

THE INFLUENCE OF SELF-EFFICACY, EMOTIONAL INTELLIGENCE, INNOVATIVENESS AND ORGANIZATIONAL COMMITMENT ON THE PERFORMANCE OF THE ECHELON III EMPLOYEES IN PALEMBANG MUNICIPALITY

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Abstract

The objective of this study is to reveal the direct influence of self-efficacy, emotional intelligence, innovativeness and organizational commitment on the performance of the echelon III employees of the Regional Government of Palembang Municipality. This study employs a survey method and the data are analyzed using path analysis. The number of respondents is 148 samples who are selected by means of random sampling. The result of the study reveals the following findings: (1) There is direct influence of self-efficacy on the organizational commitment.; (2) There is direct influence of emotional intelligence on the organizational commitment; (3) There is direct influence of innovativeness on the organizational commitment; (4) There is direct influence of the organizational commitment on the performance. The result of this study also concludes that the influence of self-efficacy, emotional intelligence, innovativeness and organizational commitment on the performance of the echelon III employees of the Regional Government of Palembang Municipality, is an important factor in improving performance.

Keywords: *Self-efficacy, emotional intelligence, innovativeness, organizational commitment, performance*

Introduction.

To run both functions, a government forms various smaller organizations to implement both functions of services provider to the society and the executor of development with orientation on various aspects of life, such as department of education, department of agriculture, law, social affairs, religious affairs, and etc. In relation to public services as an effort to empower the society the government grants vast authority to the regions which is indicated by granting of trust to the regions to develop their respective regions, as stipulated in the Paragraph 10 and 11 of the Indonesian Act No. 32 of the Year 2004. In addition to that, the regional government should be able to provide public services in the form of goods and or services. As stated in the ministerial decree Kepmen PAN Number 63/KEP/M.PAN/7/2003, about general guidance of the implementation of public services, namely, "All forms of public services implemented by the central governmental agencies in the regions and within State and Regional Government-Owned Business Entities in the form of goods or services, both in an effort to satisfy the needs of the society and in relation to the implementation of the stipulation of the regulation." It means that the government must be able to provide public services in the forms of goods or services of affordable prices, quality, quantity and achievable places.

The employees in the Municipality and Credential Government are an important element in the process of achieving the objectives of the governmental agencies. The smoothness of the process of achieving the objectives, among others, depends on the behaviours of the employees. Furthermore, the success in accomplishing any project is also determined by the performance of the employees. The Act of the Republic of Indonesia Number 43 of the Year 1999, Paragraph 12, Article 1 states that the Management of the Civil Servants is intended to guarantee the accomplishment of the implementation of the governmental tasks and the developmental process in a useful and successful manner. Article 2 states that to realize the

implementation of the governmental tasks and the developmental process as described in Article 1, the Civil Servants who are professional, responsible, honest, and fair are needed. The Civil Servants of this quality are obtained through training which is executed on the basis of work achievement and career achievement which is emphasized on work achievement (performance).

The Governmental Institution of Palembang Municipality consists of (a) Regional Secretariat consisting of 3 Assistants; 9 Divisions; (b) Secretary of Regional Parliaments (*DPRD*); (c) 5 Board; (d) 18 Agencies; (e) 3 Offices; (f) 14 Sub-districts; (g) 103 Villages and (h) General Election Commission (*KPU*). These institutions are vats in which governmental activities are carried out in order to achieve the objectives of Palembang Municipality. There are twenty provincial authorities as an autonomous region, namely agriculture, marine, mining and energy, forestry and plantation, trade and industry, cooperative, investment, employment, health, education, spatial planning, settlement, general work, communication, environment, domestic policies and public administration, development of regional autonomy, finance, law and legislation. All of these institutions have been improved through the programs of the Regional Government of Palembang Municipality (*Pemda Kota Palembang*, 2005).

