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## TABLE OF CONTENTS

The Effect Achievement Motivation, Leadership Character and Internal Culture Towards Employee's Performance a Case Corporate From Indonesia <i>Joko Utomo, Marthin Nanere, Sutono</i> .....	1-9
Important Role of Gas Stations Operator and The Reason for Owners Should Treat Them Fairly <i>Selly Rosidah, Budi W. Soetjipto</i> .....	10-17
Manufacturing Company Bankruptcy Prediction in Indonesia with Altman Z-score Model <i>Nur Hasbullah Matturungan, Budi Purwanto, Abdul Kohar Irwanto</i> .....	18-24
The Effect of Direct and Indirect Compensation to Motivation and Loyalty of The Employee <i>M. Abdi Dzil Ikhrum W, Armanu, Sudjatno</i> .....	25-32
Professionalism and Compensation in Improving Job Satisfaction <i>Cipto Wardoyo</i> .....	33-44
Relationships Between Market Orientation, Non-technological Innovation, and Business Performance at Small And Medium Industries (SMI) <i>Lukman Achmad</i> .....	45-53
Determinant Factors of Purchase Intention on Green Product <i>Ida Aryati Diyah, Tony Wijaya</i> .....	54-62
Brand Awareness Influences Behavior Teja Members Member Club (TMC) on The Selection of Medical Services in Hospitals <i>Fahmy Rezkiyah, Tita Hariyanti, Harun Al Rasyid</i> .....	63-67
The Influence of Compensation, Organizational Commitment and Career Path to Job Performance Employees <i>Yuli Triana</i> .....	68-73
Effect of Commitment Organization, Organizational Culture, and Motivation to Performance of Employees <i>Indra Taruna Anggapradja, Ronny Wijaya</i> .....	74-80
Strategy and Policy In Illegal Trade in Border of East Kalimantan-Malaysia and The Implications for AEC 2015 <i>Syachrumayah Asri</i> .....	81-93
Development Strategy of Footwear SMEs <i>Revina Devitani Putri, Musa Hubeis, Muhammad Syamsun</i> .....	94-105
Organization Commitment and Environmental Uncertainty Moderating Budget Participation on Budgetary Slack <i>Tun Huseno</i> .....	106-115
The Effect of Total Quality Management on The Performance of SMEs Through Mediation Variable of Organizational Commitment <i>Lidya Priyanka, Margono Setiawan</i> .....	116-125
Analysis of The Optimization of The Implementation of Service Marketing Mix on Student's Satisfaction <i>Moch. Aziz Basari, Dani Usmar, Mukhtar Abdul Kader</i> .....	126-134
Supply Chain Management of Agro Industry of Cassava <i>Natelda R. Timisela, Ester D. Leatemia, Febby J. Polnaya and Rachel Breemer</i> .....	135-145

Investment Analysis of Sectors of Trade and Service, and Sub-Sectors of Tourism, Hotels and Restaurants Listed on The Indonesian Stock Exchange in 2011-2015 <i>Sakina Ichsan, Neneng Susanti</i> .....	146-152
Revenue Changes and Emotional Intelligence in Improving The Performance of Employees Civil Area <i>Muchtar Ahmad</i> .....	153-159
Resource Availability and Firm's International Strategy as Key Determinants of Entry Mode Choice <i>Joy Elly Tulung</i> .....	160-168
The Strategic Roles of Human Resource Manager to Achieve Competitive Advantage in Hospitality Industry <i>Dianawati Suryaningtyas, Asna</i> .....	169-175

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# REVENUE CHANGES AND EMOTIONAL INTELLIGENCE IN IMPROVING THE PERFORMANCE OF EMPLOYEES CIVIL AREA

