



ARTICLE OPEN

The Influence of Effectiveness Managerial, Task Commitment and Work Ethic for Employee Performance Regional Water Company (Pdam) Tirta Bhagasasi Bekasi

Kusnadi, Willy Arafah

Abstract

The purpose of this study was to test the effect of managerial effectiveness to employee performance, task commitment to employee performance, work ethic on the performance of employees, managerial effectiveness to task commitment, managerial effectiveness to the work ethic and the work ethic of the commitment of the employee's duties Regional Water Company (PDAM) Tirta Bhagasasi Bekasi.

This research was conducted using the method survey with path analysis in hypothesis testing. In this study, employees were selected as sample there are 96 employees who selected a random sample by strata or stratified random sampling from a total population of 127 respondents. Took this instrument before being used for the data to test the validity and reliability.

The results of this study are as follows: There is a direct positive influence on employee performance managerial effectiveness. There is a direct positive influence on employee performance task commitment. There is a direct positive influence on employee performance work ethic. There is a direct positive influence on the effectiveness of managerial task commitment. There is a direct positive effect managerial effectiveness to the work ethic. There is a direct positive effect on the work ethic of commitment to the task.

Keywords: managerial effectiveness, task commitment, work ethic and employee performance.

Preliminary

The quality of human resources that will either interconnected and have an influence on the performance of employees at the company, it is in line with the results of research conducted by Novita Sari which shows that there is significant between the quality of human resources to employee performance. Real change in order to meet MEA economy today is characterized by the regionalization process in all aspects of economic life that form new territory with boundaries between countries are now more transparent and no longer appears. MEA is not only limited influence on the formation of market products and services but also regional scale production systems global perspective. In this regard the managers are required to have a more managerial knowledge to effectively lead the company effectively and efficiently so that it will improve the performance of the company. The company's performance is increased when the performance of employees increased. Every company has problems of a different performance depending on the factors that cause. Performance becomes a standard to measure the level of success of a company at a certain period.

Regional Water Company (PDAM) Tirta Bhagasasi Bekasi is a company organizer water / water piped belonging to the Local Government Bekasi in running their taps terkatagori as a company that serves customers from all walks of life should continue to maintain the performance related to quality and customer satisfaction as other companies. The last few years the performance of the companies into the public spotlight because of its performance decreases. Many factors account for the low performance of the company's red plate of the local government. The decline in the performance of PDAM caused

by internal factors and external factors to internal factors, among others, can be seen from the quality of human resources of drinking water, not only because the level of knowledge of each individual employee but also others such as work culture or work ethic, commitment, effectiveness managerial. While external factors that can affect the performance of PDAM, among others, issues of technology, regulations, facilities and pre facilities and working environment.

There are various problems in the Regional Water Company and this makes researchers are interested to see further by performing preliminary observations on the Regional Water Company (PDAM) Tirta Bhagasasi Bekasi. It is interesting to study because there is a difference between information on the findings of the Association of Indonesian Water, which the Regional Water Company (PDAM) Tirta Bhagasasi Bekasi include the category of healthy, but on the other hand Ahmad Zulnaini Director of the Regional Water Company (PDAM) Tirta Patriot in Pos Kota daily said that the target of the Regional Water Company (PDAM) Tirta Bhagasasi Bekasi has not been reached, he said that the new 28.98% of the specified targets.

Regional Water Company (PDAM) Tirta Bhagasasi Bekasi consisting of PT. Tirta Patriot and PT. Tirta Baghasasi has a relatively large customers that as many as 564 125 subscribers (28.98%) or approximately 25,500 new water connections from the target of 100 thousand connections. To meet the targets set, the Regional Water Company (PDAM) Tirta Bhagasasi Bekasi seek gradually with various activities such as boost customer coverage by adding four Drinking Water Management System (SPAM). To achieve the target of the connection required employees who have the work ethic and commitment to high

Corresponding author - Willy Arafah

duty, and certainly with the support of the leadership of managerial effectiveness, and thus the performance of employees will be increased so that the company's performance will also increase.

In connection with the service area of the target underserved districts 35 districts turned out to underserved New 74.29% or 26 districts and underserved 25.71% or 9 districts. To achieve the required service targets high employee performance. To merealisasikan program targets the underserved Yag districts, in addition to requiring very expensive, certainly needed employees who have sufficient knowledge and experience. According to the preliminary observations of researchers at the office of the Regional Water Company (PDAM) Tirta Bhagasasi Bekasi, both from a brief interview to the leaders and the existing employees as well as to customers, there is the quality of service is very low, there are still many employees come to the office is not in accordance with the clock office has been established, the working hours of employees who have not been seen in his office, it can be seen from the attendance list of employees based on monthly attendance reports Regional Water Company (PDAM) Tirta Bhagasasi Bekasi. Planning tasks that are less integrated so many tasks that should be completed soon to be delayed. Financial recording and reporting system which is not known entirely by employees. It is also caused by bureaucracy that is too long.

The cost of installation is high enough, causing many residents are not strong enough to pay for the installation, so that it can allow employees to misuse the task which gives an opportunity residents can enjoy clean water by installing illegal, which the company reports in 2013 the level of water loss 25 59% and in 2014 water loss rate increased to 27.85%. This will disrupt the company's performance and to overcome this problem required a high-performance employees who are certainly needed the support of the employees in the form of task commitment and work ethic as well as the support of the management in the form of managerial effectiveness.

From the observation at the Regional Water Company (PDAM) Tirta Bhagasasi Bekasi known that water production alone showed a downward trend, while the purchase of water tends to increase, of course, besides being the size of the decline in the company's performance indicators also be an indicator for the performance of employees. Therefore, it is necessary to improve the quality of human resources both leaders and employees in the form of increased managerial effectiveness and task commitment and work ethic.

Regional Water Company (PDAM) Tirta Bhagasasi Bekasi as experienced by companies other drinking water are faced with challenges that are much the same that is associated with the debt, according to Revelation Prihantono, Director of the Regional Water Company (PDAM) Tirta Bhagasasi in the daily Bekasi City Post still quite large about 23 billion, it must be resolved because it can affect employee performance improvement efforts. Employee performance is still lacking is also visible on the company profile 2015 report of the company note that the level of effectiveness of the customer's billing last year still amounted to 78.71% range and also had an impact on the contribution of the Regional Water Company (PDAM) Tirta Bhagasasi Bekasi against income (PAD), which showed a downward trend which in 2013 accounted for 5.17% and in 2014 decreased to 4.56%, whereas the number of the company's assets in 2013 compared to 2014 tanah increased by 19.73%.

Based on the above, the next problem in this research are: 1) Is there a direct positive influence on employee performance to managerial effectiveness?. 2) Is there a direct positive influence on employee performance to task commitment?. 3) Is there a direct positive effect on the performance of the employee's to work ethic? 4) Is there a direct positive effect on the task commitment to managerial effectiveness? 5) Is there a direct positive effect managerial effectiveness to the work ethic? 6) Is there a direct positive effect work ethic to task commitment?.