The paradigm which is developed to support the authorities of the Regional Government of Palembang Municipality is the implementation of regional government which is carried out by granting vast, real, and responsible authority with a governmental concept employing human resources who superior, professional, honest, with organizational commitment, smart, innovative, disciplined, confident and responsible to improve institutional efficiency, effectiveness, and productivity.

The optimization and utilization of all potential of the employees of Palembang Municipality are intended to improve the welfare and provide services to the residents of Palembang City as a whole while maintaining the development of social and cultural resilience as the basis of life as a community, a nation, and a state, as well as strengthening regional resources in a sustainable and eco-friendly manner. The percentage of the employees who have pursued graduate level of education from 2005 to 2010 is 45 percent of the total employees. There are some of the employees who have pursued the highest level of hierarchy of *SPAMEN* but based on a temporary observation still fail in satisfying the expectation, such as failure in carrying out their jobs because of being unable to communicate, less skilful, poor health which is stated by their letters of permit to be absent from work. In addition to that, there are some employees who have poor work discipline, violate code of ethics of employees, lack of confidence, have poor organizational commitment, and have poor innovativeness.

The government of Palembang Municipality has imposed disciplinary punishment on the civil servants who committed violations, namely 18 employees who violated the governmental regulation PP. 32/1979, 202 employees violated the governmental regulation PP. 30/1990, 5 employees violated the governmental regulation PP. 10/1983, 13 employees committed other violations, 123 employees were punished with a light punishment, 37 employees were punished with mediocre punishment, and 78 employees were punished with a heavy punishment. The total number of civil servants who violated discipline and code of ethics of civil servants is 238 (Year of 2007).

An employee is not only responsible for the smooth administration of the technical effort, but should also be able to keep all the activities of both groups and individuals running, background of the problem, the study problems are formulated as follows: (1) Does self-efficacy directly influence organizational commitment and indirectly influence on the performance through organizational commitment? (2) Does emotional intelligence directly influence organizational commitment and indirectly influence the performance through commitment and indirectly influence the performance through organizational commitment? (3) Does innovativeness directly influence organizational commitment and indirectly influence the performance through organizational commitment? (4) Does organizational commitment directly influence the performance?

Literature Review

Performance

The discussion in this study is focuses on the theoretical model of R.J. Sternberg, R.I. Lubart and R. W. Woodman (2006:295), in *Organizational Theory* and “*A Model of Organization Creativity and Innovation*” It is said that high performance is based on high commitment, while the commitment itself is not independent of individual characteristics (confident), ability (intelligence), creativity and manners of behaving and the performance is packaged by them in the following figure:

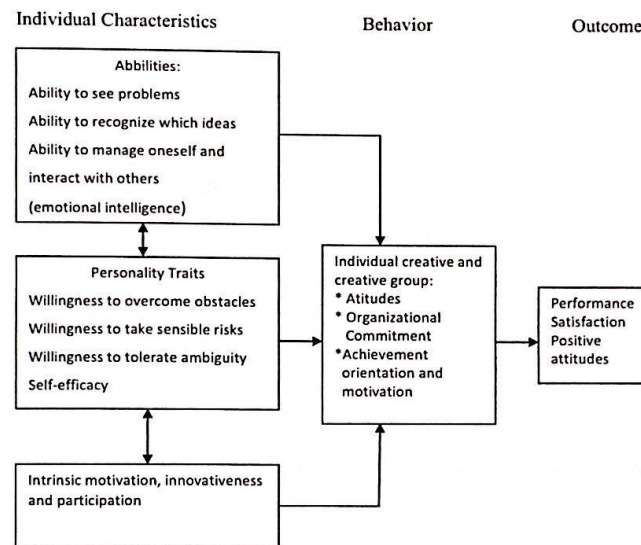


Figure 1 “*A Model of Organizational Creativity*”
Sources: J. Sternberg, R.I. Lubart and R. W. Woodman, *Theory
Organizational*, McGraw-Hill Companies, Inc., 2006, p.295