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**Abstract:** The purpose of this study to determine the effect of acceptance of change and emotional intelligence to improve the performance of civil servants regions (A study in the district was the Regional Secretariat). The study's findings that: (1) Acceptance of the changes have a positive impact on performance and thus increasing the local civil servants, (2) Effect of Emotional Intelligence in improving the performance of local civil servants. The results showed that the acceptance of change positive direct effect on the performance of local government employees the district was Gorontalo Province. The better acceptance of change, the higher the performance of employees, the implication of this research is to increase the performance of employees can be done by improving the relationship between the employer, the environment and employees in the improvement in the acceptance of change. Harmonization within the government formed a situation that can receive favorable changes in governmental organizations district was openly. While civil servants Emotional intelligence is usually measured area of self-awareness of civil servants accountable in its duties and functions in each of its businesses as part of a self-awareness of employees in optimizing their duties in order to reach target. Awareness in building teamwork work and self-management each individual employee will lift the employee performance improvement. But it also still need consistency in enforcing regulatory leadership in maintaining mental stability of employees in working continuously.

**Keywords:** acceptance of change, emotional intelligence and performance regional civil servants

In performing their duties, each of government officials has authority and responsibility which are arranged in the form of hierarchy. The highest level of the hierarchy is owned by the leader followed by the subordinates. In order to achieve the goals of government organizations well, the leader should have a great leadership competence so that he/she can utilize their power and influence to discipline the government officials' works and to achieve the goals of government

organizations well. Incompetence leaders may never make an assessment or evaluation toward the performance of each unit government officials' works. In fact, these leaders do not realize that the results received sometimes are below the expectation and the completion time has passed the deadline. This raises some bad habits such as: the government officials are late for work and/or leave early; exploit their working hours inefficiently; absent without any news; and become uncreative and not innovative. To respond this situation, the entire apparatus of government must have a good emotional intelligence, especially the leaders must be willing to understand and accept feedback, so they can encourage the government officials to improve their performance. Boalemo Regency as an autonomous region that carry out the



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planning, organizing, implementation and evaluation of governance in realizing prosperity and the improvement and growth of the region as a whole has not achieve the goals of government organization optimally. It can be seen from the performance of the government officials of Boalemo Regency who look ignorant, lounged, and dispirited which shows that most of them is still likely refuse the better changes. It affects the internal competition among the officials and between officials with new local leadership, so that they cannot enjoy their work optimally. Moreover, the officials apparently are still lack of emotional intelligence, which in contrarily the workload and responsibilities are become more and more. The bad emotional intelligence and the unwillingness in accepting the changes make their performance worse. That fact proves that the services provided by government officials of Boalemo Regency are still need to be improved, and the government should pay more attention to the management of the existing bureaucracy. Despite of the facts above, which make it interesting to be studied, the researcher wants to conducted a research about the influence of changes acceptance and the emotional intelligence toward the officials government' performance in Boalemo Regency because there has never been any research conducted in the government of Boalemo Regency related to the influence of changes acceptance and the emotional intelligence toward the officials government' performance. The aim of the study is to get valid and credible or reliable empirical data, facts, and information to find out the effect of changes acceptance in improving local government officials' performance and study the effect of emotional intelligence in improving local government officials' performance. The researcher hope that the result of this study will give useful information to the people and especially for local government, moreover for national government, that the change acceptance and emotional intelligent may influence the improving of government officials' competence, especially in Boalemo Regency.

## RESEARCH METHODS

This study was used survey method. Survey method is a research which is done in order to get

the factual data about recent phenomenon. The analysis technique used in this study was path analysis, which would test the direct and indirect effect on the each variable. In this study there were endogenous and exogenous variables. The technique analysis of the data collection in this research was done by using questionnaire which involved a series of questions and had previously been tried out and had been declared as valid and reliable. The distribution of the questionnaire was done directly by the researcher himself to the respondents as the samples. In this study there were two data: 1) primary data and 2) secondary data. The fulfilled questionnaire was checked by the supervisor. The data analysis procedure used in this study was path analysis which used quantitative survey method.

