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The Influence Of Leadership, Competence And Organizational Commitment On The Performance Of The State Civil Servant Of The Jeneponto Regency Regional Revenue Agency

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Abstract: This research aims to determine and analyze the influence of Leadership, Competence and Organizational Commitment on the Performance of the State Civil Apparatus of the Jeneponto Regency Regional Revenue Agency. This research approach is a quantitative approach. The research was conducted at the Regional Revenue Agency of Jeneponto Regency, State Civil Apparatus in the work area of the Regional Revenue Agency of Jeneponto Regency with a sample of 50 employees. The analysis technique used is multiple linear analysis. The results of the research show that there is a positive and partially significant influence between Competency on the Performance of State Civil Apparatus while the Leadership and Organizational Commitment variables have no partial influence on the Performance of State Civil Apparatus, simultaneously there is a positive and significant influence between Leadership, Competence and Organizational Commitment on Performance of the State Civil Apparatus. Competence is the variable that has the most dominant influence on performance.

Keywords: Leadership; Competence; Organizational Commitment; Employee Performance

A. Introduction

Human resources are a very important factor in an organization, both large and small organizations. In large-scale organizations, human resources are seen as a very decisive element in the organizational development process, the role of human resources is becoming increasingly important. Organizational goals will be realized if they are supported by qualified human resources.

Competence is the ability to carry out or perform a job or task that is based on skills and knowledge and supported by the work attitude demanded by the job. Thus, competence shows the skills and knowledge characterized by

professionalism in a certain field as something of the most important or as a superior in that field. Because in general, competence concerns a person's basic ability to do work (Moehariono, 2009). So far, many government agencies have not had employees with adequate competence, this is evidenced by the low productivity of employees and the difficulty of measuring the Performance of the State Civil Apparatus (Sriwidodo and Agus Budhi, 2010).

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difficulty of measuring the Performance of the State Civil Apparatus (Sriwidodo & Agus Budhi, 2010)

The success of the performance achievement of the Regional Revenue Agency of Jeneponto Regency is inseparable from the Performance of the State Civil Apparatus of the Regional Revenue Agency of Jeneponto Regency. One of the agency's efforts in maintaining the Performance of the State Civil Apparatus is by paying attention to the competence of employees. According to Liestyodono and Purwaningdyah (2008) competence is the knowledge, skills, and abilities mastered by a person who has become part of him, so that he can perform cognitive, affective, and psychomotor behaviors as well as possible. According to Simanjuntak (2005:113), competence can deepen and expand work ability. The more often a person does the same work, the more skilled and the faster he or she completes the job. The more kind of work a person does, the richer and more extensive his work experience is, and allows for an increase in his work. Sudarmanto (2009:32) said that competence as an attribute of human resource quality has a significant effect on individual performance.

In an effort to overcome this problem, policymakers need to make internal improvements, one of which is through human resource development (HR). The improvement of internal conditions also aims to strengthen itself and increase resilience in the face of local and global competition which will definitely be more intense, because the success of the agency in improving the performance of its agency is highly dependent on the quality of the human resources (HR) concerned in working and working.

Employees function as implementers of public policies; public services; as well as the glue and unifier of the nation (Prasojo & Rudita, 2014; and Faedlulloh, 2015). In other words, civil servants in carrying out their duties must of course be based on professionalism and competence, according to their qualifications in the field of knowledge

they have (Ryngaert & Wouters, 2005; Dwiyanto, 2006; and Komara, 2018).

Meanwhile, to achieve the targets desired by the organization, competence is very important. This can be seen from the results of the research of Jamaranet al. in Yunus (2012) concluded that one of the main benefits of using competence in organizations is to move human resources towards the targets that the organization wants to achieve. In addition, competence encourages employees to obtain and implement the Good Performance of the State Civil Apparatus in general is also related to various factors, both sourced from individual employees and those sourced from organizations. As we know, among the important aspects related to the Performance of the State Civil Apparatus, without ignoring the importance of other aspects are aspects related to Employee Training.

