

IMPROVING THE PERFORMANCE OF VILLAGE Secretary-BaSed Financial incentiveS, training and Monitoring, and EVALUATION (Case Study on The Government of Demak Regency)

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Abstract:

The present study aimed to test a model in which training predicts professional competence and village secretary performance that moderated by money incentive and monitoring and evaluating. A total of 164 respondents from the Village Government Office of Demak Regency completed questionnaires on training, professional competence, money incentive, monitoring and evaluating, and village secretary performance. Results from structural equation modeling based smartPLS 3.0 confirmed that 1) training was positively related to professional competence and village secretary performance; 2) professional competence was positively related to village secretary performance; and 3) money incentive and monitoring and evaluating moderated the relationships between training and village secretary performance.

Keywords: Training, Professional competence, Money incentive, Monitoring and evaluating, Village secretary performance.

INTRODUCTION

An organization faces a competition that always increases due to globalization, technological change, political and economic environment (Evans, et al., 2002). To correspond with this, organizations need to train their employees as one of the ways of preparing them to adapt and improve their performance. Training is an organized effort from an employee to get an efficient performance in one or more activities (Ahmad and Bakar, 2003). It is very important because of the empirical facts show that the growth of the organization is not only supported by improvements in technology or a combination of the factors of production but also supported by training and development of human resources in the organization.

A study of the relationship between training and performance has been getting a lot of attention over the past few decades, although there is still debate about the contradictory research results (research gap) between the two. Furthermore, the imaginary evidence documented that training activities have a positive influence on the performance of the individual and team performance.

By looking at the phenomenon that is on the field, in particular, the human resources working in the Village Government has yet to show the maximum performance.

Several types of training have been implemented, such as training in the preparation of medium-term development plan (*Rencana Pembangunan Jangka Menengah*, RPJK), the construction of the Village Administration (*Pembinaan Administrasi Pemerintahan Desa*, PAPPD), mapping and Structuring the administrative boundary of the village (*Pemetaan dan Penataan Batas Administrasi Desa*, PPBAD), and management training Village market hasn't been able to encourage professional competence, which in turn will improve the performance of the officer.

LITERATURE REVIEW

Performance

Performance is defined as the extents of the actual work performed by the individual (Shore, 1990). Performance is the result achieved by the workers in their employment in accordance with certain criteria that apply to a specific job. Robbins (1998) state that performance is a function of the interaction between ability and motivation. While Dulbert (2007) looked at the performance as a successor responsibility center personnel in realizing the strategic objectives set out with expected behavior.

Performance is a contribution to the final result of an organization in relation to the resources that were spent and must be measured by the qualitative and quantitative indicators (Sultana et al., 2012). Goss (1994) in Yamoah and Kiyoo (2013) explained that employee performance is a measure that can be used to specify the comparison of the results of the execution of the task, the responsibility was charged by the Organization for a period of time and can be used to measure the achievements of the work or the performance of the organization. Therefore, performance is the result of a relationship between effort, ability, and the tasks that the Organization has been charged (Timpe, 2002).

Employee performance based on individual factors, namely: the knowledge, skills, abilities, experience, and personality. The performance of individual employees is indicated through the understanding and the ability to achieve the targets set (Shanawany, 2001).

Professional Competencies

ompetencies are characteristics or behavior related to knowledge, skills, values, and concepts that allow one to work effectively, comprehensive and successful than others (Palan, 2007). Professional competence is a set of professional skills, pattern or a private individual owned talent for attain professional goals and perform tasks and responsibilities in a professional manner (Blašková, et al., 2014). Competence is viewed as a superior player with the ability to use knowledge and skills (Gibb, 2008), and the responsibility and autonomy (Quendler et al., 2013).

Competence can be observed and verified, and logically be used as a reference, the reliability is related to job function (Mills, 2006; Gupta, 2012; Jackson et al., 2011). Indicators of professional human resources competence according to Hwa (2008); Ko and Hsiao (2008), i.e. knowledge, skills, creativity, ability to communicate, and work attitude.