Theoretical studies

1. Employee Performance

Mark A. Stiffler (2006: 156) is defined as the achievement of performance results. Performance has a strong relationship with values, rewards, skills and behaviors of employees. Armstrong (2009: 9) Performance management is a systematic process for improving organizational performance by developing the performance of the individual and team ". Performance management is a systematic process to improve organizational performance by developing individual and team performance. Wibowo (2014: 11) sees performance management is an issue of management style resource management, performance oriented process in an open and ongoing communication with creating a common vision and a strategic and integrated approach as the driving force to achieve organizational goals. Presented by Bradley W. Hall (2008: 11) Define performance needs not as programs (e.g., rewards, training, succession planning) but as business results. Accenture not only found out what CEOs wanted but found that few were satisfied with Reviews their company's current performance on Reviews those key issues. Describe the performance satisfactory results in performing basic tasks and not on the contribution of HRD in giving such awards, training, and turnover. Jennyfer M. George (2012: 66) saw the performance more closely related to the thoughts and feelings people have about work, Reviews their jobs, and their experience organisasi Determine how they work. Some thoughts and feelings are fundamental and broad; they are concerned not so much with aspects of a particular job or organization but more with the meaning and nature of work itself. Reviews These thoughts and feelings, called values, are are relatively long lasting. Other thoughts and feelings are more specific. Robin Stuart-Kotze (2006: 3-5) look at the performance involving the behavior or the behavior and actions in certain situations. Performance related to the use of competency in performing the tasks assigned. Performance was born out of a mix of abilities, actions, and situations. From this sense indicates consistency manage these three components in order to produce a good performance.

Byar and Rue (2009: 166) involves the ability to see the performance and actions in certain situations. Performance related to the use of competency in performing the tasks assigned. Performance was born out of a mix of abilities, actions, and situations. From this sense indicates consistency manage these three components in order to produce a good performance. Mark A. Stiffler (2006: 7) says that the superior performance characterized by changing behavior in implementing organizational strategies, resulting in sustainable competitive advantage that can increase revenue, reduce costs, and promote mutual profitability. Every employee working from the same blueprint in accordance with the organization's vision. Individual advantages will become more effective and productive in the work team. According to Armstrong (2006: 7) performance management is a means to get better results than organizations,

teams and individuals within the agreed framework in planning goals, objectives and standards. Armstrong, stated that performance management is a systematic process to improve organizational performance by developing individual performance and team performance. Thus the performance is the result of the work function of a person or group of activities in an organization are influenced by various factors to achieve organizational goals within a specific time period.

John M. Ivancevich (2008: 170) superior performance using a clear measure and provide feedback from employers or other parties who have the ability and authority. So Feedback for the benefit of superior category or not, can be seen from the performance of the performance. The superior performance is characterized by the work effectively and efficiently. The main element of the achievement of the effectiveness of the work is the quality and expected results. In other words capable of meeting consumers' needs to the fullest. Armstrong (2006: 92) menerangkan that the ability to do the best that is congenital or acquired with the attributes to be a valuable and can be maximized within their authority. More obvious attribute is described as a given quality person who refers to what they need to know to do the job effectively. Performance management has an important role to achieve organizational goals, but in practice is not easy. Many organizations have performance management melaksanakan but many others have failed. According Wibowo (2014: 30-31) performance management can be successful if it meets the following criteria: 1) the performance management process has enabled the experience and knowledge gained can be used to modify the individual organizational goals 2) there is a commitment and support from top management to carry out management performance 3) the implementation of performance management can be adapted to the real work of the organization and how the performance is generally administered 4) performance management can provide added value in the form of short-term results and long-term development 5) performance management does not add new jobs, but it is correct what which has normally done 6) the performance management process can work flexibly to suit the needs of the local environment or special 7) the performance management process readily accepted by all concerned as a component of natural good management and work practices 8) all stakeholder organizations involved in the design, the development and introduction of performance management 9) the performance management process be transparent and work in an honest and fair 10) managers and team leaders to take action to ensure that there is a mutual understanding with 11) to know that there is a community interest in the organization and appreciate the individual needs 12) process performance management are used by the manager and team leader to help people feel that they are valued by the organization 13) the performance management process to help realign the objectives of organizations and individuals. Individuals and teams given the opportunity to express their views on what they can accomplish and his views be heard 14) focus on performance management in the development of people and the provision of support to them 15) the purpose and implementation of performance management and how beneficial for all concerned communicated widely and effectively 16) the opinion of all stakeholders in mind about how well the scheme is run and the action taken as necessary to improve processes. Running a successful performance management requires preparation intensive socialization and communication between managers and workers. the eyes of managers, performance management is an additional workload, in addition to running the

task that has been done. On the side of workers are still many doubts because it has not fully understand the benefits of performance management for themselves. From the above, researchers made a synthesis that employee performance is the behavior of an employee in performing their duties in accordance with the commitment and an arbitrary based on conditions determined to achieve its goals. Performance indicators include commitment, the work, initiative in completing the task, responsive to the demands of work and behavior at work.

From the definition above, synthesized that employee performance is the behavior of an employee in performing their duties in accordance with the commitment and an arbitrary based on conditions determined to achieve its goals. Performance indicators include commitment, the work, initiative in completing the task, responsive to the demands of work and behavior at work.

2. Managerial Effectiveness

Gibson (2012: 15) in his view of the effectiveness of the purpose of achieving the goals set by the cooperative efforts that require evaluation by a measure of time, cost and rational. Each company has more than one goal, the achievement of effectiveness when multiple destination support each other in getting profit, comfortable working conditions, a consensus among them on purpose so as not terfragmentasi in special groups. In terms of effectiveness Gibson categorize the level of effectiveness at three levels each - each individual effectiveness, group effectiveness and organizational effectiveness, where each level has components. Analoui (2002: 8) defines-the managerial effectiveness with eight parameters: 1) Perception 2) Skills 3) The criteria for the organization 4) Motivation 5) The level of constraints and limitations faced 6) options and opportunities available 7) Relationship intra and intra 8 organization) managerial philosophy.

According to Gary Yukl (2010: 62) says the managerial skill and effectiveness in research interconnected and Gary identify the characteristics of effective managerial skill that is has three technical skills, skills in the knowledge of and expertise in a particular field of specialization; conceptual skills, ability to work with others, either individually or in groups; and interpersonal skills, ability to think and make the conception of the abstract, see the organization as a whole and the relationships between the parts and visualize how the organization fits with the larger environment. McCall and Morrison in Gary Yukl (2010: 27) looked at the effectiveness of managers drawn from the way it works: 1) works fast and is always increasing, 2) handling the job is varied and fragmented, 3) reactive to things that need attention, 4) engage their colleagues and the outside, 5) a lot of verbal communication, 6) consistent decision-making and strategic. This illustrates the notion of effective managers do not need to be running out of time to work under go home, but how to cooperate with others in a fast and responsive, in a range of varied work, with rational decision making and strategic. Gary Yukl (2010: 35) clicking observations about the use of effective managers work 1) proforma leadership, engage in activities that symbolic formal, legal and social. 2) the role of a leader, 3) the role of liaison, 4) as observers 5) as a disseminator (divisor information), 6) as a spokesperson, 7) as a mediator when there kekacauan 8) as manager of resource 9) as a negotiator, 10) as an entrepreneur. Effectiveness is the ability to choose the

appropriate target. an effective manager is a manager who chooses the right job to run.

