

The Effect of Competence, Organizational Culture, and Work Conflict on Employee Performance of the National Amil Zakat Agency in Dharmasraya Regency

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Abstract:- This study aims to determine the effect of competence, organizational culture and work conflict on employee performance. This research is motivated by employee competencies have not been able to complete work assignments for which they are responsible, organizational culture in agencies that are still weak causes a decrease in employee performance, work conflicts arising within these agency have caused performance targets of the National Amil Zakat Agency in Dharmasraya Regency to be unachieved.

This type of research uses a quantitative approach with multiple linear regression methods. Data collection techniques with questionnaires, observation and interviews. The respondents of this study were 42 employees of the National Amil Zakat Agency In Dharmasraya Regency. The sampling method uses the total sampling method in which the entire population in this study is the research sample. Hypothesis testing was calculated with the IBM Statistical Package for Social Science (SPSS) program version 24.0.

From the results of this study found that competency partially has a significant effect on the employee performance, organizational culture partially has a significant effect on the employee performance, work conflict partially has a significant effect on the employee performance and competence (X1), organizational culture (X2) and work conflict (X3) together have a significant effect on the employee performance of the National Amil Zakat Agency in Dharmasraya Regency.

Keywords:- Leadership; Competence, Organizational Culture, Work Conflict, Employee Performance.

I. INTRODUCTION

The National Amil Zakat Agency (BAZNAS) is the official and only body formed by the government based on Presidential Decree No. 8 of 2001 which has the duties and functions of collecting and distributing zakat, infaq, and alms (ZIS) at the national level. The issuance of Law No. 23 of 2011 concerning Management of Zakat further strengthens the role of BAZNAS as an institution authorized to conduct zakat management nationally. In the Act, BAZNAS is declared as a non-structural government institution that is independent and is responsible to the President through the Minister of Religion.

The success of an organization is largely determined by the ability of the organization to optimize the performance of its employees, high performance is highly expected by all organizations in terms of achieving the goals they aspire to. In essence, performance is the result of work achieved by someone in carrying out their duties in accordance with standards and criteria set for the job. Mangkunegara (2013, p.34) assess employee performance with regard to work results achieved by employees within a certain period measured by the quantity and quality of work results.

The National Amil Zakat Agency in Dharmasraya Regency, is a solution offered by Islam to reduce inequality due to poor distribution of income, income distribution in Islam is the distribution of existing assets, either owned by private or public (public) to those who are entitled to receive aimed at improving the welfare of society in accordance with the Shari'a.

From the performance achievements of the programs / activities carried out at the BAZNAS Dharmasraya Regency period 2017 to 2019, there are problems that occur in performance BAZNAS Dharmasraya Regency, be it from the system or its implementation. So that the target and realization of the achievement of work programs from year to year has decreased. The level of performance achievement requires a process, in this process subordinates are more dominant in doing so, while the output is the level

of achievement of the results, good or bad the achievement of output/performance of the most influential agencies are employees in the organization/agency/company, however leaders sometimes do not care about the potential conditions of existing employees, especially the issues of competency, organizational culture, work conflicts and the performance of employees, this of course will affect the low performance of agencies. In general, the performance of BAZNAS Dharmasraya Regency employees was not as expected.

As the predicted dependent variable, employee performance can be effect by internal and external factors. Internal factors that effect employee performance in this study are competence. While external factors are organizational culture and work conflicts that exist and apply in the National Amil Zakat Agency in Dharmasraya Regency.

During this time many agencies or organizations do not have employees with sufficient competence, this is evidenced by the low productivity of employees and the difficulty of measuring employee performance, therefore in this study, performance appraisal will be based on employee competencies. Competence itself according to Spencer, (2011, p.234), is an internal part and forever in a person's personality and can predict behavior and performance widely in all situations and job tasks. Competence will clearly predict someone who is working well or poorly as measured by specific criteria and standards. This was also conveyed by Zulhanif (2014) found from the results of his research that competence, partially affect the performance of employees at the Department of Cooperatives and UMKM Solok Regency. And from research conducted by Anggreany (2017) that the competency variable, partially affect the performance of employees at the Donggala Regency Office of Energy and Mineral Resources.