Competence is considered as one of the factors that are strong, that must be considered in order to achieve effective performance. The limits of the competence to be embedded on the type of competence of each organization in accordance with their needs and interests in the achievement of the performance (Gupta, 2012). Boyatzis (2008) confirms that the competence of individuals is one Predictor of effective performance. The competence of individuals is marked by the vision, values, and philosophies that are done in work, knowledge and skills, interests, and career.

Human Resources Training

Competence development is a form of training to create a demand for the fulfillment of individual performance and organizational performance. Training is defined as a systematic and planned approach to modify, improve and develop the knowledge, skills, and attitudes in order to encourage an increase in the effectiveness of individuals, teams, and organizations (Aguinis and Kraiger, 2009).

The training aims to offer their knowledge and skills and to impart the necessary performance achievements regarding the specific performance (Bukley and Caple, 2009). The concept of effective training based on the needs analysis, organizational design and evaluation of organizational performance (Saks and Haccoun, 2010).

Implementation of extensive and continuous training is believed to be the primary key, which aims (1) to keep the study skills of employees, both in their competence related to learning or motivation and their attitude to study (Chen and Huang, 2009); (2) to notify the shared vision by facilitating communication among employees, the transfer and dissemination of knowledge of an individual within the company (Jaw and Liu, 2003); and (3) to create and shape the culture of learning (Jerez Gomez et al., 2004). Based on the study of literature and empirical evidence, the hypothesis proposed is:

H1 : The more training for the village secretary, the higher professional competence will be.

The existing literature also presents clear evidence of the training influence and employee performance development (Purcell, et al., 2003; Harrison, 2000). Next Swart et al., (2005) added that the training is relevant to develop employee skills and abilities are able to improve the performance of employees. Training activities can also provide benefits not only on the performance of employees but on other results, both at the level of individual and team level (e.g. attitudes, motivation, and empowerment) (Aguinis and Kraiger, 2009).

Arthur et al. (2003) did a meta-analysis of studies that come from 165 sources by comparing the relationship between employee performance without training. They concluded that the employees obtain training overall positive effect on performance that they generate in the organization. Based on the study of literature and empirical evidence, the hypothesis proposed is:

H2 : The more training, the higher the performance of Village Secretary.

The existence of dynamic global markets and increasing competition has forced organizations to become more effective and flexible in response to environmental change is increasingly rapid. This implies the demand for competent employees continues to increase, both in the public and private sector organizations. Competent employees are the source of every organization in gaining a competitive edge (Vichita and Thai-Ngam, 2007).

Study results from Lussier et al (2010); Armstrong (2009) prove that the employee's performance is affected by the competence of the individual. It is also supported by the results of research and Taylor Araujo (2012); Vichita and Thai-Ngam (2007) which says that the competence affecting the performance of the employee. Based on the study of literature and empirical evidence, the hypothesis proposed is:

H3 : The higher professional competence, the higher the performance of the village secretary

Financial Incentive

Economists say that employees are motivated by the prize caused by in the form of money. They can be encouraged to issue a greater effort in the task if their efforts rewarded directly through money (Bryson et al., 2011). Financial incentives can potentially help people to resolve the problem of their self-control and creating a habit to engage in various activities both in the short and long term (Volpp et al., 2008).

Conrad (2006) argues that financial incentives is a term used in the work, and can be described as a payment from the Organization to the individual. Sedangkan Linda (2001) States that financial incentives mean a mere involving the payment of money and the reduction of the price paid for goods or services.

Results of a study of Al-Khoury et al. (2014) that examines 172 employees working at big companies in Lebanon concluded that training was a positive effect against salary increases. This implies that most employees are satisfied with their current work position and feel loyal to the company. The results of an earlier study (Dearden et al., 2005) States that training affects employee salaries, which in turn improves the performance of employees (Idrees et al., 2015). Based on the study of literature and empirical evidence, the hypothesis proposed is:

H4 : Financial incentives to moderate the relationship between training and the performance of the village secretary

Monitoring and Evaluation

Monitoring or surveillance refers to the degree to which the leader engages in verbal and nonverbal behavior encouraging subordinates (Tepper, 2000). Siagian (2003) defines monitoring (supervision) as a comprehensive effort to monitor the implementation of operational activities in order to ensure that some of the specific activities in accordance with the plan that has been set before.