Effendi (2001: 19) argues that in general, in principle, contain elements of planning management functions (planning), organizing (organizing), leadership (leading or actuating) and supervision (controlling). Furthermore Mulins (2010: 476-477) states there are five criteria that the four criteria of managerial effectiveness is specific and one general criteria such as: 1) The manager of work, 2) The managerial himself / herself 3) The manager's relationships with other people 4) The manager as part of the organization 5) Criterion general effectiveness of allocation of resources, Achieving, purpose, goal attainment, planing, organizing, coordinating, controlling. Barnel (2011) in more detail to explain that the effectiveness of the manager is divided into three dimensions: first dimension of productivity, the two-dimensional adaptation and final dimensions of quality and flexibility. According Mulins (2010: 475-476) Effective managers are defined in terms of quantity and quality of standards of performance, and the satisfaction and commitment of subordinates. That managerial effectiveness is the condition of performance standards in the form of quantity and quality and satisfactory conditions and commitments from subordinates. This condition relates to the work done by the leadership and dealing with the results of the work and what is actually achieved manager. Indicators that can be used to measure the effectiveness of managerial, among others: the level of staff turnover, absenteeism due to illness, absence, the presence of timely and accident rate.

According to Robbins (2012: 36-37) Management involving coordinating and overseeing the work activities of others so that Reviews their activities are completed efficiently and Effectively. That effectiveness is the achievement of goals and objectives for the development of an organization to improve the effectiveness of the leader of the organization and help people - people in the organization. Efficiency is the ability to do the job right, while effectiveness is the ability to choose the right destination. According to Gary Yulk (2010: 62-63) Effective managers are Able to Obtain information and ideas from many sources and store it away in their memory for use when need it. That the effective manager is a manager who is able to present information and ideas from various sources and store them in its memory to be used when necessary. According Yulk that effective leadership behavior can be distinguished between the manager and task-oriented behavior is behavior-oriented manager hubungan. Indikator an effective manager has three fields, namely the ability of technical ability, the ability of the concept, and interpersonal skills.

According Ndraha (2003: 23) that the effectiveness managerial can be defined as the level of achievement of the objectives of abstract to be dedicated into the concrete in the form of strategic objectives. With the managerial effectiveness in a company it is expected that the manager's ability to take advantage of opportunities and do the job properly together by planning, organizing, directing, controlling the company will achieve its organizational objectives. Managerial effectiveness can be seen from the manager's ability to take advantage of every opportunity, do the job right through planning, organizing, directing, controlling, organizational goals. J.B. Leslie (2002) in the context of global defining managerial effectiveness is the ability of a leader to achieve the desired results by testing the effectiveness of the relationship between the size of individual

background, personality, learning skills, knowledge of the work, and the enactment of related roles.

Based on some of the above opinion, it can be synthesized that managerial effectiveness is the management of the organization to take advantage of opportunities to do the job properly in achieving the objectives effective for companies with the indicator carry out planning properly, carry out the organization with the right, gave a briefing on the staff properly and do supervision by right on target.

3. Commitment to Duty

Robbins (2012: 110) argues that the unity of commitment (Unified Commitment) which is a member of staff who can work effectively in a team can show devotion and allegiance to do the work so that it can help the success of the teams in the organization can be regarded as a task commitment. Robbins and Coulter said that commitment is the concentration of attention of the leadership of the organization with their loyalty, the ability to identify and increase employees' In other words, it is said that the characteristics of commitment to the task in the form of the task itself, responsibility, devotion and loyalty. Newstrom J.W (2011: 223) said that commitment begins with the individual person but the implication in the organization that surfaced in various forms such as task commitment, commitment, commitment pledge, commitment organisasi. Newstrom revealed that the commitments are like a magnet to attract other metals meaning that the relationship between employees and companies where employees are still willing to work at the company until the future.

Newstrom JW (2011: 224) says that commitment is the emotional connection that is very close to the company this reflects the confidence and the willingness of the efforts of employees to carry out the purposes of the company, or in other words a commitment is the level of emotion in building organizational commitment through the care and support employees, which is shown in the following characteristics: 1) a strong belief in carrying out the aims and values of the organization, 2) willingness to use judgment as those who represent the organization. When peeled in detail the core of these characteristics consists of trust, representation and keep the organization. Commitment is the identification of an employee, including a willingness to work hard to represent the organization and intention to stay together with the organization to develop them over the longer term. Commitment has an important meaning in loyalty, identification, support, maintain, represent, develop and objectives of the organization. Then consistency to maintain a commitment as a function of social needs and self-esteem as well as the organization in which each role is to raise motivation and retain new decision stimulus in adding the balance of the outcome, it certainly can stimulate and achieve goals. According to Janes (2009: 121) is defined as a degree of commitment of the extent to which employees are: 1) to believe and accept the mission and values of the organization 2) use best efforts in the work 3) desire to maintain membership. Lepine Colquitt and Wesson (2009: 68-70), explained that there are three types of commitments: 1) affective commitment; establish a loving relationship with co-workers, 2) normative commitment; the requirement that employees live together in an organization 3) ongoing commitment (continuance) they will lose an accumulative when they leave their duties within the organization. Colquitt, Lepine and Wesson says that the commitment of the organization is the desire of the members of the organization to survive to be part of the organization's three-

dimensional shapes that affective commitment, continuance commitment, normative commitment, thus the commitment to work affect members of the organization to be able to survive or not to be within an organization. Affective commitment (affective commitment) as mentioned above can be demonstrated by the attitude of individuals who are actively involved in the activities of the organization and did not want to leave the organization. Affective commitment refers to a person's emotional attachment to his work (I want to stay). Normative commitment (normative commitment) is feeling to stay in work (I should have been fixed), ongoing commitment (continuance commitment) refers to the individual assessment of the costs incurred when leaving a job (I had to stay). Affective commitment cause a person to remain in a task for wanting. Normative commitment is an obligation to remain in the task because it is obliged to do so.

Cole (2005: 1-78) cite research Aon Loyalty Institute, filed six characteristics that can describe the behavior of employees are committed to the task; 1) easy to work together (team player), 2) willing to sacrifice for the good of the company, 3) believes the company's products 4) would recommend the company as a good place to work 5) is ready to work with the company at least several years to come, 6) refused to supply moderate wage increases elsewhere on the grounds: (1) there is pride, (2) the fun as finding the right job (3) profsek promising (4) the company as the best place to work according to ability. Commitment is an attachment to someone with confidence based on a promise that can actually be felt true either on yourself or on others. From the opinions seen that the commitment demonstrated 1) pride, 2) option for the task 3) love for the company 4) care for the working environment 5) likely to cooperate 6) are willing to sacrifice for the good work and the company, 7) easily accept the necessary changes, 8) convinced by the usefulness of the work the company 9) the future prospects 10) willing to work for a few years. Kuntjaraningrat (1989: 100) also mentioned that the task is concerned with jobs and responsibilities. What kind of relationship responsibilities and tasks closely linked to moral. According to the philosophy of the Japanese people's thoughts are analyzed by Kuntjaraningrat that one indicator of moral duty work that are as far as possible and if necessary sacrifice themselves to the task that has been is affordable. The task becomes part of the work, because the work itself is broader in scope. The task becomes a specific section for immediate and accountability associated with the assignor. Referring to some of the opinions on the above assignment is part of a more specific work to be carried out because it is associated with moral responsibility and who has the authority.