Organizational culture is one of the indicators that affect employee performance, good values in the organization are expected to be improved. This aims to maintain a conducive climate and work environment, some experts explain that: (a). Robbins (2011, p.221) states that organizational culture is a shared perception shared by members of the organization; (b). Dessler (2012, p.321) states organizational culture is the basic pattern accepted by the organization to act and solve problems, form employees who are able to adapt to the environment and unite members of the organization. This was also conveyed by Zulhanif (2014) found from the results of his research that organizational culture partially affected the performance of employees at the Department of Cooperatives and UMKM Solok Regency. And from research conducted by Ramler (2012) that organizational culture variables partially affect the performance of Sijunjung District Communication Information Department employees.

The decline in good organizational values National Amil Zakat Agency in Dharmasraya Regency partly due to changes in leadership, so that significant changes in the

composition of employees. Basically employees are unique from each other both in their needs, desires, thoughts, and behavior. Differences in employees allow conflict to occur in an organization and this is something that cannot be avoided and there are high expectations and demands of work, does not rule out the possibility that the organization experiences work conflicts experienced by its employees. Therefore, of course, organizations must be able to overcome work conflicts that occur in employees so that later they can improve employee performance. This was also conveyed by Fatikhin, et al., (2017) found from the results of his research that Work Conflict partially had a significant effect on employee performance (Study on Employees of PT Bank Rakyat Indonesia (Persero) and from research conducted by Evalina and Sinambela (2016) that there is a partially has significant effect between work conflicts on employee performance in the Lampung Pos General Daily Newspaper.

Based on these problems, efforts to improve employee performance need to be achieved in order to make a positive contribution to the performance of employees of the National Amil Zakat Agency in Dharmasraya Regency. Competence, prevailing organizational culture and how to minimize work conflicts that occur to employees are important elements in carrying out work tasks, with adequate competence and supported by a conducive organizational culture can encourage individuals to achieve optimal performance. This is as stated by Mangkunegara (2013, p.57) a person's performance is effect by competency factors (abilities), organizational culture and work discipline, work motivation, work environment, commitment, leadership and so on. Meanwhile according to Pasolong (2012, p.186), the factors that effect employee performance are: (a) Ability, (b) Willingness, (c) Energy, (d) Technology, (f) Clarity of purpose, (g) Security, (h) work conflict.

From some of the results of the study note that factors that affect employee performance include Zamkosti (2012, p.102), the results of his research show that organizational culture, work environment and work discipline affect the performance of employees at the Office of the Ministry of Religion of West Sumatra Province. Research result Anwari, et al., (2016, p.65) shows that work conflict and work stress affect the performance of employees of PT. Telkomsel Branch Malang.

Adequate competence for certain positions can make it easier for employees of the National Amil Zakat Agency in Dharmasraya Regency to achieve performance as expected, while a conducive organizational culture that can move employees to achieve goals. Conflict is a disagreement that involves individuals or groups to fulfill their objectives by opposing the opposing party accompanied by threats or violence Mangkunegara (2013, p.155). While work conflict is a situation where there is a conflict between two or more members of the organization or groups in organizations that arise due to joint activities that have different status, goals, values, and perceptions.

Employees in the National Amil Zakat Agency in Dharmasraya Regency allegedly have not yet maximized performance due to their low competency, organizational culture that is not conducive and the conflicts that still occur in employees. Based on the problems and phenomena above, the writer is interested to discuss it further which the writer will pour in the form of a thesis with the title: **“The Effect of Competence, Organizational Culture, And Work Conflict on Employee Performance of The National Amil Zakat Agency in Dharmasraya Regency”**.

➤ *Employee Performance*

According to Mangkunegara (2012, p.67), performance is the result of quality and quantity of work achieved by someone in carrying out their duties in accordance with the responsibilities they provide. The indicators of performance according to Dharma (2012, p.78) are: (a) quality of work, (b) quantity of work, (c) ability to complete the tasks assigned, and (d) time spent.