Gary Yukl (2002, 100-110) present the theory and the findings of his research by suggesting some elements which indirectly through some other components can determine performance, namely, (1) the trait approach, (2) the behavior approach, (3) the power influence approach, (4) the situational approach, (5) the integrative approach. Similarly, Armstrong and Baron (1998: 16-17) suggest that many factors can color a person’s performance either directly or indirectly, among others, are the following: (1) factors of individual skills, competence, intelligence, independence, creativity, motivation, confidence, (2) factors of quality leadership and motivation, guidance and encouragement, (3) objective factors, system factors, jobs and facilities provided by the organization, (4) situational factors including changes and suppression of internal factors (assertiveness) and external factor which is innovation.

In connection with the individual’s ability, namely the influence of self-efficacy on organizational commitment expressed Kreitner (2007:189) “Affective commitment is related to a variety of personal characteristics such as personality and self-efficacy.” It turns out that organizational commitments are influenced by various individual characteristics, among others are personality and self-confidence. Furthermore, he also says: “The relationship between self-efficacy and performance is cyclical one” (2007:144), meaning that self-efficacy is always linked. Similarly, about the organizational commitment, which is based on Riketta’s research result (2002:257-266). It suggests that organizational commitment is significantly correlated with job performance (attitudinal organizational commitment and job performance journal.

Regarding the influence of emotional intelligence McShane (2007:115) suggests “emotional intelligence offers considerable potential, but we also have a lot to learn about its measurement and effect on the workplace and correlation with organizational commitment” Supported by the opinion of Kreitner (2007: 162) that emotional intelligence has four key components, namely self-awareness, self-management, social awareness, relationship management and effects on commitment. In connection with the commitment, emotional intelligence, and performance, McShane (2007:124) said that “affective commitment improves motivation and organizational citizenship and produces somewhat higher job performance”. Commitment is related with motivation and organization which can produce a high performance.

Performance issues are raised by Stolovich and Keeps (1992:14) who state that performance is a set of accomplished results and refers to an action of achieving and implementation of an action of any work based on individual characteristics and individual behaviors. In order that the objectives of the actions being carried out can be achieved, then the actions must be supported by self-competence. Gibson, Ivancevich and Donnelly (2006:372) revealed that performance refers to the degree of success in implementing the tasks and the ability to achieve the intended purposes. The performance is considered good and successful if the desired goal can be achieved successfully, especially on the level of quality and efficiency of effective criteria. While Hellrigel and Slocum (1992:446) state that work achievement is the achievement of individual or team work which is derived from various efforts made by the individual or the team. This shows that the performance is based on the level of success in achieving goals, abilities, skills, and motivation and innovativeness to achieve work results.

Performance is not mere quality but also quantity of individual or group work. Therefore, individual performance becomes the basis for overall organizational productivity. Stiffler (2005:164) stated that in general individual performance appraisal is based on: (1) one's particular behavior, as seen from personal data, understanding, activities, capabilities and individual contributions to the organization, (2) tests of various assumptions viewed from a variety of approaches to identify the problem: an increase in work results, the potential and ability of staff viewed from pleasure, innovativeness, commitment and potential. (3) identifying errors in the process: from self-management to the strategy of implementation process, and how employees work in the process. (4) utilization of external sources and the activity, an average increase in employment and optimism in providing encouragement and handling job.

Plippo (1993:250) asserts that an individual's performance can be measured by considering the factors which are related with employee's achievement, such as: (1) the quality of work (accuracy, consistency, skill, thoroughness, neatness); (2) the quantity of labor (breadth, the speed of completing tasks); (3) resilience (following orders, safety, initiative, punctuality, discipline and attendance, (4) attitude (to job change and co-workers, cooperation). The success of an organization is a form of individual success or conversely that individual success is the success of the organization, so that both dimensions of success (individual and organizational) cannot be separated from each other.