## THEORETICAL FRAMEWORK

### Officials' Performance

Meanwhile, Gomes (2003) said that in assessing employees competence based on description of specific behavior, some dimensions or criteria which need to be noted is Quantity of work, Quality of work, Job Knowledge, Creativeness, Cooperation, Dependability, Initiative, and Personal quality. Each factor is explained that quantity of work is the sum of the work which has done in the determinate period and Quality of work is the quality of work which had been achieved based on the determinate qualification and the readiness. Job knowledge is the comprehensive of the employee toward the performance and the skill. As'ad stated that knowledge of job is the employees' knowledge about the procedures and the substances in each of the work phases. Job knowledge is related to the knowledge of the employees toward the procedures and technician information about the job. Creativeness is authentic ideas and the acts which are used to solve the recent problems. Cooperation is a willingness to work together in participating and work together vertical or horizontal with other member in an organization so that the job result will be better. Dependability is the awareness and trustworthy in terms of attendance and time allocation of finishing job. Initiative is a passion to perform new tasks and to enlarge their responsibilities. Personal



quality is related to personality, leadership, hospitality and personal integrity. Based on the analysis of the theories and views expressed above, can be synthesized that performance is the work of employees, in this case is the performance of the government officials, in improving the work based on each duties and functions to get the goals set together in the organization, and to be assessed by the supervisor.

### Changes Acceptance

According to Wibowo (2011) change is a desire which needs by an organization to improve organizational dynamics to become more conducive. The fact is that people life is covered by changes sustainably. It happens because there are external factors and the need of internal factor which encourage us to the changes. Resistant is needed because some employees and the executives see the meaning of change differently. For the senior managers, change is a good thing whether for business or for themselves. However, for most of employee, changes are chaos and problem. While Scholthes (in Wibowo, 2011) stated that actually, employees not refuse the change, but the refuse to be changed. Meanwhile, Hussey (2000) stated that factors which drive this change are the need for change. While Robbins and Geenberg & Baron called it as a force for change. The terminology means that the need for change is more influenced by the internal factors of the organization, while the force for change may come from external and internal factors. While Kreitner and Kinicki (2001) viewed that the need for change is influenced by external forces and internal forces (Internal Strength) factors. External force factor comes from outside the organization, while the internal strength factor comes from within the organization. External force is composed of demographic characteristics, the advancement of technology, the changes in the market, and social and political pressures. While internal forces consist of the problem/HR prospects and behavioral/managerial decisions. Robbins (2001), reveals there are six factors that constitute the strength to accept the change of the nature of labor, technology, economic shock, competition, social tendencies, and

the world of political. Kreitner and Kinicki (2001), claims there are ten reasons for the occurrence of resistance to the change An individual's predisposition toward change, Surprise and fear of the unknown, Climate of mistrust, fear of failure, Loss of status or job security, Peer pressure, Disruption of cultural tradition or group relationships, personality conflict, Lack of tact or poor timing, and Non reinforcing reward systems. Acceptance of change is a tendency of the employees toward the organization which implicate their competence to accept the changes as a upgrading process which is needed by the organization in improving the performance of the organization as a whole by adapting certain aspects within the organization. The acceptance of change in this study can be synthesized as a willingness to accept change as an improvement process that is needed by the organizations to improve overall organizational performance, by doing certain adaptation based on their task and function within the organization, with the indicator of the advancement of technology, competition, changes in procedures, and government regulations.

### Emotional Intelligent

According to Weisinger (1998), emotional intelligent is intelligent use of emotions. This intelligence has four basic elements that can be developed dramatically. Those four basic elements are the ability to see the judging and expressing emotions appropriately, the ability to access or generate feeling based on needs when the feeling could facilitate the understanding of each other, the ability to understand emotion and knowledge gained from these emotions, and the ability to regulate emotions in order to promote emotional and intellectual development. By using emotional intelligent, the officials can build good organization with good emotional intelligent. Everyone is responsible in increasing the emotional intelligence and apply it to build a good relationship with other employees. Emotional intelligence can be measured based on certain characteristics. In this measurement, the relationship between emotional intelligence and health, cooperation, innovation, productivity and others may also be revealed. The measurements are expressed



