance by 0.016.
3. The regression coefficient Teamwork ( $X_2$ ) of 0.235 states that any changes to Teamwork that will improve employee performance by 0.235.
4. Regression coefficients Job Satisfaction ( $X_3$ ) of 0.778 states that any change of job satisfaction it will improve employee performance by 0.778.

#### 5.2. Test The coefficient of determination ( $R^2$ ) and the correlation coefficient (R)

For multivariate regression should use R- *Square* adjusted or written R- *Square*, as adjusted by the number of variables *independent t* were used. Based on the test results the coefficient of determination is known that the coefficient of determination in R- *Square* is equal to 0.887, which means the ability of explanatory variables (*Work Family Conflict*, Teamwork and Job Satisfaction) in light of the response variable (performance of employees) of 88.7%, while the rest is 11.3% is influenced by other variables outside the regression model. So, it can be concluded that the value of the coefficient of determination ( $R^2$ ) of this research model has an accuracy or precision of a good model.

Furthermore, the value of  $R = 0.894$  shows that the correlation independent variables *work family conflict*, teamwork and satisfaction of working on the performance of employees at the Agency Sar National Kendari. The value of  $R$  is close to 1.00, it can be interpreted that the relationship between the independent variable and the dependent variable is getting stronger.

### 5.3. Research Hypothesis Testing

Testing the hypothesis and the path coefficient of partial and simultaneous influence between the variables of *Work Family Conflict*, Teamwork and Job Satisfaction on employee performance. For more details, the description of the hypothesis testing of this study is as follows:

#### 5.3.1. Testing Simultaneous (Test F)

The test results obtained that there is a simultaneous positive influence between *Work Family Conflict*, Teamwork and Job Satisfaction on employee performance. Can be described as follows:

#### **H1: *Work Family Conflict*, Teamwork and Simultaneous Job Satisfaction have a Positive Effect on Employee Performance**

Based on the results of the F-test in table 5.12, it can be seen that the significance value is 0.000. So, it can be concluded that the variables of *Work Family Conflict*, Teamwork and Job Satisfaction have a significant effect on employee performance, because the value is  $< 0.05$ . then based on testing the value of F, obtained an F-count value of 28.401, while the value in the F-table is 4.23. From these results it can be concluded that *Work Family Conflict*, Teamwork and Job Satisfaction have a significant positive effect on employee performance because  $F_{count} > F_{table}$  and the value is positive.

#### 5.3.2. Testing Partial (t test)

Partially (t test) in this study aims to examine the effect of *Work Family Conflict*, Teamwork and Job Satisfaction on employee performance at the Kendari National Sar Agency as follows:

#### **H2: *Work Family Conflict* Positively Affects Employee Performance**

Results of testing the effect of *Work Family Conflict* on employee performance can be demonstrated with a value *estimate* path coefficient of 0.016 with a positive direction. The positive path coefficient means that the influence between *Work Family Conflict* and employee performance is unidirectional. Then it can also be proven by the critical point value (t-count) of 1.394 and signification value (sig.) Of  $0.006 < \alpha = 0.05$ .

The test results prove that *Work Family Conflict* has a positive effect on employee performance at the Kendari National Sar Agency office. This means that the better in managing *work family conflicts*, the performance of the Kendari National Sar Agency employees will increase. Thus, the second hypothesis proposed in this study can be accepted or supported by facts.

#### **H3: Teamwork has a positive effect on employee performance**

Results of testing the effect of K Gov each team on the performance of employees can be proven with the value *estimate* path coefficient of 0.235 to the positive direction. The positive path coefficient means that the influence between Teamwork and employee performance is unidirectional. Then can also be proven by the value of the critical point (t-test) of 3.027 and signification value (sig.)  $0.000 < \alpha = 0.05$ . The test results prove that Teamwork has a positive effect on employee performance. This means that the higher the level of TEAM work, the more it affects the improvement of employee performance at the Kendari National Sar Agency office. Thus, the third hypothesis proposed can be accepted or supported by empirical facts.