Suryana (2011) consider that monitoring (surveillance) is indicated to obtain facts, information and data on the implementation of the program, i.e., whether the process of implementation of the activities carried out according to what has been planned. Findings the results of the monitoring is a form of information that is used for the evaluation process so that

the results of whether programs are defined and implemented in accordance with the results obtained. More emphasis on the evaluation aspects of output and aims to know is the program implemented have reached the expected objectives or not. The evaluation was directed to control and control the goal (Dunn, 2000).

Based on the study of literature and empirical evidence, the hypothesis proposed is:

H5 : Monitoring and evaluation of the moderate the relationship between training and the performance of the Village Secretary.

Based on the literature review, the model of empirical research proposed is as follows:

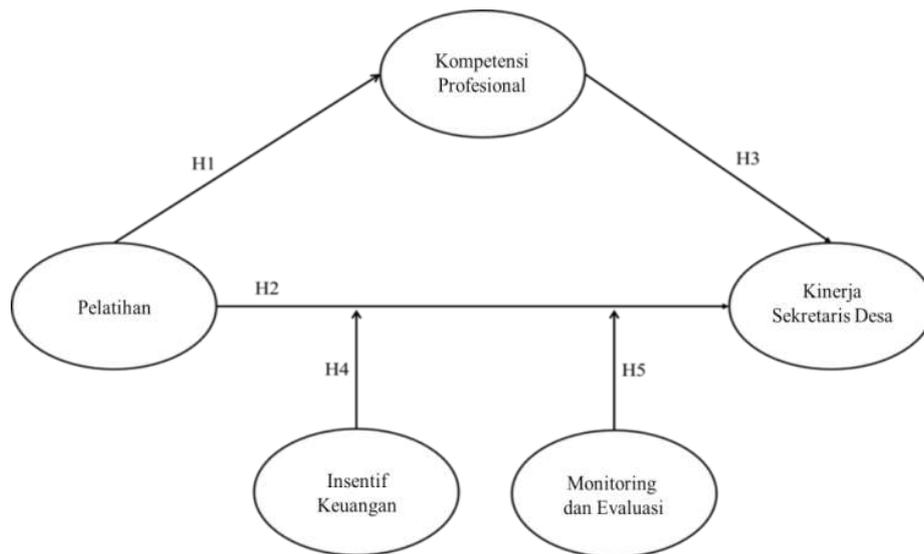


Figure 1. Empirical Research Model

RESEARCH METHODS

This research use explanatory research or research that is explained, it means this study emphasized relationships between variables research by testing the hypothesis, which contains his descriptions but the focus located on the relationships between variables (Singarimbun and Effendi, 1989).

Data collection techniques used in this research is by questionnaire (question form). List of questionnaires in this research is structured questions. The closed nature of the questionnaire, to which the answer has been determined beforehand and the respondent is not allowed to give answers to others. Furthermore, the responses of the respondents against the questionnaire measured using a likert five-level scale.

The population in this research is the entire village Secretary with the criteria above working period 1 year who were in the Office of Demak regency government numbering 243 people. As for the sampling method is the “census” i.e. the entire population as a sample research.

The variable in this study is 1) training as measured by indicator 4 i.e. the suitability of material, methods used, the ability of instructor training, and facilities and training facilities (Riva’i, 2004); 2 Professional Competence) as measured with 3 indicator i.e. knowledge, skills, and attitudes (Palan, 2007); 3) financial incentives as measured by two indicators i.e., bonus

and commissions (Sarwoto, 2010); 4 Monitoring and evaluation) as measured by raw size i.e. Indicator 4, the assessment of the work, a comparison between the planning and execution of the work, and perform corrective actions (Ranupandoyo, 1990); and 5) Performance measured with village Secretary 3 indicators, namely the quality of work, punctuality, and the ability to work together (Robbins, 2006).