in the form of scales, where each scale identifies the character of the each person which proves the power developed in the attributes of emotional intelligence. According to Sawaf (2002), emotional intelligent is the ability to sense, understand and effectively apply the power of emotions as a source of human energy, information, connection and influence. In the sphere of inter-personal, emotional intelligence is developed through communication skills, such as be able to express what is in thought, in feeling, and in want clearly and forcefully on others, be able to hear what is being said by others, and critically share their own feelings and ideas about the ideas and actions of others, be able to communicate within the group. Emotional intelligence is also developed through interpersonal skills, such as the ability to analyze the relationship in order to be productive, the ability to exchange information effectively. Emotional intelligence is also developed through ability to be a mentor that helps others to manage their emotions so they can communicate effectively and can solve their own problems and conflicts, so that they are motivated optimally. Emotional intelligence in this study can be synthesized as the maturity process in managing and handling themselves and others based on their duties and functions within the organization by using these indicators: self-awareness, self-management, social awareness, and social relations.

**RESEARCH RESULT**

**Normality Test**

One type of analysis that can be used to test the normality of the data is Liliefors test. By using Liliefors test, then the data is otherwise normal if  $L < L_{table}$  and data otherwise not normal if  $L > L_{table}$ . The test criteria is received  $H_0$  if  $L_0 > L_{table}$  and reject  $H_0$  if  $L_0 > L_{table}$  the real level  $\alpha$  selected. In this study in select  $\alpha = 0.05$ , so that for  $n = 101$ , then the value  $L_{table} = 0.100$ . The following is a the description of the calculation of the normality test for the performance variable, acceptance of change, emotional intelligence, and leadership regent: (1) The calculation is based on an error of regression of Y on  $X_1$ , Test Liliefors obtained the maximum price that is  $L = 0.077$ . Because the value of  $L = 0.077 < L_{table} = 0.088$ , it can be inferred that the regression error Y on  $X_1$  normal distribution. The data obtained in this study was from the normal distribution population. This showed that the normality of the data requirements for simple linear regression of Y on  $X_1$  in this study had been met. (2) The calculation based on an error of regression of Y on  $X_2$  showed the maximum price of Liliefors test  $L = 0.079$ . Because the value of  $L = 0.079 < L_{table} = 0.088$ , it can be concluded that the error of regression of Y on  $X_2$  as normal distribution. This showed that the normality of the data requirements for simple linear regression of Y on  $X_2$  in this study had been met.