#### **H4: Job Satisfaction Positively Affects Employee Performance**

The results of testing the effect of Job Satisfaction on employee performance can be proven by the *estimated* path coefficient value of 0.778 with a positive direction. The positive path coefficient means that the effect of job satisfaction on employee performance at the Kendari National Sar Agency is unidirectional. Then it can also be proven by the critical point value (t-count) of 3.424 and signification value (sig.)  $0.000 < \alpha = 0.05$ . The test results prove that job satisfaction has a positive effect on employee performance. So that the submission of the hypothesis in this study can be accepted or supported by the reality that occurs in the object of research.

## 5.4. Discussion

The results of data analysis in this study are a reference for discussing the results of this study by combining theory, the results of previous studies, and empirical facts that occur in the object under study in order to verify that the results of this study strengthen or reject the theory and results of previous studies. Study of the influence of *Work Family Conflict*, Teamwork and Job Satisfaction on employee performance. is an attempt to photograph the facts or conditions of whether or not the *work family conflict* is high or low, teamwork and job satisfaction on employee performance either simultaneously or partially.

The discussion of this research includes descriptive variables, measuring coefficients and the results of hypothesis testing. Discussion of measurement and descriptive variables through the average value of each variable measurement indicator. In addition, the discussion of the relationship by paying attention to the value of the coefficient and significance. Therefore, the discussion of the influence between variables based on the objectives and problems of this research can be described as follows:

#### 5.4.1. The Effect of *Work Family Conflict*, Teamwork and Job Satisfaction on Employee Performance

Simultaneous test results found that *Work Family Conflict*, Teamwork and Job Satisfaction have a positive effect on employee performance. This means that an increase in *Work Family Conflict*, Teamwork and Job Satisfaction simultaneously has a significant effect on increasing employee performance.

Employee performance is the end result of employee work activities that can be measured through *Work Family Conflict*, Teamwork and Job Satisfaction in carrying out tasks. The results of testing employee performance variables are reflected through the achievement of work results in the form of employee work targets, namely: quality, quality, time, and employee work behavior, namely: service orientation, work commitment, work initiative, most of the respondents stated that they were good in implementing employee performance appraisal.

Facts in the field based on the description of respondents' answers obtained indicators of employee work behavior consisting of service orientation, work commitment and work initiative, are at good intervals, which are the main or priority factors in their implementation because they have a higher average value than the employee work target indicators. described in terms of quality, quality, time, and cost. This means that employee work behavior consists of service orientation which is reflected through the attitudes and work behavior of civil servants in providing the best service to those served, work commitment which is reflected through the willingness and ability to harmonize the attitudes and actions of civil servants to realize organizational goals by prioritizing the interests of the service rather than self-interest. own work initiative which is reflected through the ability and willingness of civil servants to do work without waiting for superior intervention related to their field of work in order to achieve organizational goals, cooperation which is reflected through the willingness and ability of civil servants to work together with colleagues, superiors, subordinates in their work units and agencies others in completing a specified task and responsibility, and leadership which is reflected through the ability of civil servants to motivate and influence subordinates or other people related to their field of work in order to achieve organizational goals. the always prioritized and implemented.

The results of this study can prove the consistency of the application of Government Regulation Number 30 of 2019 concerning the Performance Assessment of Civil Servants (PNS). PNS Performance Assessment is carried out based on performance planning at the individual level and at the unit or organizational level, taking into account the targets, achievements, results, and benefits achieved, as well as the behavior of the civil servants. PNS Performance Assessment is carried out based on objective principles; measurable; accountable; participatory; and transparent. The achievement of the employee target can be seen from the results of the Employee Work Target (SKP) assessment. The SKP assessment will later be used as a quantity assessment by the Kendari National Sar Agency.

In the context of public sector organizations, the success of the organization will be used to gain legitimacy and public support. Employee performance appraisal is an evaluation process used by organizations to evaluate the performance of individual employees' work, in addition to the process of evaluating how well employees do the mandated work. Employee performance measurement in this study refers to the SKP (Employee Work Target) based on PP no. 30 of 2019 that the performance appraisal of civil servants (PNS) systemically combines the Employee Work Target (SKP) and the Employee Work Behavior Assessment (PKP) with the aim of ensuring the objectivity of PNS coaching which is carried out based on the achievement system and career system.