Armstrong (2009: 34) mengata-kan commitment is loyalty and love which include unification of the goals and values of the organization, the desire to remain together in the organization and a willingness to work hard for the organization. Armstrong (2003: 34) defines commitment as the relative strength of the identification and involvement of individuals to the organization. The word commitment is defined as an intellectual characteristics, personal characteristics such as honesty that can not be mandated. Commitment is a form of approach that is more in return on human resource management. Employee performance will increase if the orientation of the completion of tasks with more emphasis on engagement strategies Task Commitment is the attachment of individuals to the task performed and demonstrated by a strong desire in the task of maintaining position, melakukan business in accordance with the assignment and acceptance of the value - the value and purpose of the assignment. It seems that indicators of

commitment to the task, among others: 1) persistence in performing tasks 2) willingness to engage perform task 3) the pride of the task 4) The desire to maintain membership in the task of 5) acceptance of the value - the value of interest assignment 6) conducts business in accordance with the assignment. Commitment to duty that successful managers give meaning and relevance to the tasks performed. They provide focus and direction and ensuring the successful completion of the task by 1) keeping the fixed focus 2) keep it simple 3), action-oriented 4) establish the importance of the task. Luthans (2011: 147) says the organization's commitment: 1) A strong desire to Werner a member of a particular organization 2) A willingness to exert high levels of effort on behalf of the organization and 3) A definite belief in, and acceptance of he values and goals of the organization. So the organizational commitment is a strong desire to remain as a member of a particular organization, a willingness to strive in accordance with the wishes of the organization and the firm belief and acceptance of values - values and goals of the organization.

Refers to the notion of commitment and sense of duty, it can be made the synthesis of that commitment is the task of the behavior shown by the employees as a form of devotion and loyalty of job responsibilities, to do the work according to design activities in order to achieve the desired goals of the company. Indicators are duty commitment is persistence, willingness, pride, survival, responsibility, conformity, receives value assignment purposes.

4. Work Ethic

Tasmara (2002:16) became clearer-out that comes from the Greek ethos (ethos) that give meaning attitude, personality, temperament, character and belief in something. Kaa ethos of this, we also know the word ethics. In this ethos there is some sort of spirit to enhance everything to avoid any damage (facades) so that each work be directed to reduce or even eliminate the totally disabled from the job. Ethos means a moral or demonstrate moral character. and modern ethos has meaning as the existence of self, soul, and mind that make up a person. The ethos is defined as the tendency or character; attitudes, habits, different beliefs of individuals or groups. In fact it can be said that ethics is fundamentally about ethics. When associated with such diligent work ethic, work, hard, high disciplined, restrained, tenacious, persevering. Tasmara (2002: 19) argues that the work ethic of the individual can be measured based on the aspects - aspects as follows: a) Respect for the time b) Tough and unyielding c) the desire for self-d) Adjustment. Tasmara (2002: 23) states that the ethos of crimes is a totality of the personality of the individual and how the individual expresses, by taking-dang, believes and gives meaning to one that encourages individuals to act and achieve optimal results (high performance) work ethic both in companies can help employees to understand how their work duties.

Sinamo (2011: 10) work ethic can be defined as the concept of work or work paradigm embraced by a person or group of people as something that is good and right that is realized through behavior in work typically. The ethos is the way of the view that characterizes a person. Correspondingly Supranto (1995: 9) considers philosophical values, religious values and a growing value in a society. work ethic is a fundamental attitude toward themselves and the environment is emitted in the implementation of each activity. A high work ethic usually arises because there is hope, an interesting challenge. This makes human work seriously, responsibility and dedication. It equally

by Sinamo (2011: 22) work ethic is a set of positive behaviors that are rooted in the fundamental belief that with a total commitment to work paradigm that integral. suatu individual views and attitudes towards work. Ajay Nangalia (2008; 175) the work ethos dimensions Gave a deeper insight on how cultural differences in the workplace operated. They were found to explain cultural differences in an organizational context Effectively more than Hofstede's framework, the scope of which was to explain the cultural differences at the national level. Work ethic which provide more insight about how to operate the cultural differences in the workplace. They were found to explain the cultural differences in the organizational context is more effective than in the framework of different cultural value dimensions that explain the cultural differences at the national level.

Sinamo (2011: 26) states professional work ethics is a set of behaviors positive work that is rooted in the awareness that thick, belief fundamentally, with total commitment to the work paradigm that is integral, in a concept called the Eight Work Ethics Professional namely: Work is a blessing , it is the mandate Work, Work is a call, an actualization Work, Work is worship, Work is an art, Working is an honor, a ministry of Labour. Sinamo (2011: 15) considers that the work ethic is a set of positive behavior and high quality, which is rooted in clear consciousness and confidence while working paradigm correct, comprehensive, and integral (holistic). He said if someone an organization or a community embrace the paradigm of work, trusting and committed to the work paradigm, it gave birth to the attitudes and behavior of their typical work. According Sinamo (2002: 2) The work ethic can be defined as the concept of work or work paradigm embraced by a person or group of people as good and true that manifested through their typical work behaviors.

Based on some of the terms above can be synthesized that work ethic is a set of positive work behaviors that are owned by employees that raises the spirit and beliefs that are influenced by the perspective of the working premises include

responsibilitas indicator, hard-working, disciplined, trustworthy, and morale.

Research Methodology

This study used survey method with path analysis techniques. Path analysis is done to determine the influence of the independent variable on the dependent variable. Data were collected through questionnaires before the instrument is used to do a test to determine the validity and reliability. The study population as much as 127 with a sample of 96 with retrieval technique used stratified random sampling. After testing the linearity and normality of the estimated error then conducted correlation tests to determine whether there is a relationship between variables.

Data analysis technique used is descriptive data analysis techniques, data analysis with statistical analysis infrensial and test requirements. Analysis of descriptive data is used to obtain a picture of the characteristics of the spread of scores of each variable studied. Inferential analysis used to test research hypotheses using path analysis (path analysis). Hypothesis testing using $\alpha = 0.05$. Before testing the research hypothesis, first tested the normality and error test regression estimates. To calculate the direct and indirect influence of the independent variables on a dependent variable, reflected on the path coefficient. As for determining the path coefficients required the following requirements: (1) the relationship between any two variables should be a linear relationship, adaptive, and causal; (2) system adhere to the principle eka directions; (3) all the variable residues are not correlated and uncorrelated with variable causes; and (4) of data each variable is a continuum.

Research Result

1. Description of Data

Summary results of analysis of employee performance data description, managerial effectiveness, task commitment and work ethic are presented as follows:

Table 1: Summary of Performance Data employees, managerial effectiveness, Commitments Task and Work Ethics

Keterangan	Variabel			
	Kinerja (X ₄)	Efektivitas Manajerial (X ₁)	Komitmen Tugas (X ₂)	Etos Kerja (X ₃)
Jumlah sampel	96	96	96	96
Mean	104,08	134,42	156,51	125,8
Median	102	134,5	152,5	125,5
Mode	147	100	125	99
Std Deviasi	15,409	25,057	28,196	23,792
Varians	237,446	627,846	795,031	566,055
Range	50	84	102	81
Minimum	75	86	98	84
Maximum	125	170	200	165
Sum	9992	12904	15025	12077

2. Testing Requirements Analysis.

Testing requirements analysis used in this study include tests of normality, linearity test and regression significance test whose results are summarized as follows:

- 1) The results of the analysis Normality Test Error Estimates By Overall

Table 2: Normality Test Summary Test Error Estimates with Liliefors (L_0)