From the aforementioned discussion, it appears that the principal elements of individual performance are related with individual behavior or attitude in performing work in accordance with the duties, cooperation, openness, authority, involvement and responsibility. The quality of work is related with individual consistency of vision and mission in the work, punctuality, loyalty, discipline and thoroughness. Competent, capable of completing tasks, completeness or quality of, relating to the completion of tasks without any tasks being abandoned. Toughness is related with discipline, initiative, commitment, punctuality, openness.

Self-Efficacy

Construct self-efficacy was firstly introduced by Bandura who suggests a fundamental aspect of social cognitive theory (Schwazer, 2002: 1). Conceptual Bandura is a “specific self-efficacy”, a variable which is highly dependent on a specific task and is cognitively processed by individuals prior to doing any effort. Bandura suggests “an efficacy belief is not a decontextualized trait”

(Luthan, 2008:202). While Stajkovic in Luthan (2008:202) suggests "self-efficacy refers to an individual's conviction about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context". It can be defined that "self-efficacy" refers to one's beliefs about his ability to mobilize motivation, cognitive resources, and actions needed to successfully carry out tasks in a particular context.

According to Robert Kreitner (2007:144) self-efficacy is a person's belief about his or her chances of successfully accomplishing a specific task, (self-efficacy is one's belief in one's ability to do a task). Self-efficacy is one's confidence to grow and succeed in a particular task, and believe it to be able to do the job. Elliot (2000: 222) is of the opinion that self-efficacy means that people believe in their abilities to be able to control their lives, feelings and abilities. In addition to that, self-efficacy is associated with the belief that man is sure of his ability to be able to control and mobilize motivation, cognitive resources and the sources of necessary measures to control the demands of the task. Researchers have found that confidence in the ability of a person's level of performance determine the level of one's performance. It is clear that the belief in one's own abilities is very important, because the confidence in the ability of oneself will affect personal motivation. The greater the confidence in one's own ability the higher the goals they set for themselves and the more committed they are to the goals and the greater the power they have to influence career choice.

Emotional Intelligence

Goleman (1995:6) says that basically emotion is an urge to act, an instant plan to overcome problems that have been implanted gradually by evaluation. Lerner (2003:182) reveals that emotion can activate and direct one's behavior in a manner similar to biological motives and psychological motives. Emotions usually arise in response to one incident or aspect of the events in our environment. Emotional experience like this happens because of two main things, namely physiological responses and subjective feelings from the incident. Various aforementioned definitions show that emotions involve or cannot be separated from thinking patterns, and biological and physiological situations as well as the possibilities and cognitive behavioral tendencies as a consequence. In 1983 Howard Gardner (1985: vii), writes about a variety of intelligence, including the ability of our body, namely, the ability of introspection and personal intelligence, namely: (1) linguistic intelligence, (2) logical mathematical intelligence, (3) spatial intelligence, (4) bodily kinesthetic intelligence, (5) musical intelligence, (6) interpersonal intelligence, (7) intrapersonal intelligence. Emotional intelligence refers to the ability to recognize our own feelings and the feelings of others, ability to motivate oneself and the ability to manage emotions well in ourselves and in relationship with others (Goleman, 2003: 512).

In addition to that, Cooper and Sawaf (2002: xiix) suggested that emotional intelligence requires a person to learn to recognize and appreciate the feelings to himself and others to respond appropriately, effectively applying information and energy, emotion, life and daily work. So emotional intelligence is the ability to perceive, understand and effectively apply the power of emotional sensitivity as a source of information, human connections and influence. From the foregoing it is clear that emotional intelligence is the ability to view and control the feelings of one self and the feelings of others by using the thoughts and actions.

Innovativeness

Roger (1995: 11) suggests that one of the main diffusions is innovation. Innovation is an idea, action or item that is considered new by an individual or other unit of users. Someone's view of novelty of an idea determines his reaction to a particular idea, "If the idea seems to be new to the individual, it is an innovation." It means that an innovation contain an aspect of novelty that can be expressed within the limits of recognition, attitude or decision to be used. Virtually, the process of innovation decision is a searching activity and information processing which may be accepted or rejected. Here Roger (1995: 252) suggests that innovativeness is also

“the degree to which an individual or other unit of adoption is relatively earlier in adopting new ideas than other members of a system”.