Results of research work family conflict, research agreement teams and job satisfaction simultaneously positive influence on employee performance. The findings of this study are able to prove the truth of the theory of Human Resource Management (HRM). Ivancevich (1995:3) states that human resource management is the effective management of people in their work, and human resource management examines what can or should be done to make people who work more productive and more satisfied. Consistent with the opinion of Dressler (2004:2), explaining HRM is the process of obtaining, training, appraising, and compensating employees, paying attention to work relations, health, and safety, as well as issues of justice.

In the public sector, Human Resource Management (HRM) is defined as a supporting instrument for organizational transformation process that converts inputs into outputs which later would have added value to the organization / agency and the wider community. Human Resource Management (HRM) in the public sector focuses its studies on achieving community satisfaction as *customers* who must be served. The management of Civil Servants needs to be comprehensively regulated, by applying uniform norms, standards, and procedures in determining the formation, procurement, development, determination of salaries, and welfare programs as well as dismissals which are elements in the management of Civil Servants (PNS). With this uniformity, it is hoped that uniform quality of Civil Servants will be created throughout Indonesia. In addition, uniform management can also realize uniformity of treatment and guarantee legal certainty for all Civil Servants.

*Work family conflict* as a form of conflict between the roles that pressure from the role in the work of family and contradictory that is running role in the work becomes more difficult due to also perform the role in the family, and vice versa, perform the role in the family becomes more difficult due to perform the role in work. Long working hours and heavy workload is a sign directly be the work family conflict, due to the time and effort of excessive wear to work resulting in a lack of time and energy that could be used to carry out the activities of the family (Frone, 2003; Greenhaus & Beutell, 1985).

Research conducted by Arini Nur Dianah Zain and Triassic Setiawati (2018) states that *Work family conflict* negatively affects performance, which means that if *Work family conflict* experienced by employees will result in decreased performance. So, the higher the conflict experienced between work and family will have an impact on the decline in employee performance. Meanwhile, according to Helmi Buyung Aulia Safrizal, Anis Eliyana, and Kurnia Lail Febriyanti (2020), Eddy Kurniawan Madiono Sutanto and Ferdianto Wiyono (2017), shows that *Work family conflict* negatively affect performance.

#### 5.4.2. The Effect of *Work Family Conflict* on Employee Performance

The result of this research is known that *Work Family Conflict* has a positive effect on employee performance. This means that the change in the increase of cooperation team a significant effect on improving the performance of employees. Changes to *Work Family Conflict*. have a positive contribution to improving the performance of employees is reflected through from the aspect Target Employee Work (SKP) consisting of: quality, quality, time and cost and Conduct Employee Work (PKP) comprising: service orientation, commitment, and initiative work. Thus, the research findings indicate that the implementation of the work family conflict that well, has contributed positively to the improvement of the performance of employees at the Agency Sar National Kendari.

Based on the facts on the ground, according to respondents' perceptions, this shows that the Kendari National Sar Agency employees do not feel any conflict between work and family. The majority of Kendari National Sar Agency employees think that the duties and responsibilities assigned to them are to save human lives so that some of them do not feel any conflict between work and family.

The *Time-based conflict* indicator is in the low category, this shows that the Kendari National Research Agency employees do not feel that there is a conflict related to their working time, the majority of the National Sar National Agency employees receive assignments from two or more tasks, each of which contradicts each other in principle and Multiple role assignments have a time limit for completion. Furthermore, the indicator *Strain-based conflict* shows that employees of the National Agency for Kendari Sar majority does not feel the tension generated by one of the roles made it difficult Basarnas office employees to meet the demands of other roles and tension of this role include stress and cause anxiety.