Galat Taksiran	L Hitung (L_0)	L tabel		Kesimpulan
		$\alpha = 0,05$	$\alpha = 0,01$	
X ₄ atas X ₁	0,004	0,0904	0,105	Normal
X ₄ atas X ₂	0,006	0,0904	0,105	Normal
X ₄ atas X ₃	0,001	0,0904	0,105	Normal
X ₂ atas X ₁	0,027	0,0904	0,105	Normal
X ₃ atas X ₁	0,014	0,0904	0,105	Normal
X ₂ atas X ₃	0,0239	0,0904	0,105	Normal

Catatan : L tabel : $\alpha = 0.05 = 0.886/\sqrt{n}$; $\alpha = 0.01 = 1.031/\sqrt{n}$;

2) The results of the analysis of test calculations significantly and overall linearity are presented in the following table:

Table 3: Summary of Significant Test Results Calculation and Linearity

Variabel	Persamaan	Uji Linearitas			Simpulan
		F hitung	F tabel		
			$\alpha = 0,05$	$\alpha = 0,01$	
X ₄ atas X ₁	X ₄ = 47.958 +0.418 X ₁	77 0,33754	2,7 1,75	3,98 2,2	Signifikan Dan linear
X ₄ atas X ₂	X ₄ = 42.153+0.396 X ₂	103,75 0,6884	2,7 1,8	3,98 2	Signifikan Dan linear
X ₄ atas X ₃	X ₄ = 45.101+ 0.468 X ₃	102,73 0,3127	2,7 1,75	3,98 2,2	Signifikan Dan linear
X ₃ atas X ₁	X ₃ = 53.265+ 0,645 X ₁	63,698 0,9031	2,75 1,67	4,1 2	Signifikan Dan linear
X ₂ atas X ₁	X ₂ = 28.681+0.667 X ₁	73,594 1,1776	2,75 1,75	4,1 2,2	Signifikan Dan linear
X ₂ atas X ₃	X ₂ = 44.572+0.519X ₃	34,655 0,0284	2,75 1,75	4,1 2,2	Signifikan Dan linear

3) Testing Hypothesis

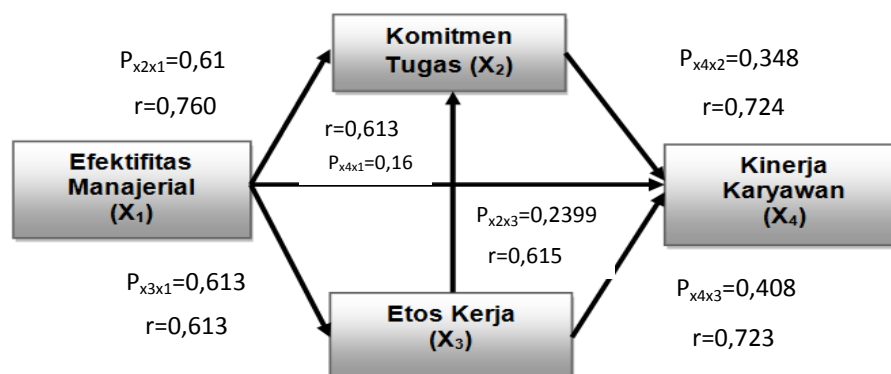


Figure 1: The path coefficients managerial effectiveness, task commitment and work ethic on employee performance

Based on the results of the calculation of the path coefficients, the model coefficients per sub, Structure 1 is obtained three coefficient channels, namely $P_{x_4x_1} = 0.165$; $P_{x_4x_2} = 0.348$ and $P_{x_4x_3} = 0.408$. Structure 2 was obtained two coefficient channels, namely $P_{x_2x_1} = 0.614$ and $P_{x_3x_1} = 0.613$. Structure 3 is $P_{x_2x_3} = 0.239$.

Table 4: Correlation Coefficient Matrix and Path between Variables

Variabel	Nilai Koefisien Jalur	t hitung	t tabel	Keputusan Uji
X ₁ terhadap X ₄	0,165	1,683	1,67	H ₀ ditolak, H ₁ diterima. Terdapat pengaruh langsung positif X ₁ terhadap X ₄
X ₂ terhadap X ₄	0,348	3,552	1,67	H ₀ ditolak, H ₁ diterima. Terdapat pengaruh langsung positif X ₂ terhadap X ₄
X ₃ terhadap X ₄	0,408	5,061	1,67	H ₀ ditolak, H ₁ diterima. Terdapat pengaruh langsung positif X ₃ terhadap X ₄
X ₁ terhadap X ₂	0,614	7,527	1,67	H ₀ ditolak, H ₁ diterima. Terdapat pengaruh langsung positif X ₁ terhadap X ₂
X ₁ terhadap X ₃	0,613	7,513	1,67	H ₀ ditolak, H ₁ diterima. Terdapat pengaruh langsung positif X ₁ terhadap X ₃
X ₃ terhadap X ₂	0,239	2,933	1,67	H ₀ ditolak, H ₁ diterima. Terdapat pengaruh langsung positif X ₃ terhadap X ₂

Based on the above analysis testing lines, aka hypothesis testing can be explained as follows: The first hypothesis. There is a direct positive influence on employee performance task commitment with coefficient P_{x4x1} path = 0.165 and t count of 1,683, while t table at significant level α (0,05) = 1.67 for df = 94, for $t > t$ table then H_0 and H_1 accepted, meaning that there is a direct effect positive managerial effectiveness to employee performance. The second hypothesis: There is a direct positive influence on employee performance managerial effectiveness with P_{x4x1} path coefficient = 0,348 and t count equal to 3.552, while t table at significant level α (0,05) = 1.67 for df = 94, for $t > t$ table then H_0 and H_1 accepted, meaning that there is a direct effect positive task commitment to employee performance. The third hypothesis. There is a direct positive influence on employee performance work ethic with P_{x4x1} path coefficient = 0.408 and t count equal to 5.061, while t table at significant level α (0,05) = 1.67 for df = 94, for $t > t$ table then H_0 and H_1 accepted, meaning that there is a direct effect positive work ethic on employee performance. The fourth hypothesis. There is a direct positive effect managerial effectiveness to task commitment with coefficient P_{x4x1} path = 0,6i4 and t count equal to 7.527, while t table at significant level α (0,05) = 1.67 for df = 94, for $t > t$ table then H_0 and H_1 accepted, meaning that there is a direct effect on commitment positive effectiveness of managerial tasks. The fifth hypothesis. There is a direct positive influence on the effectiveness of managerial work ethic with P_{x4x1} path coefficient = 0.613 and t count equal to 7.513, while t table at significant level α (0,05) = 1.67 for df = 94, for $t > t$ table then H_0 and H_1 accepted, meaning that there is a direct effect positive managerial effectiveness to the work ethic. Hypothesis sixth. There is a direct positive effect on the work ethic of commitment to the task with the path coefficient value P_{x4x1} = 0.239 and t count equal to 2.933, while t table at significant level α (0,05) = 1.67 for df = 94, for $t > t$ table then H_0 and H_1 accepted, meaning that there is a direct effect on the work ethic positive task commitment.