Training is one of the efforts to improve the ability of employees to carry out the tasks that have been given so that employees are more skilled and able to carry out the responsibilities outlined by the organization. This means that the employee training program is a process of teaching certain knowledge and skills so that employees are more skilled and capable and have a better attitude as expected. Through training, employees are helped in doing their jobs, can improve their careers and help develop their responsibilities in the future.

Amar (2011), stated that leaders need to pay attention to the leadership style they use in encouraging and directing their subordinates so that their performance improves. The essence of leadership is an effort to influence others to contribute their expertise, both to act according to their capabilities and to grow and develop continuously.

The influence of leaders is needed so that the ideas of the policies or work programs made can be accepted, in addition to motivating employees to support and implement the decisions made. Leaders can not only tell their subordinates what to do, but can also direct them how to carry out the leader's orders, so the effort that the leader makes

is how he is able to influence his members in his work unit.

Leadership is one of the determining factors for performance. Leadership is the ability to carry out the main tasks and functions, including in terms of mobilizing their subordinates to carry out their duties in a visionary, guiding, affiliative and democratic manner (Goleman, 2009).

Visionary is a leadership style that puts forward a vision that is manifested in the form of clearly delegating tasks to subordinates, emphasizing organizational results and goals, and developing a transparent view as the basis for making decisions to be achieved. Guiding is directing subordinates by setting policies in providing equipment, providing necessary resources, especially related to the smooth work process and providing advice and direction on work problems related to the efficiency and effectiveness of work implementation. Affiliation is an activity to foster good relationships with subordinates which is reflected through giving encouragement and appreciation to subordinates to improve work performance, being friendly in approaching subordinates for the smooth running of tasks and delegating responsibilities to subordinates. Being democratic is an attitude of involving subordinates in the policy-making process which is manifested in the form of approaching various problems with an open mind with subordinates, receiving input in determining policies and working actively with individuals or groups.

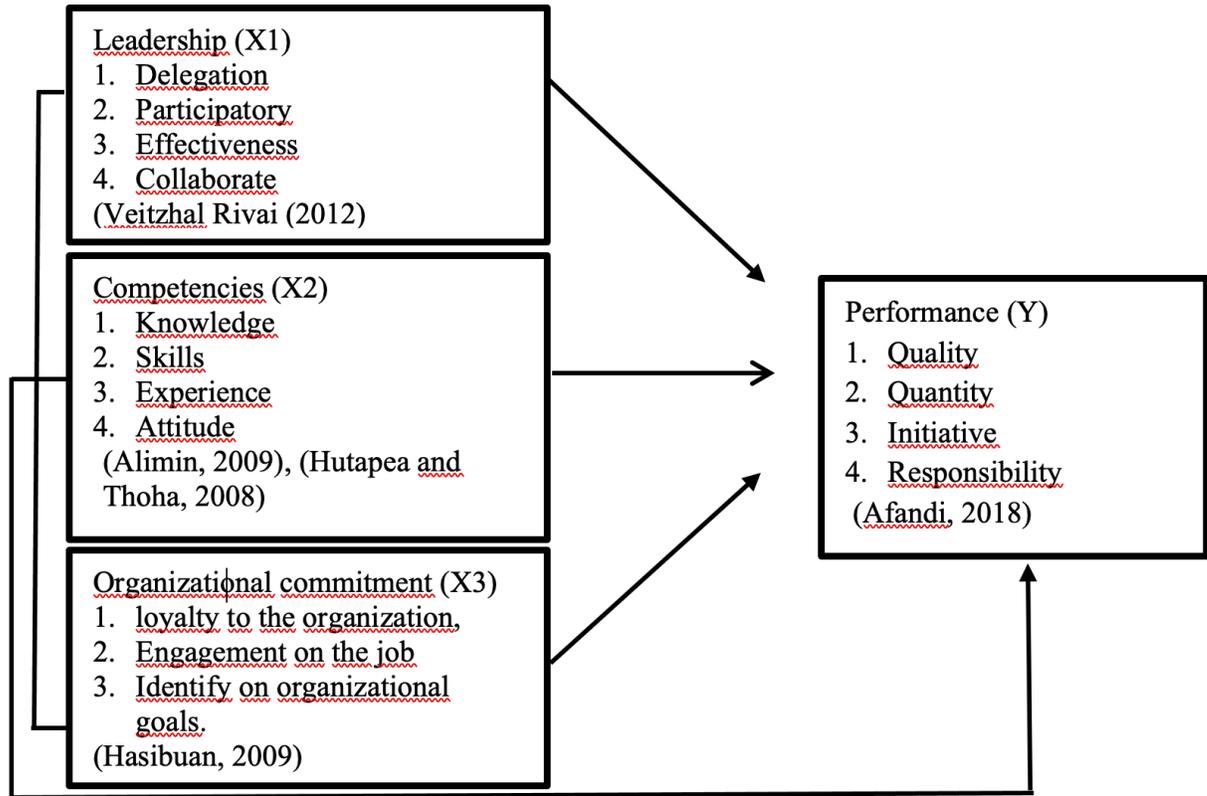
Another important factor that determines the success of an organization/organization is organizational commitment as a sense of identification (belief in organizational