Meanwhile, the *Behavior based conflict* indicator is a conflict that arises when a behavior is effective for one role but is not effectively used for another role. The ineffectiveness of this behavior can be caused by the lack of awareness of the Kendari Basarnas office employees about the consequences of their behavior on others. Based on the frequency distribution of respondents' answers, it shows that the average value of the *Behavior based conflict* indicator is 2.15. This means that employees do not feel when a behavior is effective for one role but is not effectively used for another role and the ineffectiveness of this behavior can be caused by a lack of awareness of the Kendari Basarnas office employee about the consequences of his behavior on others.

*Work family conflict* as a form of conflict between the roles that pressure from the role in the work of family and contradictory that is running role in the work becomes more difficult due to also perform the role in the family, and vice versa, perform the role in the family becomes more difficult due to perform the role in work. Long working hours and heavy workload is a sign directly be the work family conflict, due to the time and effort of excessive wear to work resulting in a lack of time and energy that could be used to carry out the activities of the family (Frone, 2003; Greenhaus & Beutell, 1985).

The study is not in line with research conducted by Arini Nur Dianah Zain and Triassic Setiawati (2018) states that *Work family conflict* negatively affects performance, which means that if *Work family conflict* experienced by employees will result in decreased performance. So, the higher the conflict experienced between work and family will have an impact on the decline in employee performance. Meanwhile, according to Helmi Buyung Aulia Safrizal, Anis Eliyana, and Kurnia Lail Febriyanti (2020), Eddy Kurniawan Madiono Sutanto and Ferdianto Wiyono (2017), shows that *Work family conflict* negatively affect performance

#### 5.4.2. The Effect of *Teamwork* on Employee Performance

The results of this research note cooperation team has a positive effect on employee performance. This means that the change in the increase of cooperation team a significant effect on improving the performance of employees. Teamwork changes. have a positive contribution to improving the performance of employees is reflected through from the aspect of Employee Work Goals (SKP) consisting of: quality, quality, time and Employee Work Behavior (PKP) comprising: service orientation, commitment, and initiative work. Thus, the research findings indicate that the implementation of the *work family conflict* that well, has contributed positively to the improvement of the performance of employees at the Agency Sar National Kendari.

Based on the facts in the field, according to respondents' perceptions, they stated that the Kendari National Sar Agency employees have synergistic strengths in carrying out team work to achieve the desired goal. The forms of teamwork carried out include collaborating in providing assistance to victims of natural disasters and handling other disasters.

Indicators *Cooperating* (collaboration) that are in either category. This shows that employees who are members of effective teamwork are willing to work together with other team members and employees always devote attention to working with the team according to procedures so that they can be held accountable. Then indicators *Coordinating* (coordination) considered good. This shows that employees always strive to produce the best possible Team work and Employees who join in team work actively manage teamwork so that the team acts efficiently.

Further indicators *Communicating* (Communications) considered good. This shows that effective team members can convey information freely and team members have the ability to communicate efficiently for the goals to be achieved by the team. While indicators *Comforting* (Leisure) considered good. This shows that the team members are effectively able to help colleagues set the psychological state of a healthy and positive as well as the employees who are members of the team feel comfortable in carrying out their duties and responsibilities in the work of the team.



The average value for the indicator *Conflict resolving (Troubleshooting)* of 4.31 or better categorized. This shows that employees feel that effective team members have the ability to solve problems that occur in the team and that team members have the motivation to solve problems related to differences of opinion between team members.

Cooperation within the team become a necessity in achieving employment success. Cooperation within the team will be a driving force that has the energy and synergy for individuals who are members of teamwork. Without good cooperation, there will be no bright ideas. As stated Bachtiar (2004) that "Working together is the synergy of the strengths of several people in achieving the desired goals. Cooperation will unite the power of ideas that will lead to success."

Research conducted by Kemanci (2018) stated that the Working teams improve the efficiency and effectiveness of the team. This gives the team a spirit of ownership and also allows them to put their greatest effort into achieving organizational performance-related goals. In addition, the work team resulted in different skills and talents, which in turn inspire and help the development of individuals in the team.