Discussion

1. Positive Direct Impact on Employee Performance Managerial Effectiveness

Based on the results of hypothesis testing that has been done, it was concluded that the effectiveness of managerial positive direct influence on employee performance. These findings prove that managerial effectiveness can affect employee performance, the research is in line with the results of research conducted by Sudarmi (2015), which demonstrated the effectiveness of managerial positive direct effect on performance. The results of this study prove that managerial effectiveness can affect employee performance. Thus if you want to improve employee performance, it is first necessary to increase managerial effectiveness.

2. Commitment Task Direct Positive Impact on Employee Performance

Based on the results of hypothesis testing that has been done, it was concluded that the commitment to the task of positive direct influence on employee performance. These findings prove that the commitment of the task can affect the performance of employees, the results of this study supported the results of research conducted by Setiawan (2008) which shows that the commitment of the task directly influence performance. Similarly Faustyna study (2014) that the results showed that the commitment has a positive influence on employee performance, it means the company must improve employee performance by

increasing commitment through the program should be developed. The results of this study reinforce the researchers to the hypothesis testing results of this study that there is a direct positive influence on employee performance task commitment. Thus, if you want increased performance, then first necessary to increase commitment to the task.

3. Work Ethic Direct Positive Impact on Employee Performance

Based on the results of hypothesis testing that has been done, it was concluded that the work ethic and significant positive direct effect on employee performance. These findings prove that the work ethic can affect employee performance. Their work ethic positive influence on the performance showed that the work ethic is a decisive factor in improving employee performance. This is consistent with the meaning of a work ethic that is the totality of his personality as well as how to express, perceive, believe, and give meaning to something, which prompted him to act and achieve optimal charity. Employees who have a good work ethic will attempt to show an attitude, character and confidence in executing a job by acting and working optimally. The results are consistent with studies that a high work ethic encourages employees improve performance means higher work ethic of employees will increase performance.

The results of research that has been done is supported by the results of research conducted by Marentek (2013) where the results showed that the work ethic of a positive direct effect on performance. This means that a high work ethic will result in an increase in performance. Similarly, research conducted by Idris (2013) results showed that the work ethic of a positive direct effect on performance. This means that increased work ethic will lead to improvements in performance and if you want to improve the performance in advance to improve the work ethic. Amri (2012) in the results of the study showed that the partial work ethic influence on employee performance. The results of different studies indicated by Sumarauw (2015) where the research results show that partial work ethic does not affect the performance of employees. As well as the results of research conducted by Taufik Ibrahim Gani (2012) in his research indicates that the variable work ethic is partially not affect the performance of employees that need special attention to be maximized in order to increase employee performance-kan. From the results of hypothesis testing and previous studies reinforce the researchers to the hypothesis testing results of this study that there is a direct positive effect on the performance of the employee's work ethic. Thus if you want to improve employee performance, it is first necessary to increase the work ethic.

4. Managerial Effectiveness Ber-effect Direct Positive Commitment Against Duty

Based on the results of hypothesis testing that has been done, it was concluded that the effectiveness of managerial positive and significant direct effect on commitment to the task. These findings prove that managerial effectiveness can influence task commitment. This research was supported by Azeem, Fatima (2012) where the study examined the factors that influence the effectiveness of managerial sektor two perspectives, namely public and private sector managers with three levels, namely top-level managers, middle managers and lower managers. From his research shows there are differences in factors affecting between private companies and the government. The most important factors affecting managerial effectiveness in public sector organizations is leadership, management, image

building, delegation and decentralization, job enrichment, entrepreneurship, human resource management, and other commitments. Whereas in the case of private sector organizations, that factors such as the pioneering management, image building, the prosperity, the commitment of management and employees, innovative, efficiency and effectiveness, and others. From this research it is known that in the public sector, namely the effectiveness of managerial influence the behavior of individuals such as commitment. Other research supports Moslehpour (2015) in his research explores the influence of managerial power in affective commitment of employees. An important finding that there is a positive and significant impact on the power expert, legitimate power, referent strength, innovation and working properly on affective commitment of employees. Thus if you want to increase the commitment of the employee's duties, it is first necessary to increase managerial effectiveness.

5. Managerial Effectiveness of Air-positive direct effect on Work Ethics

Based on the results of hypothesis testing that has been done, it was concluded that the effectiveness of managerial positive and significant direct effect on the work ethic. These findings prove that managerial effectiveness can affect work ethic. In line with the opinion of Colquit that the work ethic is the tendency of a person or group as typically in the form of responsibility, cherish the time, to interpret the work, reflected in the attitude and behavior as the confidence to achieve better results than the previous Colquit illustrates that a work ethic that formed from karakteritisk The ability of individuals and the value of a person can dipengaruhi of both internal and external. In relation to the external, the ability and value of a person can be influenced by the organizational mechanism in this case is managerial effectiveness. The results of this study also was supported by Sophia Ponggoh (2012) where the results showed that the effectiveness of managerial positive direct effect on the Work Ethic, which means an increase in performance of the functions - managerial functions can increase the work ethic. Results of hypothesis testing has been done, and early research suggests that the managerial effectiveness and significant positive direct effect on the work ethic. Thus if you want to improve the work ethic, it is first necessary to increase managerial effectiveness.

6. Work Ethic influential Lang-sung Gains Task Commitment

Based on the results of hypothesis testing that has been done, it was concluded that the work ethic and significant positive direct effect on commitment to the task. These findings prove that the work ethic can affect task commitment on the Regional Water Company (PDAM) Tirta Bhagasasi Bekasi, the results of this study according to the results of research conducted by Kambey (2013) results showed that the work ethic direct impact positively on the commitment of the task, that is to say good Work ethic, resulting in increased task commitment. To increase the commitment task it must be built both the Work Ethic Yag fundamental attitudes held by lecturers based on values - values and norms - norms are adhered to and that are influenced by the outlook on employment. The work ethic as a norm of behavior that is desirable in a community that is part of a organisasi. Anthony and Govindarajan (2007) confirms that the work ethic of employees include a commitment or loyalty to the organization, perseverance, passion and pride in doing a good job. The same thing was said by Davis (2001: 82) that people who have a high work ethic tend to like their work and gain satisfaction through

work. They usually have a strong commitment to the organization and its work.

The opinions above confirms that the work ethic is strong enough factor in the increased commitment of one's duties. Strong factors such as a dominant factor that can influence directly task commitment and this can be confirmed from the results of this study. The work ethic can be directly mempengaruhi commitment to duty and therefore repair work ethic in the Regional Water Company (PDAM) Tirta Bhagasasi Bekasi will impact directly and positively to the increased commitment of the employee's duties. Thus if you want to increase the commitment of the task, it first needs to be done peningkatan employee work ethic.

Conclusions, Implications and Suggestions

1. Conclusions

Of the problem and the results of the analysis and discussion, the findings in this study can be summarized as follows: 1) There is a direct positive influence on employee performance managerial effectiveness. This means that the increase managerial effectiveness will lead to increased employee performance. 2) There is a direct positive influence on employee performance task commitment. This means that the increase in duty commitments will lead to increased employee performance. 3) There is a direct positive effect on the performance of the employee's work ethic. This means that the increase in work ethic will lead to increased employee performance. 4) There is a positive direct effect on commitment task managerial effectiveness. This means that the increase managerial effectiveness will lead to increased commitment to the task. 5) There is a direct positive effect managerial effectiveness to the work ethic. This means that the increase managerial effectiveness will lead to increased work ethic. 6) There is a direct positive effect on the work ethic of commitment to the task. This means that the increase in work ethic will result in an increase in duty commitment.