values), involvement (willingness to try as best as possible for the benefit of the organization) and loyalty (desire to remain a member of the organization concerned) expressed by an employee towards his or her organization. Steers (2009) argues that organizational commitment is a condition in which employees are very interested in their organizational goals, values, and objectives. Commitment to the organization means more than just formal membership, as it includes a liking for the organization and a willingness to put in a high level of effort for the benefit of the organization to achieve its goals. Based on this definition, organizational commitment includes elements of loyalty to the organization, involvement in work, and identification of organizational values and goals

Organizational commitment is the process of individuals (employees) in identifying themselves with the values, rules, and goals of the organization. In addition, organizational commitment contains the meaning of something more than passive loyalty to the organization, in other words organizational commitment implies an active relationship between employees and the organization or organization. Because employees who show high commitment have the desire to provide more energy and responsibility in supporting the welfare and success of the organization where they work.

Based on the above background, this study is titled: "The Influence of Leadership, Competence and Organizational Commitment on the Performance of State Civil Apparatus at the Regional Revenue Agency of Jeneponto Regency"

Figure 1. Conceptual Framework of the research



Based on the above framework of thinking, the author proposes the following hypothesis:

1. It is suspected that Leadership, Competence and Commitment of the organization have a positive and significant effect on the performance of the State Civil Apparatus at the Regional Revenue Agency of Jeneponto Regency.
2. It is suspected that Leadership, Competence and Commitment of the

organization have a positive and significant effect simultaneously on the Performance of the State Civil Apparatus at the Regional Revenue Agency of Jeneponto Regency.

3. It is suspected that Competence is the most dominant variable affecting the performance of civil servants at the Regional Revenue Agency of Jeneponto Regency.

B. Materials and Methods

This research is a quantitative research conducted at the Jeneponto Regency Regional Revenue Agency and carried out in March-April 2023. The target population in this study is the employees of the Jeneponto Regency Regional Revenue Agency which totals 50 people, a sample of 50 people. This study is a research with a quantitative approach with data analysis techniques in this study using Multiple Linear Regression Analysis

C. Result and Discussion

Result

Validity and Reliability Test

Table 1. Leadership validity test

Leadership	<i>Pearson Correlation</i>	Conclusion
X1.1	0,000	Valid
X1.2	0,000	Valid
X1.3	0,000	Valid
X1.4	0,000	Valid
X1.5	0,000	Valid
X1.6	0,000	Valid
X1.7	0,000	Valid
X1.8	0,000	Valid
X1.9	0,000	Valid

Source : Questionnaire Data processed

Based on table 1, it can be explained that all statements in the Leadership questionnaire have a *Pearson Correlation* value less than 0.05, so it can be concluded that the Leadership questionnaire is declared valid.