Manzoor et al., (2011) stated that there is strong evidence showing that the measures of teamwork are; team member morale, team member trust, and recognition and rewards have a positive and significant impact on employee performance.

#### 5.4.3. The Effect of Job Satisfaction on Employee Performance

The result of this research is known that job satisfaction has a positive and significant effect on employee performance. This means that an increase in job satisfaction has a significant effect on increasing employee performance. P Increased job satisfaction has a positive contribution to improving the performance of employees is reflected through from the aspect Target Employee Work (SKP) consisting of: quality, quality, time and cost and Conduct Employee Work (PKP) comprising: service orientation, commitment work initiatives, and collaboration. Thus, the research findings indicate that job involvement are high by employees, has contributed positively to the improvement of the performance of employees at the Agency Sar National Kendari.

The facts obtained in the field are the results of this study that the work involvement of employees at the Kendari National Sar Agency is declared to be good in its implementation if it is reflected from the active aspect of participating in work, which is described by the statement "always cares about all assigned work, always devotes attention to work according to procedures. so that I can be responsible and master the work in the field that I am currently occupying", prioritizing work, which is described by the statement "trying to produce the best possible work, the work I am currently doing is very interesting and is something that needs to be prioritized and trying to meet the target determined by superiors", as well as important work for self-esteem which is described through the statement "feel valuable if you can complete office tasks well, work you do in accordance with the principles of life and full of confidence, and feel respected. respect and confidence, if the work is appreciated by superiors. All of these indicators are perceived well by respondents, in this case Civil Servants (PNS) within the Kendari National Sar Agency.

Responses of respondents indicated that the indicator actively participates in the work, which describe fish through the statement "always concerned about all the work assigned, always devoted to work in accordance with procedures to be accountable and control of work in the field that I occupy now" has a score the highest average which is a major factor or priority in the effort to download increase work engagement of employees Agency Sar National Kendari. This means that the active participation of Kendari National Sar Agency employees has been carried out well, as a person's personal effort so that it can have an impact on improving performance in the scope of work.

The results could prove the theory of job involvement (*Work Involvement*), as in pointed Robbins (2003) that in order to achieve high performance, employees need to have a high job involvement as well. Highly engaged employees will strongly favor the type of work being done and genuinely care about the type of work. An employee is said to be involved in his work if the employee can identify himself psychologically with his work and considers his performance important for himself, in addition to the organization. It is consistent with the opinion of Robbins & Coulter (2012: 377) that work engagement is the level of employee identification with his work, actively participate in her work, and consider its performance on the job is more important for his own good.

Employees with a high level of involvement with a strong work correctly recognize and watch type of work they do. High rates have been found to be associated with lower absenteeism and lower employee turnover rates. Employees who have low work involvement are individuals who view work as an unimportant part of their lives, have less pride in the company, participate less and are less satisfied with their work. A high level of work involvement will reduce the rate of absenteeism and resignation of employees in an organization. Meanwhile, a low level of work involvement will increase absenteeism and higher resignation rates in an organization.

The theoretical study that is used as the basis for testing the effect of job involvement is the theory put forward by Kanungo (1982) which reveals that job involvement is the main attitude that refers to the psychological identification by an employee of his work, where employees feel that work is representative of their lives and is a lot of work. of interests and life goals related to their work. Furthermore, to measure job involvement, a work involvement scale called the *Job Involvement Questionnaire (JIQ)* is used, which includes 3 characteristics: 1). Actively participate in work, 2). Prioritizing work, and 3). Work is important for self-esteem (Kanungo 1982).

Job involvement referred to in this study is defined as the degree to which individuals actively participate in it, and consider work important as an overall self-image. Measurement variable job involvement by respondents indicator actively participates in the work , which is described by the statement "always concerned about all the work assigned, always devoted to work in accordance with procedures to be bi sa accounted for and control of work in the

field that I occupy now" is an indicator which takes precedence in its implementation, while the employee performance variable is the employee work behavior indicator (PKP) which is the main factor or is prioritized in its implementation.