2. Implications

Based on the conclusion, the implication is a logical consequence of the conclusion of a study that followed up with efforts to improve among others, namely: 1) the employee's performance can be improved by increasing the effectiveness of managerial strategies Top Dawn for managerial effectiveness is an initiative of the Management Company. How to improve managerial effectiveness can be done with effort - an effort that needs to be done by increasing the ability of the Head of Customer Service in taking advantage of opportunities and do the job properly to achieve the company's goal to implement the plan properly, carry out the organization with the right, gave a briefing on the staff with correct and control, with the right on the mark. 2) employee performance can be improved by increasing the commitment of the task that is the strategy of social capital because of the commitment the task is the initiative of employees (bottom up) because of the stimulus from the management company. Increasing the commitment of the task can be performed by the company with the efforts - efforts that need to be done for example by increasing the fidelity and loyalty over the responsibility of the duties of the employee customer service to do the work according to design activities in order to achieve the desired goals of the company through the planting of diligence in performing tasks , willingness to complete the task, pride in receiving and running errands, survival in completing the task, is responsible for receiving and

running the task, suitability in performing the task, receives value assignment purposes. 3) Employee performance can be improved by increasing the work ethic that is the strategy of social capital because of the work ethic is the initiative of employees (bottom up) because of the stimulus from the management company. Ascending-kan work ethic can be done by the company with the efforts - efforts that need to be done such as increasing responsibility in working, hard-working, disciplined work, reliable work, and morale in the finish. 4) Commitment tasks can be improved by increasing the effectiveness of managerial strategies Top Dawn for managerial effectiveness is an initiative of the Management Company. How to improve managerial effectiveness can be done with effort - an effort that needs to be done by increasing the ability of the Head of Customer Service in taking advantage of opportunities and do the job properly to achieve the company's goal to implement the plan properly, carry out the organization with the right, gave a briefing on the staff with correct and control, with the right on the mark. 5) work ethic can be improved by increasing the effectiveness of managerial strategies Top Dawn for managerial effectiveness is an initiative of the Management Company. How to improve managerial effectiveness can be done with effort - an effort that needs to be done by increasing the ability of the Head of Customer Service in taking advantage of opportunities and do the job properly to achieve the company's goal to implement the plan properly, carry organizer's right, gave a briefing on staff properly and control, with the right on the mark. 6) Commitments task can be enhanced by increasing-the work ethic that is the strategy of social capital because of the work ethic is the initiative of employees (bottom up) because of the stimulus from the management company. Ascending-kan work ethic can be done by the company with the efforts - efforts that need to be done such as increasing responsibility in working, hard-working, disciplined work, reliable work, and morale in completing the work.

3. Suggestions

Based on the findings of the conclusions and implications of the results of research on the effect of managerial effectiveness, task commitment, and work ethic on the performance of employees can put forward some suggestions, as follows: 1) To improve employee performance through improved managerial effectiveness by menerbitkan policies that support managerial effectiveness with create SOPs and the Head of Customer Service is instructed to always perform internal coordination with comprehensively in the management of the organization effectively and efficiently as carry out planning properly, carry out the lawyer-organizing appropriately, provide guidance on the staff properly and control, with the right on quality targets from the target quality decision-making (quality) which can be seen from a certain level, where technical and rational factors play an important role in choosing an alternative (to be objective) and their acceptance of individuals - individuals who must execute (acceptability). Acceptability above shows the support for the decisions taken (subjective). To get an effective decision, Head of Customer Service must overcome obstacles that prevent the ability to see and solve a growing problem in the organization. The method generally used is an incremental adjustment, the alternative vote just gave birth to a small change from existing policy. 2) To improve employee performance through increased commitment to the task with menerbitkan policies that support the increased commitment of the task and make SOPs related to task commitment, and employers and employees need to meet regularly between employees and the company to: a) a perceptual b) Delivering a common goal c) Creating harmony in

the work environment d) Fostering a love of company e) Provide reward the achievements f) Increasing work motivation. 3) To improve employee performance through improved work ethic with menerbitkan policies that support improved work ethic and make SOPs related to the work ethic as well as through penginternalisasi-pupil enterprise culture to the mind set of every employee. The corporate culture that must be realized in a wide range of policies, rules, systems, and procedures. This includes, as a guide to business ethics, code of conduct guidelines, and the guidelines are clear soup. Where, the values of the struggle that exists in the corporate culture must be explored to be enlightened to each employee. Penginternalisasian process value - the value of this work ethic to do with assertiveness and consistently, to produce employees who work ethic and superior quality. Assertion and consistent should be sustainable, should not be stopped at one point, and is ongoing through the evaluation and improvement. There is no harm if the company is willing to provide illumination through the concept of the doctrine to each employee. Therefore, the doctrine is believed the concept could be forcing the subconscious mind to accept the values that are required by the company, to be owned by its employees. Keep in mind, not everyone can receive enlightenment, strict doctrine sometimes necessary to build a superior work ethic. Development work ethic can be started from any action enlightenment or doktrinisasi action against the mind set of employees; to run the company's business plans and strategies on target; to run the bureaucratic administration of an effective and efficient; to conduct a thorough and painstaking processing; to improve efficiency in all aspects of the cost; to utilize technology efficiently and effectively; able to serve customers with a good attitude and professional; able to maximize the quality of productive assets to a money machine; and able to work to accelerate business cycles with the best quality work ethic. High-quality work ethic must be identity, ethics, culture, and morality in relation to the company's stakeholders. Without the work ethic of quality, the company will only be a burden for stakeholders, and never become a profitable asset stakeholders. 4) To meningkatkan task commitment through increased managerial effectiveness by menerbitkan policies - policies that men carrying managerial effectiveness by creating SOPs that can improve the ability of the Head of Customer Service in taking advantage of opportunities and do the job properly to achieve the company's goal to implement the plan with right, carry organizer's right, gave a briefing on the staff properly and control, with on target so it will have an impact on the increased fidelity and loyalty over the responsibilities of the task of the employees in performing work in accordance with design activities in order to achieve the desired goal of companies through the planting of perseverance in carrying out the task, the willingness to complete the task, pride in receiving and running errands, survival in completing the task, is responsible for receiving and running the task, suitability in performing the task, receives value assignment purposes. 5) work ethic can be improved by improving managerial effectiveness by menerbitkan policies that support managerial effectiveness by making SOPs that can improve the work ethic with the efforts - efforts that need to be done by increasing the ability of the Head of Customer Service in taking advantage of opportunities and do the job properly to achieve the company's goal to implement the plan properly, carry out the organization with the right, gave a briefing on the staff properly and control, with on target so it will have an impact on increasing responsibility in working, hard-working, disciplined in working, trustworthy in work, and morale in completing the work. 6) Commitments tasks can be improved by increasing the work

ethic with menerbitkan policies that support improved work ethic and make SOPs related work ethic as well as with the efforts - efforts that need to be done such as increasing responsibility in working, hard-working, disciplined in work, reliable work, and morale in completing the work that will have an impact on the increased fidelity and loyalty over the responsibilities of the task of the employees in performing work in accordance with design activities in order to achieve the desired goals of the company through the planting of diligence in performing the tasks, willingness to resolve duty, pride in receiving and running errands, survival in completing the task, is responsible for receiving and running the task, suitability in performing the task, receives value assignment purposes.