RESULT

Validity Testing

The validity of the test used to measure whether legitimate or valid questionnaires. A questionnaire is said to be valid if it was able to uncover a which will be measured by the questionnaire (Ghozali, 2005). Test the validity of the program SmartPLS 3 is done using the size of convergent and discriminant validity.

Convergent validity of model measurement with reflective indicators assessed based on the correlation between the item score/component score that is being estimated with Software SmartPLS 3. Based on the test results using the SmartPLS 3 in Table 4.9 noted that all indicators on professional competence training, variable, and the performance of the Secretary of the village have the factor loading above 0.5. This means that all indicators variables in this study are said to be valid so it can be used in the study.

Discriminant validity of the model measurement with reflective outer loadings is rated based on indicators of measurement with invalid constructs. As for the result of data processing of the loadings of the outer using SmartPLS 3 is:

Table 1.Outer Loadings

	Village Secretary Performance	Professional Competencies	Training
X1.1			0,688281
X1.2			0,769093
X1.3			0,761854
X1.4			0,678984
Y1.1		0,646071	
Y1.2		0,849634	
Y1.3		0,842583	
Y2.1	0,588967		
Y2.2	0,751745		
Y2.3	0,646137		

Source : Processed primary data, 2017

From table 1 it can be noted that the correlation of invalid constructs competency training, professionals, and the Secretary of the village's performance with each charge indicators will be higher above 0.5, so the invalid constructs in the model is estimated that meet criteria discriminant validity.

Reliability Testing

Reliability test is performed by looking at the value of the reliability of block composite indicators that measure invalid constructs. The results of the composite reliability will show the value that satisfies if above 0.7. Here is the value of the composite output of reliability SmartPLS 3:

Table 2. Composite Reliability

	Composite Reliability
Village secretary performance	0,702655
Professional competencies	0,826125
Training	0,816056

Source : Processed primary data, 2017

Table 2 shows that the value of composite reliability to all invalid constructs is above 0.7 indicating that all invalid constructs in the model being estimated meet criteria reliability so that it can be used in the process of further research.

Structural Model Testing (Inner Model)

Inner models describe the relationship between latent variables based on obtaining the results output from the model structure loading factor be invalid constructs a graph of the relationship between the variables of training, professional competence, and performance of the Secretary of the village can be seen on Figure 2 here:

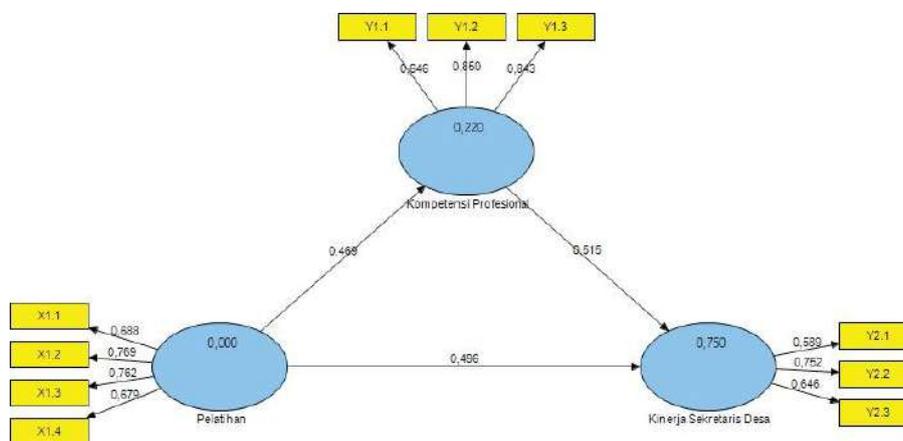


Figure 2. Structural Model Before Moderation

Table 3. R-square

	<i>R Square</i>
Training	
Professional Competencies	0,220075
Village Secretary Performance	0,749553

Source : Processed primary data, 2017

Based on table 3 shows the R-square value invalid constructs Professional Competence of 0.22 which means that training was able to explain the variance of the Professional Competence of 22% and the rest (88%) influenced by other factors not examined in this study. The next value of the R-square is also found in the Village Secretary Performance i.e. invalid constructs of 0.7496 which means that training and Professional Competence was able to explain the variance of the performance of the Secretary of the village amounted to 74.96% and the rest (25.04%) influenced by other factors not examined in this study.