Based on the above concept it is clear that what is meant by the concept of innovation can be in the form of process, new production, new technologies, new administrative systems, new program and so on. While innovativeness is a level or more or less someone to adopt, make, or do something new or is considered new earlier than other members. Innovation may be in the form of knowledge, object, ideas, actions, products, services and processes.

It can be said that innovativeness is an individual or unit level which is able to adopt things that are relatively new (young) in adopting new ideas in a system. Because innovativeness and behavioral change go towards good performance and this is the purpose of each department and agency, then innovativeness is the best single indicator of the success of any organization's program, therefore innovativeness is not change of attitude of final destination only, but also the changes of cognitive and behaviors.

Organizational Commitment

Steers (1985:136-137) states that organizational commitment is often defined as (1) a strong desire to remain as members of a particular organization, (2) the desire to strive in accordance with the wishes of the organization, (3) certain belief in and acceptance of organizational values and goals. In other words it is an attitude that reflects the loyalty of employees to an organization and ongoing process in which organizational members express his concern for the organization and its success. It means that an organizational commitment is the loyalty of employees to the organization which is determined by a number of variables, people, organizations and non-organization. Furthermore, Mayer (2007:1) suggested the characteristics of employees' commitment to the organization which consists of (1) affective organization, (2) continuance commitment, (3) normative commitment.

The opinions above are supported by Wagner and Hollenbeck (1995:214) who state that organizational commitment is the identification of loyalty to the employer that includes the willingness to work within the organization and intends to stay with the organization for a long time. Jennifer and Jones state that “organizational commitment relates to feelings and beliefs about the employing organization as a whole.” It can be said that organizational commitment is feeling and confidence of the employees in the organization. McShane (2007:119) suggests that organizational commitment refers to the employer's emotional attachment to, identification with, and involvement in particular organization. This means that organizational commitment is related to employees' emotions by identifying and engaging in a real organization. Furthermore, Reichheld, quoted by McShane (2007:119) says that “employees with high affective commitment also have higher work motivation and organizational citizenship, as well as somewhat higher job performance.” It means that the commitment affects employees' performance, with an effective commitment, the employees will work better and will have a high motivation to work and will increase their job performance.

Some research results from Luthans, Bishop and Brett show a positive relationship between organizational commitment and desired outcomes such as high performance, low employee turnover rate, and low attendance. There is also evidence that the commitment of employees is associated with other desired outcomes, such as perception and the success of a leader, where there is a moderate influence of organizational commitment on job performance.

Research Methodology

This study uses descriptive quantitative approach and the data are analyzed by means of path analysis. The population of this study is a population that is affordable, namely government officials of echelon III of Palembang Municipality. The study sample is 148 people who are taken by means of simple random sampling using the shuffling system (lottery). The data are gathered by means of questionnaires with a Likert scale.

Research Results

The results of direct effects between variables can be seen in the following table:

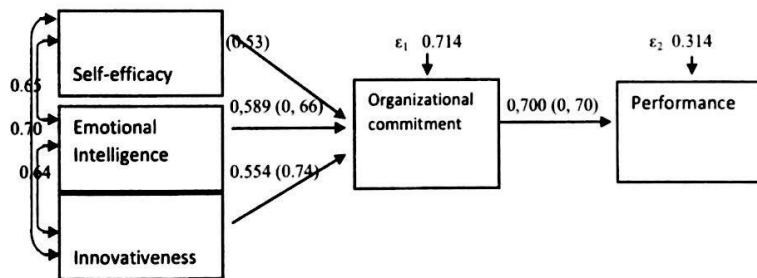
Table 1: Test Results of Direct Effect between Variables