➤ *Competence*

According to Robbins (2011, p.128), Competence is an individual's capacity to do various tasks in a job. The indicators of competence according to Thoha (2012, p.213) are: (a) knowledge, (b) skills, (c) individual quality, and (d) attitudes and values possessed to achieve successful work.

➤ *Organizational Culture*

According to Dessler (2012, p.321) Organizational culture is the basic pattern accepted by the organization to act and solve problems, form employees who are able to adapt to the environment and unite members of the organization. The indicators of organizational culture according to Gibson (2012, p.325) are: (a) shared beliefs, (b) shared values, (c) rules of behavior, and (d) maintaining and maintaining work stability.

➤ *Work Conflict*

According to Sunyoto (2012, p.218) Conflict is a disagreement between two or more members of an organization or groups in an organization that arises because they have to use scarce resources together or carry out activities together or because they have different status, goals, values and perceptions. The indicators of work conflict according to Handoko (2014, p.345) consist of: (a) communication, (b) personal relationships, and (c) organizational structure.

➤ *Research Conceptual Framework*

Conceptual framework is a model that explains the relationship of theory with important factors that are known in a particular problem. Conceptual framework will connect theoretically between research variables namely the independent variable with the dependent variable (Erlina, 2011). Based on the theoretical basis and research problem formulation, the conceptual framework in this study, can be seen in the following figure:

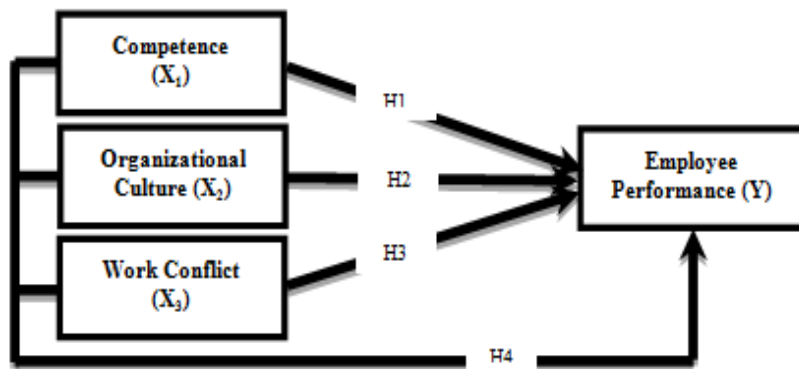


Fig 1:- Research Conceptual Framework

➤ *Hypothesis*

Based on the conceptual framework above, it can be formulated a hypothesis in this study as follows:

H1 : Competence has a significant effect on the performance of BAZNAS Dharmasraya Regency employees.

H2 : Organizational Culture has a significant effect on the performance of BAZNAS Dharmasraya Regency employees.

H3 : Work Conflict has a significant effect on the performance of BAZNAS Dharmasraya Regency employees.

H4 : Competency, Organizational Culture, and Work Conflict simultaneously have a significant effect on the

performance of BAZNAS Dharmasraya Regency employees.

II. RESEARCH METHOD

➤ *Type of Research*

Based on the formulation, objectives and research hypotheses, the method used in this study is quantitative research. Sugiyono (2017) states the quantitative method can be interpreted as a research method based on the philosophy of positivism, used to examine a particular population or sample, data collection using research instruments, data analysis is quantitative/statistical, with the aim to test the hypothesis that has been set. From the description of expert opinions, this study analyzes the

relationship between competence, organizational culture and conflict on employee performance.

➤ *Population and Sample*

According to Sugiyono (2017) Population is a generalization area consisting of subjects or objects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions, while the study sample is a limited number and part of the population, a portion of the population selected and representing that population (Muri, 2015, p.150). The sampling technique uses total sampling technique (overall sample), a sampling technique where the number of samples is equal to the population (Sugiyono,

2017). Because the population is less than 100, the entire population is sampled (Sugiyono, 2017). Because the sample used is the same as the population, then the sample in the study were all employees of BAZNAS Dharmasraya Regency, amounting to 42 (fortytwo) people.