With regard to determining a hypothesis accepted or rejected, then performed by comparing between statistic and table on the condition that if statistics > table, then the hypothesis is accepted. For more details can be seen in table 4 below:

Table 4. Path Coefficients Before Moderation

	Original Sample	Standard Deviation	Standard Error	T Statistics
Professional Competencies → Village Secretary Performance	0,514528	0,037433	0,037433	13,745187
Training → Village Secretary Performance	0,495561	0,037169	0,037169	13,332538
Training → Professional Competencies	0,469121	0,046510	0,046510	10,086395

Source : Processed primary data, 2017

In order to know that financial incentives and Monitoring and evaluation can be a moderator variable in moderating the relationship between Training on the performance of the Secretary of the village, then it can be observed through the processed SmartPLS 3 here:

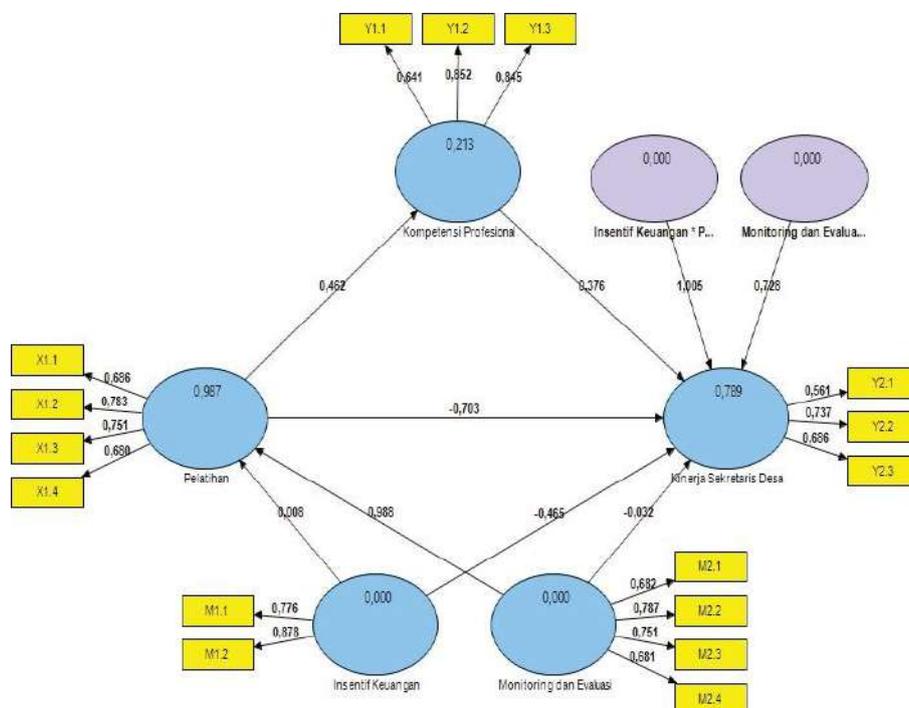


Figure 3. Structural Model After Moderation

Furthermore, the results of path coefficients after moderation analysis is presented in the following table 5:

Table 5. Path Coefficients After Moderation

	Original Sample	Standard Deviation	Standard Error	T Statistics
Training Financial Incentive → Village Secretary Performance	1,004659	0,291461	0,291461	3,446971
Monitoring and evaluation * Training → Village Secretary Performance	0,728106	0,298669	0,298669	2,437839

Source: Processed primary data, 2017

DISCUSSION

Based on a test of relations between invalid constructs on Tables 4 and 5, then the hypothesis presented in this research can be described as follows:

a) The Influence of Training toward Professional Competencies

The first hypothesis put forward in the study is “the more the village Secretary training, the higher professional competence”. Table 4 shows that the relationship between training with professional competencies is a positive significant effect because the value of the statistic is greater than the table (10.09 statistic > table 1.66) at 5% significance level. Thus, the first hypothesis which stated “the more training village Secretary, the higher professional competence” is acceptable.