The results of this study indicate that work involvement has a positive effect on employee performance, which can prove the truth of the theory put forward by Kanungo (1982) which reveals that work involvement is the main attitude that refers to the psychological identification by an employee of his work, where employees feel that work is representative of life. them and many of their interests and goals in life are related to their work . The same opinion was expressed by Brown (2000) who said that job involvement refers to the degree to which a person is psychologically in favor of his organization and the importance of work for his self-image. Furthermore, Brown (2000) asserts that someone who has high work involvement can be stimulated by his work and immersed in his work. Employee work involvement can have a huge influence on the success of a company in achieving its goals (Robbins and Judge 2008: 281). Job engagement is a participatory process that uses employee input and is intended to increase employee commitment to organizational success.

Based on the facts in the field, according to respondents' perceptions, they stated that the work involvement of Kendari National Sar Agency employees was in a good category in its implementation. These results cannot prove the *empirical gap* that job involvement cannot be used as a variable to predict employee performance. The reality that happened to the Kendari National Sar Agency employees showed that the increased work involvement was directly proportional and in line with the increase in employee performance, both individual performance and organizational performance. This condition can be observed from respondents' statements that work involvement through indicators of actively participating in work, prioritizing work, and work is important for self-esteem, all of which are in the good category.

This research can prove the contradiction of the diversity of previous research results. Work involvement has a positive effect on employee performance, supporting the findings of research conducted by Thevanes & Dirojan (2018), Septiadi, et.al. (2017), Riza (2017), and Kembau, et.al. (2018) that work engagement influence on employee performance. However, this is different from the research conducted by Indra, et.al (2019) and Mahadika & Hadi, (2018) which found that work involvement had no significant effect on performance. Individuals who have low work involvement are individuals who view work as an unimportant part of their lives, have less pride in the company, participate less and are less satisfied with their work.

### 5.5. Research Limitations

Some of the limitations of the study that can be taken into consideration by the next researcher are:

1. This research data uses employee perceptions through self-assessment or *self-appraisal*. In addition, because of the busyness of employees at the Kendari National Sar Agency and time constraints, researchers have difficulty digging deeper information into this research study. Furthermore, the object of research is limited to the National Sar Agency. Thus, it can limit the generalizability of research findings.
2. The researcher only examines one government agency in this case is the National Sar Agency as the object of research, so the generalization of the research results is still relatively low. Further research should use a different research object by describing each indicator of the Work Family Conflict variable by conducting in-depth interviews through a qualitative approach.

## VI. CONCLUSIONS AND SUGGESTIONS

### 6.1. Conclusions

Based on the results of data analysis, discussion and research findings, some conclusions can be drawn from this research as follows:

1. *Work Family Conflict*, Teamwork and Job Satisfaction together have a positive effect on employee performance. This means that an increase in *Work Family Conflict*, Teamwork and Job Satisfaction simultaneously has a positive contribution to improving employee performance.
2. *Work Family Conflict* has a positive effect on employee performance. This means that the increase in the *Work Family Conflict* of employees is described as having a positive contribution to improving employee performance.
3. Teamwork has a positive effect on employee performance. That is an increase Teamwork employee has a significant contribution to the performance of employees.
4. Job satisfaction has a positive effect on employee performance. Meaning Satisfaction Work which both contributed positively to the improvement of employee performance.

### 6.2. Suggestions

Based on the findings and conclusions of this study, the following recommendations can be made:

1. The leadership of the National Sar Agency needs to pay attention to employees who work in the form of teamwork in this case related to the indicators of communication and cooperation built in teams that still have a low average value compared to other indicators of teamwork measurement.
2. Furthermore, leaders need to pay attention to employee job satisfaction related to their social environment related to the ease of carrying out work with harmonious situations and conditions.
3. With regard to employee performance, leaders need to pay attention to the quantity of work or related to the amount of work that can be completed in accordance with the tasks assigned to them.

4. For future researchers, it is recommended to develop research models that are more complex in answering the issue of improving employee performance by describing each indicator of the work family conflict, teamwork and job satisfaction variables by conducting in-depth interviews through a qualitative approach so as to strengthen the findings of this study.

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