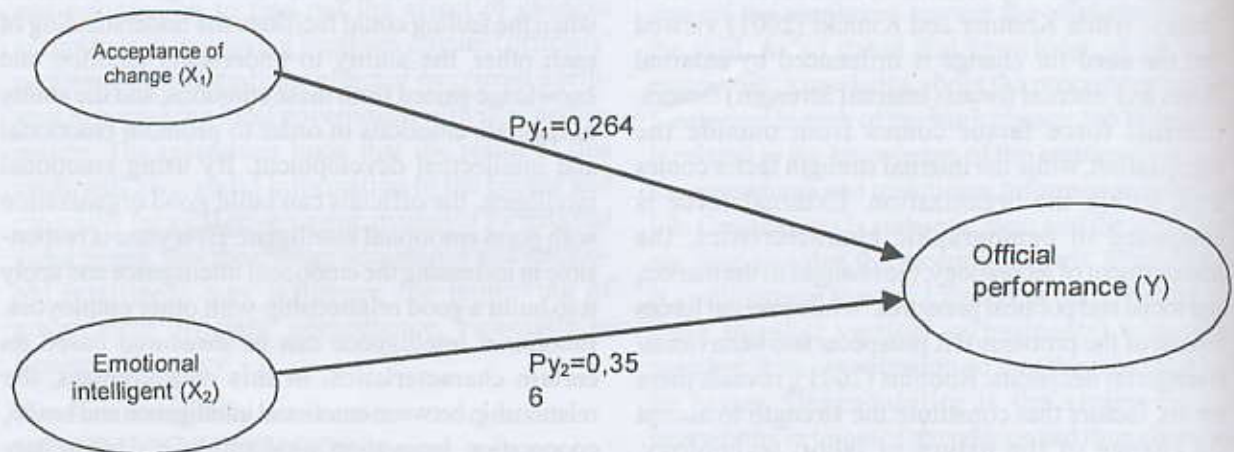


Figure 1. Research Constellation Models



## DISCUSSION

### The Acceptance of Changes Impacted The Increasing of The Local Government Officials' Performance

First, we examined whether the acceptance of change have positively effects the employee performance. Through the analysis results, the researcher found out the path coefficients of the acceptance of changes effect toward the performance of the government officials in Boalemo Regency, Gorontalo Province is amounted to 0.264 and significantly had been tested by  $t = 3.040$  and probability 0.000. Therefore, the better acceptance of change which is perceived by the employees, the better the employees' performance, thus hypothesis 1 was supported.

This empirical finding proves that the acceptance of change include 1) the condition of the technological advances in the workplace, 2) the competition in the internal individual employees, 3) the change of the procedures in the mechanism work, and 4) the consistency of enforcement of government regulations can encourage and help the improvement of the Boalemo regency officials performance in Boalemo regency, Gorontalo province. This study also supports the research of individual attitudes toward changes in employee staffing levels to managers of various levels (junior managers, middle, and major) from 3 SOE (2 owned and 1 Housing) which was done by Wustari Mangunjaya in 2001 and 2002 which found out that in general, the dominant attitude displayed by individual in facing the change is likely to base themselves on logic and rational aspects. It is located on at all levels of office, and not limited to education and age.

Through the analysis of pathways, the researcher found out that the acceptance of change was the dominant factor which influences the official performance compared to the two other variables of emotional intelligence and the leadership regent. This shows that the acceptance of change is a major factor which build the officials performance personally, followed by emotional intelligence and leadership. Four important aspects of the acceptance of change developed in the study were the behavior of employment among the officials in performing the tasks and duties. In a working environment, harmonious and conducive

labor relations can be measured by the acceptance of changes in the organization structure of both individuals and groups.

From the overall dimensions, it seemed that the dimensions of acceptance of change aspects of change work procedures due to changes in the government organization restructuring, like a replacement process of the second Regent and the administration regulations of discipline, representing the highest appreciated dimensions by the respondents, followed by the perception and acceptance of technological progress IT based on each unit of work and the support of competitive rivalry amongst government officials of the Boalemo Regency.

### Emotional Intelligent Effected The Improving of Local Government Officials Performance

Intelligence was translated as intellectual ability of the apparatus in the form of significant mental abilities in carrying out the task or job. The second hypothesis was that the emotional intelligence positively affects the employee performance. Emotional intelligence was found to significantly affect the performance of the local government officials, so the higher the emotional intelligence, the higher the performance of the local government officials of Boalemo regency.

The high emotional intelligence of the local government officials will increase social relationships in government organization, so the officials can work more conducive and peaceful. The local government will be able to reach maximum performance levels; more motivated in doing their work; can improve self-management in order to achieve employment targets which had given to him; and can enhance their social awareness in building team work which carrying out their tasks and responsibilities.

The second hypothesis was that the emotional intelligence positively affects the employee performance. Emotional intelligence was found to significantly affect the performance of the local government officials, so the higher the emotional intelligence, the higher the performance of the local government officials of Boalemo regency.

A local government official who has a high emotional intelligence will work well even without



supervision by superiors. It happens because of their self-awareness and their desire to complete their tasks in better way and in precise time. Finally, the local government officials who have a high level of emotional intelligence will have a good performance because they can use their work time as good as possible to find solution to accomplish the targets set by the leaders.