Tabel 2. Uji validitas Pelatihan

Training	<i>Pearson Correlation</i>	Conclusion
X2.1	0,000	Valid
X2.2	0,000	Valid
X2.3	0,000	Valid
X2.4	0,000	Valid
X2.5	0,000	Valid
X2.6	0,000	Valid
X2.7	0,000	Valid
X2.8	0,000	Valid
X2.9	0,000	Valid

Source : Questionnaire Data processed

Based on table 2, it can be explained that all statements on the Competency questionnaire have a *Pearson Correlation value* less than 0.05, so it can be concluded that the Competency questionnaire is declared valid.

Table 3. Validity test of organizational commitment

Organizational commitment	<i>Pearson Correlation</i>	Conclusion
X3.1	0,000	Valid
X3.2	0,000	Valid
X3.3	0,000	Valid
X3.4	0,000	Valid
X3.5	0,000	Valid
X3.6	0,000	Valid
X3.7	0,000	Valid
X3.8	0,000	Valid
X3.9	0,000	Valid

Source : Questionnaire Data processed

Based on table 3, it can be explained that all statements on the Organizational Commitment questionnaire have a *Pearson Correlation value* of less than 0.05, so it can be concluded that the Organizational Commitment questionnaire is declared valid.

Table 4. Performance validity test

Performance	<i>Pearson Correlation</i>	Conclusion
Y1	0,000	Valid
Y2	0,006	Valid
Y3	0,000	Valid
Y4	0,000	Valid
Y5	0,000	Valid
Y6	0,000	Valid
Y7	0,000	Valid
Y8	0,000	Valid
Y9	0,001	Valid

Source : Questionnaire Data processed

Based on table 4, it can be explained that all statements on the Performance questionnaire with a *Pearson Correlation value* are less than 0.05, then it can be concluded that the Performance questionnaire is declared valid.

Table 5. Reliability Test

Variable	<i>Cronbach's Alpha</i>	Conclusion
Leadership	0,949	<i>Reliable</i>
Training	0,965	<i>Reliable</i>
Organizational commitment	0.961	<i>Reliable</i>
Performance	0,963	<i>Reliable</i>

Source : Questionnaire Data processed

Based on table 5, it can be explained that the *Cronbach's Alpha* value of the Leadership variable is 0.949, the *Cronbach's Alpha* value of the Competency variable is 0.965, the *Cronbach's Alpha* value of the organizational commitment variable is 0.961 and the *Cronbach's Alpha* value of the Performance variable is 0.963. Therefore, it can be concluded that the Leadership, Training, Organizational Commitment and Performance questionnaires are declared *reliable*.

Multiple linear regression analysis test

The statistical calculation in the multiple linear regression analysis used in this study was using the help of the IBM SPSS for Windows computer program version 23. The results of data processing using the SPSS program are in the attachment and are further explained in the following table:

Table 6. Multiple linear regression analysis test results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.108	2.020		-.549	.586	

X1	.151	.078	.146	1.934	.059	.470	2.127
X2	827	.104	.781	7.971	.000	.279	3.586
X3	.061	.077	.061	.794	.431	.459	2.179
a. Dependent Variable: PERFORMANCE							

Based on the table above the SPSS output mentioned above, the multiple linear regression equation can be obtained as follows:

$$Y = -1.108 + 0,151X_1 + 0,827 X_2 + 0,061X_3$$

- Information:
1. The value of the constant is -1.108 indicating that the independent variables namely Leadership, Competence, and Organizational Commitment are in a constant state and do not change (equal to 0), then the constant will be -1.108
 2. The value of the Leadership regression coefficient is 0.151 with a positive direction indicating that if Leadership experiences an increase by one unit, it will increase the value of the Performance of the State Civil Apparatus by 0.151 assuming that other independent variables are considered constant
 3. The value of the Competency regression coefficient is 0.827 with a positive direction indicating that if the Competency increases by one unit, it will increase the value of the Performance of the State Civil Apparatus by 0.827 assuming that the other independent variables are considered constant
 4. The value of the regression coefficient of Organizational Commitment is 0.061 with a positive direction indicating that if the Organizational Commitment experiences an increase of one unit, it will be followed by an increase in the Performance of the State Civil Apparatus of 0.061 assuming that other independent variables are considered constant.