Variable	Correlation between Variables	Path Coefficients	t _{count}	t _{table}	
				α = 0.05	α = 0.01
P ₄₁	0.53	0.157 *	2.0706	1.645	2.33
P ₄₂	0.66	0.589 *	4.3249	1.645	2.33
P ₄₃	0.74	0.554 *	8.8773	1.645	2.33
P ₅₄	0.70	0.700 *	11.844	1.645	2.33

Note: * Significant

Based on the calculation of pathway analysis on structure 1 and structure 2, the values of pathway/causal coefficient are obtained in the analyzed structure model as presented in the following figure:

Figure 2



Structure Relationship Model between Self Efficacy Variables, Emotional Intelligence, Innovativeness, Organizational Commitment and Performance Based on Path Analysis Computation. After the results of analysis and statistical tests of the proposed hypothesis, then the summary of the results of testing of each hypothesis can be seen in table 2 below:

Table 2: Summary of Hypothesis Testing Results

No	Hypothesis	Statistical Tests	Ho Decision	Conclusion
1	Self-efficacy directly affects organizational commitment	Ho: p ₄₁ = 0 H ₁ : p ₄₁ > 0	rejected	has a direct influence
2	Emotional intelligence directly influence organizational commitment	Ho: p ₄₂ = 0 H ₁ : p ₄₂ > 0	rejected	has a direct influence
3	Innovativeness directly influence organizational commitment	Ho: p ₄₃ = 0 H ₁ : p ₄₃ > 0	rejected	has a direct influence
4	Organizational commitment had a direct influence on the performance	Ho: p ₅₄ = 0 H ₁ : p ₅₄ > 0	rejected	has a direct influence

Discussion on Direct and Indirect Effect

1. Direct and Indirect Effect of Exogenous Variables on Endogenous Variables in Structure 1

The structure 1 has 1 endogenous variable, namely X_4 and three exogenous variables namely X_1 , X_2 , X_3 . Based on the results of the calculation and testing of coefficient on the above figure, the magnitude of direct and indirect influence of each of the exogenous variables on the endogenous variables can be interpreted.

- a) Self-efficacy has little direct influence on organizational commitment (0.03), while the indirect influence through emotional intelligence is also not large (0.06). While the indirect influence through innovativeness is no different from the indirect influence through emotional intelligence (0.06). The total influence of self-efficacy on organizational commitment is only 0.14. This may occur just because people are often not able to evaluate themselves, so that this issue needs to be improved greatly. Self-efficacy enhancement efforts can be done by trying to know the ways to convince themselves, assertiveness in expressing opinions or the standing, willingness to accept challenge and change significantly over the training and resources to increase self-confidence well.
- b) The direct influence of emotional intelligence on organizational commitment is sufficient by 0.35, while the indirect influence through self-efficacy is very small by 0.06. The indirect influence through innovativeness is 0.21, quite a lot. While the magnitude of influence of emotional intelligence on organizational commitment is fairly big by 0.62.
- c) The direct influence of innovativeness on organizational commitment is 0.31, while the indirect influence through emotional intelligence by 0.21. The indirect influence through self-efficacy is 0.06. The total influence of innovativeness on the organizational commitment is 0.58.
- d) In addition to the influence of exogenous variables on endogenous variables individually, there is also influence of the exogenous variables (X_1 , X_2 , X_3) on the endogenous variable (X_4) simultaneously. The simultaneous influence of exogenous variables on the endogenous variables is obtained from the product of the values of coefficient determination in substructure 1 by 100%, so we get ($R^2_{4:3,2} = 0.686$) = 68.6%. On the structure 1 the variable of organizational commitment is influenced by other variables by 0.686.

2. Direct and Indirect Influence of Exogenous Variables on Endogenous in Structure 2

The structure 2 has one endogenous variable, namely X_5 and one exogenous variable, namely X_4 . Based on the results of the calculation and testing of the coefficients on the above figure, the magnitude of the direct and indirect influence of exogenous variables on endogenous variables can be interpreted.