III. RESULT

➤ *Characteristics of Respondents*

General description of the characteristics of respondents in this study was measured based on 4 (four) categories, namely gender, age, education level, and years of service. The following characteristics of research respondents are presented in the table below:

Profile	Category	Amount	Persentase (%)
Gender	Men	29	69.04
	Girl	13	30.95
Age	25 - 35 years	15	35.71
	35 - 50 years	24	57.14
	> 50 years	3	7.14
Education	Senior High School	20	47.61
	Diploma	3	7.16
	S1	18	42.85
	S2	1	2.38
Years of Service	< 5 years	6	14.28
	5 - 10 years	34	80.95
	10 - 15 years	2	4.76

Table 1:- Characteristics of Research Respondents (n = 42)
Source: Primary Data, BAZNAS Dharmasraya Regency, Author by 2020.

In the table above it can be seen that based on gender, most respondents were male, as many as 69.04% while the rest were those who were female as much as 30.95%. This data shows that BAZNAS Dharmasraya Regency employees are dominated by men, which certainly will provide opportunities to have high work performance in working.

Based on age, the majority of respondents are aged between 35-50 years which is as much as 57.14%, then followed by the age group between 25-35 years which is as much as 35.71%, and those aged over 50 years as much as 7.14%. This data shows that BAZNAS Dharmasraya Regency employees still in the productive age and can provide objective answers to the questionnaire so as to provide opportunities to improve performance in carrying out the task. This data shows that in general employees are at a mature age and have high work experience so that they have a high chance of improving their work performance in carrying out their duties.

Based on the level of education, most of the respondents were Senior High School educated as much as 47.61%, then followed by the level of undergraduate education (S1) as many as 42.85% and Diploma as much as

7.16%, and those who had S2 education were as many as 2, 38%. This data shows that in the sphere of employees of BAZNAS Dharmasraya Regency has a fairly good education.

Based on years of service, most respondents had working periods of 5-10 years of 80.95%, then followed by years of service under 5 years of 14.38.5%, years of service under 15-20 years of 4.76%. This data shows that in general employees in the scope of BAZNAS Dharmasraya Regency have a pretty good working period. This data shows that employees within the BAZNAS Dharmasraya Regency have good work experience in carrying out tasks which will certainly have an impact on improving employee performance.

➤ *Description of Research Results*

The results in this study describe the effect of competence, organizational culture, and work conflict on the performance of BAZNAS Dharmasraya Regency employees, which is done by distributing questionnaires to respondents. The results of the study are based on respondents totaling 42 (fortytwo) respondents. In general, the results of this study can be seen in the following table:

	N	Range	Min	Max	Sum	Mean
	Stat	Stat	Stat	Stat	Stat	Stat
Employee Performance	42	12	37	49	1751	41.69
Competence	42	10	39	49	1807	43.02
Organizational Culture	42	9	37	46	1748	41.61
Work Conflict	42	10	37	47	1765	42.02
Valid N (listwise)	42					
	Std. Dev	Item Question		TCR (%)	Desc	
	Stat					
Employee Performance	2.645	10		83.38	good	
Competence	2.414	10		86.04	good	
Organizational Culture	1.860	10		83.23	good	
Work Conflict	2.383	10		84.04	good	
Valid N (listwise)						

Table 2:- Variable Descriptive Analysis

Source: Primary Data, IBM SPSS Data Processing Results Ver. 24.0, 2020.

From table 2 above it can be seen that the results of descriptive analysis for each of the variables in this study were obtained:

- Employee performance; Having an average statement item of employee performance variable is 41.69% and Respondents Achievement Rate (TCR) is 83.38%. This can be interpreted that each employee's performance variable of respondents has a good categorized response, but it can still be maximized so that efforts are needed to further improve the factors that affect the performance employees t itself.
- Competence; Having an average statement item of employee performance variable is 43.02% and Respondents Achievement Rate (TCR) is 86.04%. This can be interpreted that each competency variable of the respondent has a good categorized response, but it can still be maximized so that efforts are needed to further improve the factors that affect the competency itself.
- Organizational Culture; Having an average statement item of employee performance variable is 41.30% and Respondents Achievement Rate (TCR) is 83.23%. This can be interpreted that each organizational culture variable of the respondent has a good categorized response, but it can still be maximized so that efforts are needed to further improve the factors that affect the organizational culture itself.
- Work Conflict; Having an average statement item of employee performance variable is 42.02% and Respondents Achievement Rate (TCR) is 84.04%. This can be interpreted that each work conflict variable of the respondent has a good categorized response, but it can still be maximized so that efforts are needed to further improve the factors that affect the work conflict itself.