Partial hypothesis testing

1. The Influence of Leadership on the Performance of the State Civil Apparatus

The t-value for the Leadership variable (X1) is 1.934 with t-calculated < table (2.011), with a

significance level of 0.059 greater than the probability value of 0.05, so it can be concluded that Leadership has no effect on the Performance of the State Civil Apparatus of the Regional Revenue Agency of Jeneponto Regency

2. The Effect of Competence on the Performance of the State Civil Apparatus

The calculated t value for the Competency variable (X2) is 7,971 > 2,011 t table with a significance level of 0.000 below the probability value of 0.05, it can be concluded that Competence partially has a positive effect on the Performance of the State Civil Apparatus of the Regional Revenue Agency of Jeneponto Regency.

3. The Effect of Organizational Commitment on the Performance of the State Civil Apparatus

The calculated t-value for the Organizational Commitment variable (X3) is 0.794 < 2.011 t table with a significance level of 0.431 greater than the probability value of 0.05. It can be concluded that Organizational Commitment has no effect on the Performance of the State Civil Apparatus of the Jeneponto Regency Regional Revenue Agency.

Beta Test (Dominance)

Based on the results of the table above, *it* is known that the dominant variable is the Competency variable with a "**Standardized Coefficient Beta**" value of 0.781 with a significance level of 0.000. This illustrates that Competence (X2) is one of the important factors in carrying out work.

Test F (Simultaneous Hypothesis Testing)

Test F is intended to find out whether the independent variables in this case are the variables of Leadership, Competence and Organizational Commitment have a joint effect on the

performance of civil servants. The results of the calculation of the F test to test the relationship of independent variables together are obtained in the following table:

Table 7. ANOVA test results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1891.293	3	630.431	109.150	.000 ^b
	Residual	265.687	46	5.776		
	Total	2156.980	49			
a. Dependent Variable: PERFORMANCE						
b. Predictors: (Constant), Leadership, Competence and Organizational Commitment						

Source :D Processed in 2023

Based on the table above, it shows that the F calculation is 105,150 > F table is 2.81, this is strengthened by a significance level value of 0.000 or the significance obtained is smaller than the level of $\alpha = 0.05$, meaning that simultaneously the variables of Leadership, Training, and Organizational Commitment have a simultaneous effect on the Performance of the State Civil Apparatus of the Regional Revenue Agency of Jeneponto Regency

Coefficient of Determination

This determination coefficient is used to determine how much influence the independent variables have on the bound variables. The value of the determination coefficient is determined by the value of *R square*

Table 8. Determination Coefficient Test Results

Model Summary ^a					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.936 ^a	.877	.869	2.40329	2.014
a. Predictors: (Constant), Kepemimpinan(X1), Pelatihan(X2), Komitmen organisasi ((X3)					
b. Dependent Variable: Kinerja (Y)					

Source : Data Processed in 2023

The results of the regression calculation can be found that the R.Square determination coefficient obtained is 0.877 which means that the amount of influence contribution to the 3 variables of Leadership (X1), Competency Variable (X2) and Organizational Commitment variable (X3) is 87.7%. The remaining 12.3% was influenced by other variables that were not studied in this study..

Discussion

1. Partial Influence

In the test section, the influence of several factors that affect the performance of the State Civil Apparatus of the Jeneponto Regency Regional Revenue Agency can be discussed. The discussion of each of these variables is presented below.

2. The Influence of Leadership on ASN Performance at the Regional Revenue Agency of Jeneponto Regency

The results of the analysis of the influence of Leadership on the Performance of the State Civil

Apparatus of the Regional Revenue Agency of Jeneponto Regency show that the significance value is $0.059 > 0.05$, so it is concluded that Leadership has no effect on the Performance of the State Civil Apparatus.