Hypothesis testing results prove that training can improve significantly professional competencies in the Office of village government in Demak Regency. This means that to encourage an increase in professional competencies the Secretary of the village, then the village government in Demak regency need to facilitate the Organization of professional training and quality.

Employee training refers to programs that aim to provide information, knowledge, abilities, and skills needed for new employees, to increase professional development opportunities (Elnaga and Imran, 2013). Training is seen as the only way to develop an intellectual property organization through the development of the competence of the Secretary of the village (Fong et al., 2011). Some organizations invest a lot of money for training in order to improve the competence and skills of Secretary of the village in their place of work and hope to get a favorable result upon the investment made (Matthews, 2012).

Most organizations, by implementing long-term planning, and investing in building new skills of their employees, then allow the Organization to cope with the uncertain conditions faced in the present and the future, and helping to manage the business of a rapidly changing situation. When employees are aware of the existence of an interest in the organization offers a training program, then they will, in turn, apply best efforts to achieve the objectives of the Organization, and shows a high competence in their work. Furthermore, the absence of training, employees will not have a solid understanding of roles and responsibilities their professional.

b) The Influence of Training toward Village Secretary Performance

The second hypothesis put forward in the study is “the more training, the higher the performance of the Secretary of the village”. Based on Table 4 shows that the relationship between training with the influential Secretary of the village’s performance is a significant positive because the value of the statistic is greater than the table (statistic > table 1.66 at 13) at 5% significance level. Thus, the second hypothesis which stated “the more training, the higher the performance of the Secretary of the village” can be accepted.

Hypothesis testing results prove that training can improve significantly the performance of the Secretary of the Village government offices in Demak Regency. Means that the intense training, procurement with the right material is able to encourage improvements to the Secretary of the village government offices in Demak regency.

One of the ways to develop and improve the quality of employees is by giving them training and development programs that are beneficial. This is because of the ability, knowledge, and skills of the talented employees who proved to be the deciding factor of competitive advantage in the global market (Becker et al., 2006). To develop the knowledge, skills, and abilities to effectively so that employees can work well in the field, then conducting training programs be viewed extremely important in supporting all the performance of employees. Hafeez and Akbar (2015) reported that a growing number of employees receiving training, the more effective and efficient performance levels that they show in the Organization.

Previous research assumed that training as important activities for the management of effective human resources in the organization. The main training principle emphasizes the giving feedback to employees on the basis of relevant theories and considering the Organization’s effectiveness and efficiency features, differences between employees, and sustainable development (Diab and Ajlouni, 2015). Similarly, Singh and Mohanty (2012) revealed that the investment in terms of employee training was able to produce a profitable product Organization.

c) The Influence of Professional Competencies toward Village Secretary Performance

The third hypothesis put forward in the study is “the higher professional competence, the higher the performance of the Secretary of the village”. Based on the results of the analysis of the path’s on table 4 shows that the relationship between the professional competence with the influential Secretary of the village’s performance is a significant positive because the value of the statistic is greater than the table (13.75 statistic > table 1.66) at 5% significance level. Thus, the third hypothesis in this study which States “the high professional competence, the higher the performance of the Secretary of the village” can be accepted.

The results of hypothesis testing proved that professional competence can improve significantly the performance of the Village secretary in all villages government of Demak Regency. Means to encourage and make improvements to the Secretary of the village which is good, then it needs to be built up adequate professional competence.

Professional competence should include a high level of skills, such as critical thinking, and learning resources as well as long-term sustainable. Ko and Hsiao (2008) suggest that professional competence is composed of explicit and implicit components, which include

personal characteristics, quantification of skills, knowledge, and communication skills. Among the extensive professional expertise needed to reach success, professional competence is seen as the most important thing in the workplace. Therefore, it is important for employees to better understand the requirements of professional competency in the workplace to improve performance and develop their careers.