Every organization has some patterns in building a paradigm of change in the organization. Moreover, the changes today are more seen as a necessity in advancing development. In applying and convincing all of the local government officials of Boalemo Regency, we need to take some effort to motivate them to work more comfortable and conducive even though there are reshuffle on the organizational structure.

Based on these results, it can be stated that the acceptance of change is important to be invented because it is one's perception of what is provided by the organization and serve as the basis for determining the regulation of the structure of government bureaucracy. The success of the changes can be seen through the willingness of all of the local government officials to improve their performance and undertake the leader commands in completing their tasks and functions within the organization.

Emotional intelligence of the local government would affect the growth of the officials' loyalty value toward the leader. Emotional intelligence of the local government officials which were managed well are expected to support the performance of the regent in a conducive way. For government officials, emotional intelligence must be used to establish the values of their self-awareness in doing their tasks so that they can work with full responsibility for the state and the people prosperity.

A local government official who has a high emotional intelligence will work well even without supervision by superiors. It happens because of their self-awareness and their desire to complete their tasks in better way and in precise time. Finally, the local government officials who have a high level of emotional intelligence will have a good performance because they can use their work time as good possible to find solution to accomplish the targets set by the leaders.

## CONCLUSION AND SUGGESTION

### Conclusion

Researcher found that the acceptance of change positively affect the performance of local government officials in Boalemo Regency Gorontalo province. Thus, the better the acceptance of change, the higher the performance of the officials. The implication of this study is that the increasing of the performance of local government officials can be done by improving the relationship between officials and the leader, between officials with officials and between officials with the environment in accepting the change. Harmonization in the governance environment could make conducive situation of acceptance of change in running the government organization openly. Acceptance of change is more influenced by the relationship, the differences character, and /or education among the local government officials that allows disputes. Here, the role of the leader in stressing the importance of professionalism cooperation among individual is important and very much needed by the organization to move forward and be more independent. The results of this study found that emotional intelligence affects the local government officials' performance. The implications of these findings emphasize that the emotional intelligence has a major role in improving the performance of the local government officials of Boalemo Regency Gorontalo Province. Emotional intelligence is usually measured by the self-awareness of the local government officials in carrying out their responsibility in doing their duties and functions, and by their optimization of their work in each unit in order to reach the target. The awareness in building teamwork and self-managing of each of them will boost their performance. In order to actualize it, we need a leader who consistently enforcing the regulations in maintaining the mental stability of the officials in doing their duties sustainably.

### Suggestion

In building conducive acceptance of change in order to create a good relationship between the officials, it is suggested to the Regent for more frequent use internal forums to improve the relationship among the local government officials. The Regent could hold



joint entertainment activities such as games that require the team-work, or on vacation so that employees do not feel alienated by the formation of the structure of the new local government organizations and their performance increased. The leaders should build self-potential of the employees by supporting new innovative ideas of the employees so that they can enhance the spirit as well as their self-awareness, so that employees can be more responsible and loyal in carrying out the task and function in their work unit. The leader was expected to be focused on leadership that was more simple, open, unpretentious and diplomatic but should remain firm and consistent in solving the problems in governmental organizations. Regent was still have to work more conducive, relaxes and opens to the mentality of the local government official who are familiar with the old bureaucratic culture because basically, all employees did not object to the changes, they only worry if they are not utilized by the old leadership.

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## Contents

The Effect Achievement Motivation, Leadership Character and Internal Culture Towards Employee's Performance a Case Corporate From Indonesia

Important Role of Gas Stations Operator and The Reason for Owners Should Treat Them Fairly

Manufacturing Company Bankruptcy Prediction in Indonesia with Altman Z-score Model

The Effect of Direct and Indirect Compensation to Motivation and Loyalty of The Employee

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Effect of Commitment Organization, Organizational Culture, and Motivation to Performance of Employees

Indexed



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