Experts usually define leadership according to their personal views, as well as the phenomenal aspects of the best interest to the experts concerned. Leadership is the ability to influence a group towards the achievement of goals. Gibson et al (2019), define leadership as an effort to use a style of influencing and not forcing individuals to motivate individuals in achieving goals. Leadership is the process of influencing others to act in order to realize the goals that have been determined.

Martoyo (2010), stated that leadership is a whole activity in order to influence people to work together to achieve a goal that is indeed desired together. According to Firmansyah & Mahardhika (2018) Leadership is part of the management function to influence, direct, motivate and supervise others in order to be able to carry out the tasks that have been planned so as to achieve the goals and objectives of the organization. The leadership style means guiding, guiding, directing, and preceding, not just commanding. Leaders are an important factor and determine the effectiveness of organizations and workers.

According to Rivai (2018), leaders must create a modern leadership style that is able to process available resources, especially human resources, in leading requires someone who is able to manage human resources that are owned properly for the survival and progress of the organization or agency.

In this study, the Leadership variable has no partial effect on the Performance of the Civil Apparatus of the State Civil Apparatus of the Jeneponto Regency Regional Revenue Agency, this right is in line with the research conducted by Arief Teguh Nugroho (2018) who said that Leadership has no partial effect on employee performance. This means that

the good or bad leadership carried out in the office has no effect on the performance of its employees.

This research is in contrast to research conducted by Nur Ikhlas, Maryadi and Harlindah Harniati (2023) who said that Leadership has a partial effect on the performance of ASN of the Investment Office, One-Stop Services and Manpower of Selayar Islands Regency.

3. The Effect of Competence on the Performance of State Civil Apparatus at the Regional Revenue Agency of Jeneponto Regency

The results of the analysis of the influence of Competence on the Performance of the State Civil Apparatus at the Regional Revenue Agency of Jeneponto Regency showed that the significance value was $0.000 < 0.05$, so it was concluded that H1 was accepted, meaning that Competence had a positive effect on the Performance of the State Civil Apparatus.

The terms competence, 'competence' and 'competence' which in Indonesian are translated as competence, proficiency, and empowerment which refer to the state of being able and appropriate quality. The United Kingdom dictionary describes the word 'competence' as a state of suitability, adequacy, or suitability.

The definition of competence in the workplace refers to the definition of a person's compatibility with his or her job. However, in the context of their work, competence has two different meanings, depending on the organization's frame of reference. Spencer and Spencer in Palan (2007) say that competence is as a basic characteristic possessed by an individual who is causal in meeting the criteria needed to occupy a position. It has 5 types of characteristics, namely knowledge, skills, self-concept and values, personal characteristics and motives.

In this study, the Competency variable has a partial effect on the Performance of the State Civil Apparatus of the Regional Revenue

Agency of Jeneponto Regency. This research is in accordance with research conducted by Annisa Putri Soetrisno and Alini Gilang (2018) showing that Competence has a significant effect on PT. Telekomunikasi Indonesia Tbk Witel Bandung

This research is also in line with research conducted by K.D.Krisnawati and I.W.Bagia (2021) who said that competence has a positive and significant effect on the performance of PT Sapta Prima Cargo employees.

4. The Effect of Organizational Commitment on the Performance of the State Civil Apparatus at the Regional Revenue Agency of Jeneponto Regency

The results of the analysis of the influence of organizational commitment on the performance of civil servants at the Regional Revenue Agency of Jeneponto Regency show that the significance value is $0.431 > 0.05$, so it is concluded that H1 is rejected, meaning that organizational commitment has no effect on the performance of the State Civil Apparatus.

Organizational commitment is a situation in which an employee takes sides with a certain organization and his goals and desire to maintain membership in that organization. Samsuddin (2018) organizational commitment is an agreement to do something. Promises to ourselves or to others that are reflected in our actions. Commitment is a complete recognition, as an actual attitude that comes from the disposition that comes out of a person's insides.