The individual workers who are multi-skilled, due to the wide range of competence that owned, will often be moved and functioned from one task to another task is dependent on the client's request and the needs of the organization. De Jong and Den Hartog (2007) asserts that employees can help improve performance through their ability to generate ideas and use them as building blocks to create products, services, and new work processes and better. Professional competence in technical proven capable of encouraging the improvement of the process of learning, innovation, and creativity of employees (Minh et al., 2017). The results of this research are also supported by previous research, like Araujo and Taylor (2012); Vichita and Thai-Ngam (2007) professional competence which proves that affect the performance of the employee.

d) The Influence of Financial Incentive in the Relationship Moderation between Training and Village Secretary Performance

The fourth hypothesis proposed in this research is the "financial incentives to moderate the relationship between training and the performance of the Secretary of the village". Based on Table 5 menunjukkan that that variable interaction between financial and training incentives on performance the influential Secretary of the village is significant because the value of the statistic is greater than the table (statistic 3.44 > table 1.66) on 5% significance level. Thus, the fourth hypothesis put forward in the study of "financial incentives to moderate the relationship between training and the performance of the Secretary of the village" can be accepted.

The results of hypothesis testing proved that financial incentives can be moderate or strengthen the connections between training on performance of Secretary of village government offices in Demak regency. This means that, with the existence of an incentive bonus in the form of finance and the Commission, it will encourage the desire to follow the training, which in turn improves the quality of work.

Financial incentives have been recognized as one of the important factors that affect the performance and the extra effort at all levels of the organization. Financial incentives capable of encouraging employees to put more effort into improving their performance (Lee, 2012). The system also provides financial incentives to motivate employees to participate in the process of knowledge transfer and Cabrera (Cabrera, 2002).

Employees get incentives from their co-workers relational through training in it there is a sharing of knowledge. Build teamwork can give a good impression to coworkers about knowledge respectively. Therefore, the Organization should emphasize the importance of community training practices in promoting knowledge sharing between employees, because in it they will work together and know each other well for the sake of realizing a quality performance (Wasko and Faraj, 2005).

Research in Al-Khoury et al. (2014) concluded that the salary increases were influenced by intense training. This gives implications for the majority of employees who are satisfied with their current work position and feel loyal to organizations. The results of an earlier study by Dearden et al. (2005) also States that training affects employee salaries, which in turn encourages employee performance improvements (Idrees et al., 2015).

e) The Influence of Monitoring and Evaluation in Relationship Moderation Between Training and Village Secretary Performance

The fifth hypothesis proposed in this research is the “Monitoring and evaluation of the moderate relationship between training and the performance of the Secretary of the village”. Based on Table 5 menunjukkan that that variable interaction between monitoring and evaluation and training on performance the influential Secretary of the village is significant because the value of the statistic is greater than the table (2.44 statistic > table 1.66) on the significance level of 5%. Thus, the fifth hypothesis stating “Monitoring and evaluation of the moderate the relationship between training and the performance of the Secretary of the village” is acceptable. The results of hypothesis testing proved that the monitoring and evaluation can be moderate or strengthen the connections between training on performance of village secretary in all villages government of Demak Regency.

CONCLUSION

The research, in general, it can be concluded that the performance of village secretary in all villages government of Demak Regency can be strengthened and enhanced through training, professional competence, financial incentives, and monitoring and evaluation. Based on testing the hypothesis put forward by using Structural Equation Modeling (SEM) software-based SmartPLS 3, then it can be summed up as follows:

1. The first hypothesis test results prove that training can improve significantly professional competencies in all villages government of Demak Regency. This means that to encourage an increase professional competencies the Secretary of the village, then the need to facilitate the Organization of professional training and quality.
2. On the results of the second hypothesis test that is found that training can improve significantly the performance of village secretary in all villages government of Demak Regency. This means that, in order to improve the performance of the Secretary of the village, then it can be enhanced through an intense training.
3. On the third hypothesis test results proving that the professional competencies can improve significantly the performance of the village secretary in all villages government of Demak Regency. It means to encourage and make improvements to the Secretary of the village is good, it needs to be built up adequate professional competence.
4. On the fourth hypothesis test, results found that financial incentives can be moderate or strengthen the connections between training on performance of village secretary in all villages government of Demak Regency.
5. At the fifth hypothesis test results found that monitoring and evaluation can be moderate or strengthen the connections between training on performance of village secretary in all villages government of Demak Regency.

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