➤ *Validity Test*

The validity test used is the Pearson Product Moment correlation technique by means of correlating the scores of each variable with the total scores. A variable / statement is said to be valid if the statement's score correlates significantly with the total score, to determine the validity of the questionnaire is done by comparing r_{table} with r_{count} .

The validity test results using a program from IBM SPSS for Windows Version 24.0, which can be seen in the table below:

Item	r_{count}	r_{table}	Results
Competence (X_1)	0.4754	0.3044	Valid
Organizational Culture (X_2)	0.4002	0.3044	Valid
Work Conflict (X_3)	0.4445	0.3044	Valid
Employee Performance (Y)	0.4793	0.3044	Valid

Table 3:- Validity Test Results

Source: Primary Data, Results of IBM SPSS 24.0, 2020.

From table 3 above, it is known that the calculated value of all items of variable statement is greater than r_{table} , meaning that all statement items are declared valid.

➤ *Reliability Test*

Reliability test is used to determine the reliability of a variable. A variable is said to be reliable if it has a Cronbach Alpha greater or equal to 0.60 and if it is smaller than 0.60 then the variable is said to be unreliable. The reliability test results using the program from IBM SPSS for Windows Version 24.0 of the variables in this study can be seen in the following table:

No.	Variable	Number of Valid Items	Cronbach's Alpha	Information
1	Employee Performance	10	0.707	Reliable
2	Competence	10	0.688	Reliable
3	Organizational Culture	10	0.607	Reliable
4	Work Conflict	10	0.675	Reliable

Table 4:- Reliability Test Results

Source: Primary Data, Results of IBM SPSS 24.0, 2020.

From table 4 above, we know the Cronbach's Alpha value for all variables > 0.6. The meaning is that the measuring instrument used of all variables in this study is reliable or trustworthy.

➤ *Multiple Linear Regression Analysis Test*

Based on the results of calculations using a computer using the IBM SPSS for Windows Ver. 24.0, from the Summary Model table, the ANOVA table and the Coefficients table can be made a recap table for the results of the regression coefficient, t_{count} , significance value, F_{count} value, and R Square value (R^2). The results can be seen in the following table:

Variable	Coef. Regression	t_{count}	Sig.
Constant	11.750		
Competence (X_1)	0.448	2.734	0.009
Organizational Culture (X_2)	0.480	2.314	0.026
Work Conflict (X_3)	0.695	3.368	0.002
$F_{count} = 16.610$	Sig. 0.000		
$R^2 = 0.567$			

Table 5:- Recap of Multiple Regression Analysis Test Results

Source: Primary Data, Results of IBM SPSS 24.0, 2020.

From table 5 above, the regression equation model for the effect of competence, organizational culture, and work conflict on the performance of BAZNAS Dharmasraya Regency employees is as follows:

$$Y = 11.750 + 0.448 X_1 + 0.480 X_2 + 0.695 X_3 + e$$

From the regression equation above, it can be interpreted as follows:

- The constant value (α) is 11.750 meaning that without the effect of competence, organizational culture, and work conflict, the performance already exists at 11.75%.
- The value of the competency regression coefficient (b_1) is 0.448 meaning that for each increase in one unit of competency, employee performance increases by 44.8%.
- The value of the organizational culture regression coefficient (b_2) is 0.480 meaning that for each increase in one unit of organizational culture, employee performance increases by 48%.
- The value of the work conflict regression coefficient (b_3) is 0.695 meaning that for each increase in one unit of work conflict, employee performance increases by 69.5%.

➤ *Partial Test (t Test)*

T test is intended to determine the effect of partial (individual) competence, organizational culture, and work conflict on employee performance. T test results using the IBM SPSS for Windows Ver. 24.0, from table 5, the t-value obtained from the calculation results:

- Competency Variables; The results of the analysis of the effect of the Competency variable (X_1) on employee performance variable (Y) obtained the value of $t_{count} = 2.734$ ($df = 42 - 3 = 39$; $t_{table} = 2.02269$); ($t_{count} > t_{table}$), with a significant level $0.009 < 0.05$, consequently the

null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. The analysis showed that partially there was a significant effect between the competency variables on the performance of BAZNAS Dharmasraya Regency employees.