- a) The magnitude of the indirect influence of self-efficacy on performance through organizational commitment is 0.01, through emotional intelligence and organizational commitment is 0.05, through innovativeness and organizational commitment is 0.05 and the total of indirect influence on the performance of all the variables of 0.12.
- b) The magnitude of the indirect influence of emotional intelligence on performance through organizational commitment is 0.17, through emotional intelligence and organizational commitment is 0.04, through innovativeness and organizational commitment is 0.08, and the total indirect influence on the performance of all the variables is 0.31.
- c) The magnitude of indirect influence of innovativeness on performance through organizational commitment is 0.15, through self-efficacy and organizational commitment is 0.04, through emotional intelligence and organizational commitment is 0.13, and the total indirect influence on the performance of all the variables is 0.33.
- d) The direct influence of the X_4 on the X_5 is 49%.

Table 3: Summary of Direct Influence, Indirect Influence and the Total Influence of Exogenous Variables (X₁, X₂, X₃) On The Endogenous Variable (X₄) in Structure 1

Var	Direct Influence on X4	Indirect Influence on X4 through						Total direct influence and indirect influence
		X2	X3	X1	X3	X2	X1	
X1	0.03	0.06	0.06					0.14
X2	0.35			0.06	0.21			0.62
X3	0.31					0.21	0.6	0.58

Table 4: Summary of Direct Influence, Indirect Influence and Total Influence of Exogenous Variables (X₁, X₂, X₃, X₄) On the Endogenous Variables (X₅) in Structure 2

Var	Indirect Influence Of X5 Through X4	Indirect influence of X5 through X1 & X4	Indirect influence of X5 through X2&X4	Indirect influence of X5 through X3&X4	Total indirect influence on X5	Direct influence of X5
X1	0.01	-	0.05	0.05	0.12	
X2	0.17	0.04	-	0.08	0.31	
X3	0.15	0.04	0.14		0.33	
X4	-	-	-	-	-	0.49

Conclusions

1. There is a direct influence on self-efficacy and organizational commitment and indirect influence of self-efficacy on performance through organizational commitment.
2. There is a direct influence of emotional intelligence on the organizational commitment and the indirect influence of emotional intelligence on performance through organizational commitment.
3. There is a direct influence of innovativeness on organizational commitment and indirect influence on performance through organizational commitment.
4. There is a direct influence of organizational commitment on performance.

Implication

1. The efforts to improve self-confidence can be done by seeking to know ways to convince themselves, assertiveness in expressing one's opinion or standing, willingness to accept the challenge and change significantly through the training or the resources to increase self-confidence as well.
2. The efforts to improve employee's commitment, to increase commitment and performance can be done with practice in solving cases which enhance the emotional maturity and power of reasoning.
3. To improve the involvement of individuals in the work so as to produce good performance can be done by holding regular meetings of the employees to the creation of ideas and innovation in work.
4. Involvement, participation, employee loyalty and willingness to accept the goals of organization and a real sense of responsibility can be actualized in the form of assigning tasks or solving a problem either individually or in group to be discussed with clear criteria, and the system of performance assessment which is fair and objective.

Suggestions

It is suggested that:

1. A strong, clean, and attentive organizational management system be established for mutual interests, particularly for local government of Palembang Municipality.
2. The horizon of every potential employee, government officials of echelon II & III in Local Government of Palembang Municipality from various fields of work be opened, so they have interest to focus on tasks and willingness and desire to work in building organization.
3. Self-confidence to succeed in doing tasks and to volunteer to do the work which becomes their respective responsibility within the Government of Palembang Municipality be improved.
4. Every employee and government official of echelon II and III of the Regional Government of Palembang Municipality conduct self-evaluation, so that everybody of them will learn and be aware of their contribution in building the organization, so that they will give great contribution for their nation and homeland.

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