Utaminingsih (2014) Definition of Organizational Commitment as the relative strength of individual identification related to their involvement as a member of the organization, then this shows as a construct that affects individual behavior in the organization, which is interesting to study as well as the concept of job satisfaction, work involvement, career development, current commitment, and the intensity

of employee entry and exit in an organization.

This research is in line with research conducted by Andri Satya Alam (2020) who said that Organizational Commitment has no partial effect on the Performance of the Social Service and the Surakarta City Manpower and Industry Office.

This research is in contrast to research conducted by Bonaventura Hendrawan Maranata, Dian Prasetyo Widyaningtyas and Ardani Nur Istiqomah (2022) who said that Organizational Commitment has a psychological and significant impact on the performance of PT. Semarang City SOE Bank.

5. The Influence of Leadership, Competence and Organizational Commitment Simultaneously on the Performance of the State Civil Apparatus at the Regional Revenue Agency of Jeneponto Regency

Based on the results of the simultaneous test (test F), it is intended to find out whether the variables of Leadership, Competence and Organizational Commitment together have an influence on the Performance of the State Civil Apparatus. with a significance value of 0.000 less than 0.05, it can be seen that simultaneously there is a significant influence between the variables of Leadership, Competence and Organizational Commitment on the Performance of the State Civil Apparatus

Employee performance refers to the ability of employees to carry out all the tasks for which they are responsible. The goals of an agency can only be achieved when the agency is supported by the work units contained in it.

Employee performance can be grouped into high, medium or low performance levels, and can also be grouped beyond the target, according to the target or below the target (Mudzakir and Zainuri, 2018) Performance is the implementation of a job and the improvement of work in accordance with its responsibilities so that it can

achieve the expected results (Sinambela, 2019).

Performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2020)

In this study, Leadership, Competence, and Organizational Commitment have a simultaneous effect on the Performance of the State Civil Apparatus of the Jeneponto Regency Regional Revenue Agency. This is in line with research conducted by Husniati, Muhammad Idris, Syamsul Alam (2021) which showed that simultaneously Leadership, Competence and Organizational Commitment have a simultaneous effect on employee performance at the Takalar Regency Transportation Office

6. Competence is the most dominant variable affecting the Performance of the State Civil Apparatus at the Regional Revenue Agency of Jeneponto Regency

Based on the results of the Beta test (Dominant test), it is intended to find out which variables have the most influence on the Performance of the State Civil Apparatus. Competence is the most dominant variable with a **"Standardized Coefficient Beta"** value of 0.781.

D. Conclusion

Based on the results of research and data analysis conducted by the researcher on employees of the Jeneponto Regency Regional Revenue Agency, the following conclusions were obtained:

1. Competence has a positive and partially significant effect on the performance of the State Civil Apparatus, while the variables of Leadership and Organizational Commitment have no effect on the performance of the

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Competence is one of the important components that individuals must have so that the implementation of work tasks can run well. According to Sutrisno & Zuhri (2019), competency is defined as an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refer to the set work requirements.

According to Spencer & Spencer in Triastuti (2019), competence is more defined as the underlying characteristics of a person that relate to the effectiveness of an individual's work in his or her work. Meanwhile, Rusvitawati, Sugiati, & Dewi (2019) explained that competency consists of a number of key behaviors needed to carry out certain roles to produce satisfactory achievements or performance.

This research is in line with research conducted by Nuriati, Ahmad Firman, and Badaruddin (2023) who stated that the competency variable is the most dominant variable affecting the performance of Employees at the Education and Culture Office of Sidenreng Rappang Regency

Regional Revenue Agency of Jeneponto Regency.

2. Leadership, Competence and Commitment of the organization have a positive and significant effect simultaneously on the Performance of the State Civil Apparatus of the Regional Revenue Agency of Jeneponto Regency.
3. Competence has the most dominant effect on the Performance of the State Civil Apparatus of the Jeneponto Regency Regional Revenue Agency.

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