- Organizational Culture Variables; The results of the analysis of the effect of the organizational culture variables (X_2) on employee performance variable (Y) obtained the value of $t_{count} = 2.314$ ($df = 42 - 3 = 39$; $t_{table} = 2.02269$); ($t_{count} > t_{table}$), with a significant level $0.026 < 0.05$, consequently the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. The analysis showed that partially there was a significant effect between the organizational culture variables on the performance of BAZNAS Dharmasraya Regency employees.
- Work Conflict Variables; Hasil analisis pengaruh variabel work conflict variable (X_3) on employee performance variable (Y) obtained the value of $t_{count} = 3.368$ ($df = 42 - 3 = 39$; $t_{table} = 2.02269$); ($t_{count} > t_{table}$), with a significant level $0.002 < 0.05$, consequently the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. The analysis showed that partially there was a significant effect between the work conflict variables on the performance of BAZNAS Dharmasraya Regency employees.

➤ *Simultaneous Test (F Test)*

F test (model feasibility) is intended to determine the effect of independent variables (competence, organizational culture, and work conflict) simultaneously (together) on dependent variables (employee performance). The results of this test use IBM SPSS Ver 24.0 for Windows, from the data processing obtained ANOVA test results that can be seen in table 5, obtained the value of $F_{count} = 16.610$ with a significance probability of $0.000 < 0.05$. With $df_1 = (k - 1) = 3$, $df_2 = 42 - 3 = 39$, $F_{table} = 2.85$, then $F_{count} > F_{table}$ or $16.610 > 2.85$, as a result H_0 is rejected and H_a be accepted. The results of the analysis showed that simultaneously (together) there was a significant effect between the variables of competency style, organizational culture, and work conflict on the performance of BAZNAS Dharmasraya Regency employees.

➤ *Determination Coefficient Test (R^2)*

Analysis of determination coefficient for competence, organizational culture, and work conflict on the performance of BAZNAS Dharmasraya Regency employees performed using the IBM SPSS program for windows 24.0. From the results of data processing presented in table 5, the results of the calculation of regression estimates, obtained values of the adjusted determination coefficient or R Square = 0.567 means that 56.7% of the variation of all independent variables (competence, organizational culture, and work conflict) can explain dependent variable (employee performance), while the remaining 43.3% is explained by other variables not examined in this study.

Because the value of R^2 approaches 1 (one), the contribution (effect) of independent variables (competence, organizational culture, and work conflict) simultaneously to the dependent (employee performance) is quite strong.

IV. CONCLUSION

A. Conclusions

Based on the results of research and data processing that have been done before, some conclusions can be drawn as follows:

- Competency partially has a significant effect on the performance of BAZNAS Dharmasraya Regency employees. Thus it can be said that the competency variable effect the performance improvement of BAZNAS Dharmasraya Regency employees.
- Organizational Culture partially has a significant effect on the performance of BAZNAS Dharmasraya Regency employees. Thus it can be said that the organizational culture variable effect the performance improvement of BAZNAS Dharmasraya Regency employees.
- Work Conflict partially has a significant effect on the performance of BAZNAS Dharmasraya Regency employees. Thus it can be said that the work conflict variable effect the performance improvement of BAZNAS Dharmasraya Regency employees.
- Competency, organizational culture, and work conflict simultaneously have a significant effect on the performance of BAZNAS Dharmasraya Regency employees.

B. Suggestions

Based on the research findings and conclusions, the authors propose the following suggestions:

- Researchers suggest that BAZNAS Dharmasraya Regency employees can improve performance by meeting work targets set by the office.
- Researchers suggest that BAZNAS Dharmasraya Regency employees be able to take responsibility for all work done.
- Researchers suggest that BAZNAS Dharmasraya Regency be able to maintain communication between employees and leaders in order to create work comfort.

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