Bibliography

- [1] Amstrong, Michael. *Performance Management*, Terjemahan Toni Setiawan, Jakarta: Tugu Publisher, 2006.
- [2] Amstrong, Michael. *Hand's Book Performance Management, Four Edition*. London and Philadelphia: Kogan Page, 2009.
- [3] Amstrong, Michael. *Performance Management, Key Strategies and Practical Guidelines, Third Edition*. London and Philadelphia: Kogan Page, 2009.
- [4] Ajay Nangalia, *Work Ethos in a Global Workplace: Challenges in Leading and Managing Culturally Diverse Teams in the Indian*, Novib. 2008.
- [5] Al-Madhoun, M. & Analoui, F. Developing Managerial Skills in Palestine. *Education & Training*; 44, 8/9; ProQuest Science Journals. 2002.
- [6] Azeem Fatima, Factors Favouring Managerial Effectiveness – a Studi Of Select Public & Private Sector Organizations, *Zenith International Journal of Business Economics & Management Research*, Vol 2 Issue 1, January 2012.
- [7] Bamel, UK, Ragnaker S & Rastogi R, *Managerial effectiveness in Indian Organization, Reexamining and instrument in Indian Context*, Research and Practice in Human Resource Management, 2011.
- [8] Bradley W. Hall. *The New Human capital Strategy*, New York: United State Amerika, Bredley. 2008.
- [9] Byar and Rue dalam Widodo: *Journal of Human Capital*. Bakrie School of Management Vol 1 No.2 Pebruari 2009
- [10] Bambang Setiawan, *Pengaruh Iklim Organisasi, Pengetahuan Manajemen, Komitmen Pada Tugas dan Komunikasi Interpersonal Terhadap Kinerja Pegawai Departemen Luar Negeri*. Jakarta: Program Pascasarjana Universitas Negeri Jakarta, 2008.
- [11] Colquitt, Jason A Jeffery A Lepine dan Michael J Wesson, *Organizational Behaviour, Improving Performance and Commitment in the Workplace*. New York: McGraw-Hill Companies, Inc. 2009.
- [12] Effendi Usman. *Asas Asas Management*, Jakarta: PT. Raja Grafindo Persada, 2001.
- [13] Faustyna, Pengaruh Kompetensi Dan Komitmen Pada Tugas Terhadap Kinerja Karyawan Pada Hotel Dharma Deli Medan. *Jurnal Ilmiah Manajemen dan Bisnis Universitas Muhamadiyah Sumatera Utara* Vol 14 No 1 April 2014.
- [14] Gibson, Ivancevic, Donnelly: *Organizations Behaviour Structure, Processes*. New York: McGraw-Hill, 2012
- [15] Govidarajan dan Anthoni. *Management Control System*. New York: McGraw -Hill Companies. Inc. 2007.
- [16] Hadi Teimouri, Najmeh Izadpanah, saeid Akbariani, Kauroush Jenab, sam Khoury & Saeid Moslehpour, The effect of managerial power on employees affective commitment : Case Study, *Journal of Management Policies and Practices*, Vol 3 No.2 Desember 2015
- [17] Ivancevich, John M. *Human Resource Management*. New York: McGraw-Hill International, 2008.
- [18] Jansen, Sinamo. *Etos Kerja 21 Etos Kerja Profesional di Era Digital Global*, Edisi 1. Jakarta: Institut Darma Mahardika, 2002.
- [19] Jansen, Sinamo. *Delapan Etos Kerja Profesional*. Jakarta: Institut Darma Mahardika, 2011.
- [20] Jansen Simano. *Kafe Etos*. Jakarta: Institut Dharma Mahardika. 2011.
- [21] Jennyfer M. George dan Gareth R. Jones. *Understanding and Managing Organizational Behavior*. Amerika: New Jessey, Pearson Merrill Prentice-Hall, 2012.
- [22] J W Newstrom. *Organization al Behavior, Human Behavior at Work*. New York: Mc Graw Hill Companies, Inc. 2011.
- [23] Keith Davis and John W. Newstrom. *Organizational Behavior*. New York: McGraw Hill Companies, Inc. 2011
- [24] Kuntjaraningrat, *Kebudayaan Metalis dan Pembangunan*. Jakarta: gramedia 1989
- [25] Janes, *Journal of Human Capital Sumantri Brojonegoro Kuningan Kav C 22*. Vol 1 No.2 Feb 2009
- [26] Josep Philip Kambey, *Pengaruh Efektifitas Kepemimpinan, Budaya Kerja, Pengembangan Diri dan Etos Kerja Terhadap Komitmen Tugas Dosen Fakultas Ekonomi Universitas Negeri Manado*. Jakarta: Program Pascasarjana Universitas Negeri Jakarta, 2013
- [27] Laurie J. Mulins, Langford. *Management and Organization Behavior*, Ninth edition. Edinburgh: Pearson Education Limited, 2010
- [28] Luthans, Fred. *Organizational Behaviour*, New York: McGraw-Hill Companies, Inc, 2011.
- [29] Lislle J.B. *Managerial effectiveness in Global Context*. North California. 2002
- [30] Mark A. Stiffler. *Performance; Creating The Performance-Driven Organization*, SA: John Wiley&Sons, Inc, 2006.
- [31] Merentek, Pengaruh Pemberdayaan, Pemanfaatan Tehnologi Informasi, Human Relations dan Etos Kerja Terhadap Kinerja Pegawai Administrasi Di Politehnik Negeri Manado. Jakarta: Program Pascasarjana Universitas Negeri Jakarta, 2013
- [32] Ramli Dodi, Mukhlis Yunus, Amri, "Pengaruh Iklim Organisasi, Etos Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan serta Dampaknya Pada Kinerja PT. Arun NGL Lhokseumawe Aceh" *Jurnal Manajemen Program Pascasarjana Universitas Syiah Kuala Banda Aceh Fakultas Ekonomi Syiah Kuala*, Vol 2 No. 1 November 2013.
- [33] Robin, Steven P. *Perilaku Organisasi Edisi 10* Terjemahan Bahasa Indonesia. Diterjemahkan Diana Angelica. Jakarta: PT. Indeks, 2012.
- [34] Roland G. Tharp and David L. Watson. *Self-Directed Behavior: Self-Modification for Personal Adjustment*.

- 4th Edition. California: Books/Cole Publishing Company, 1985.
- [35] Stuart Robin-Kotze, *Performance*. England: Pearson, Prentice Hall, 2006.
- [36] Sophia Pongoh, *Pengaruh Efektifitas Manajerial, Budaya Organisasi dan Etos Kerja Terhadap Profesionalitas Guru*. Jakarta: Program Pascasarjana Universitas Negeri Jakarta, 2012.
- [37] Stela Timbuleng dan Jacky S.B.Sumarauw, Etos Kerja, Disiplin Kerja dan Komitmen Organisasi Pengaruhnya Terhadap Kinerja Karyawan Pada PT. Hasjrat Abadi Cabang Manado. *Jurnal EMBA Vol 3 No.2 Juni 2015*
- [38] Sudarmi, Pengaruh Efektivitas Manajerial, *Self-Efficacy*, Stres Kerja dan Motivasi Kerja Terhadap Kinerja Dosen Kebidanan Di Provinsi Lampung. *Jurnal Manajemen Universitas Tarumanagara, Vol 19 No.01, Februari 2015*.