IOSR Journal of Business and Management (IOSR-JBM)
e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 23, Issue 4. Ser. IV (April 2021), PP 47-63
www.iosrjournals.org

Influence Of Leadership Style, Competence And Compensation On Employee Performance Through Technological Innovation (Department Of Animal Husbandry And Animal Health Of West Papua Province)

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Abstract :.
The purpose of this study is to analyze the influence of leadership style, competence and compensation on technological innovation, to analyze the influence of leadership style, competence and compensation on performance, to analyze the influence of technological innovation on performance, and to analyze the influence of leadership style, competence and compensation through technological innovation on performance. The research was conducted in the working area of the Livestock and Animal Health Office of West Papua Province with a population of 184 employees and set a sample of 138 people as respondents based on the number of indicators of variables studied. The data of the questionnaire results were analyzed using structural equation model using the help of AMOS 18. The results found that the results of negative and insignificant direct influence of leadership style research on technological innovation. The results of this study need to be improved and improved. It found positive and insignificant direct influence results from leadership style research on performance, and compensation for performance. The results of this study also need to be improved and improved. It found negative and insignificant results of indirect influence mediated from leadership style research on performance through technological innovation. The results of this study need to be improved and improved. Found the results of positive and significant direct influence of the dominant research of technological innovation on performance. The results of this study need to be maintained.

Keywords: Leadership Style, Competency, Compensation, Technological Innovation and Performance

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Date of Submission: 02-04-2021 Date of Acceptance: 16-04-2021

I. Introduction

The success of national development is largely determined by government policies in solving development problems. Law No. 23 of 2014 on Local Government has given authority for local governments to improve national development outcomes with various problems faced. One of them is the problem related in the field of animal husbandry, which requires government policies in formulating, implementing and evaluating policies in the field of animalhusbandry.

Currently, the issue in the field of animal husbandry shows that the development of cattle population is still felt not maximum. This is due to the lack of understanding of farmers about the good management of cattle maintenance. Farmers in general breed traditionally / released and still make cattle farming business as a part-time business. The mother cow is only able to multiply between 2 - 3 heads within 5 years, this is very long and low production when reviewed in terms of cultivation, because cows can produce cubs once a year.

In response to this, the government in terms of the Department of Animal Husbandry and Animal Health of West Papua Province implements Law No. 18 of 2009 on Livestock and Animal Health by following the Decree of the Director General No. 1892/KPTS/PK.210F/2019 concerning Guidelines for the Implementation of Special Efforts to Accelerate The Increase of Cattle and Buffalo Bunting Population in Fiscal Year 2019 to realize food security and improve the welfare of farmers and farmers. Therefore, it is necessary to implement the mandatory bunting cow program implemented by the Livestock and Animal Health Office of West Papua Province. The implementation of the program is very determined by the existence of human resources who are able to carry out organizational management functions in supporting vision, mission, objectives, objectives and strategies.

The vision of the Livestock and Animal Health Office of West Papua Province refers to the development vision of West Papua Province which is "Towards a Safe, Prosperous and Dignified West Papua". Furthermore, the mission is to "build an independent and sovereign farm". The goal to be achieved is the realization of food sovereignty and the revolution of livestock development as leverage for regional economic

growth. The goal is to improve productivity, governance and growth of the livestock sector. Strategies implemented include: 1) improving productivity of livestock products and marketing facilities; and 2) improve the supervision and certification of the health of livestock and kesmavet.

Following up on this, the human resources of employees of the Livestock and Animal Health Office have a big contribution to realize this. But the reality is based on the picture of the phenomenon found that the performance achieved by employees in implementing the Mandatory Inducted Cow Bunting Program (SIWAB) has not been maximized according to the standard of achievement. The program is set forth in the Regulation of the Minister of Agriculture No. 48/Permentan/PK.210/10/2016 concerning Special Efforts to Accelerate The Increase of Bunting Cattle and Buffalo Population signed by the Minister of Agriculture on October 3, 2016. The following data shows the progress of the performance of the mandatory inducted cow bunting program within 3 (Three) years at the West Papua Livestock and Animal Health Office in Table 1 below:

Table 1
Performance Data implementation of Mandatory Inducted Cow Bunting Program
Year 2017 – 2019

Years	Acceptor (tail)		Bunting (tail)		Birth (tail)	
	Target	Realization	Target	Realization	Target	Realization
2017	11079	2630	5872	3525	0	350
2018	1800	1029	1260	2065	1008	885
2019	1000	1050	700	920	560	664

Table 1 shows that the performance of employees seen from the implementation of the mandatory inducted cow program bunting the realization of fluctuating from the target set in three years from 2017 to 2019. Realist data in 2019 can be described the achievement of the performance of the mandatory inducted cow bunting program has reached the target in line with the lowered target. This data picture shows that employee performance still needs to be improved based on the assessment of quantity, quality, efficiency, effectiveness and loyalty of employees in the implementation of the mandatory bunting cow program (SIWAB). In fact, it was found that the quantity of employees has not been able to increase the amount of cow production from the SIWAB program. The quality of cow birth has not reached the expected target, has not been efficient the use of time from the work program applied and has not been effective in improving the results of the program achieved and low level of maish loyalty in the success of government programs in the field of cattle farming.

Technological innovation is what employees need to improve their performance. The innovation is to update the infrastructure of livestock technology, improve livestock maintenance, maximize livestock carcass production and continue to standardize the feasibility of mandatory livestock bunting in order to help farmers develop their livestock business.

The form of technological innovation based on the reality that is actualized by employees today, still the traditional approach has not been oriented to modern technology that is appropriate to include the approach of the mandatory bunting cow program conducted by farmers or farmers, so that the program has not been fully implemented to the maximum. And this shows that the application of technological innovation is still lacking which causes employee performance to decline. The form of absorption of technological innovations owned by employees, especially extension parties in providing enlightenment to farmers about the mandatory bunting cow program is still low mainly in enlightenment in the renewal of methods or ways that have been traditional, employees have not been able to improve productive cattle breeding, employees are still difficult to show the maximization of the production of inductees and still show ways of breeding that are not in accordance with the standards of the program proclaimed. This is because not all employees are able to transform technological innovations to farmers well.

This can be shown from the data of officers who master technological innovation in the field of SIWAB as in Manokwari District there are only 11 employees who master the field from 49 employees, South Manokwari District has only 1 person out of 23 employees, and in Sorong Regency there are 11 people out of 40 employees. This shows that technological innovation still needs to be improved and the socialization of artificial insemination technology (IB) for cows related to novelty, improvement, maximization and standardization in the field of animal husbandry. Artificial insemination is a form of reproductive biotechnology in an effort to increase the production and productivity of cattle. The application of technological innovations for artificial insemination novelty must be conducted continuously and continuously with an emphasis on quality aspects and the expansion of artificial insemination services itself, thus giving a significant influence on improving employee performance in the implementation of the SIWAB program

The fact of low technological innovation of these employees, becomes a problem in improving its performance, therefore it is necessary to understand the application of gap theory about technological innovation. The theory of technological innovation refers to the theory of change put forward by M. Roger (2017:17) that each innovation has an identity of change in the form of renewal, improvement, maximization, and standardization. That is why technological innovation is always a consideration in determining the achievement of employee performance

The phenomenon of performance decline through technological innovation is undeniably influenced by the leadership style, competence and compensation of employees in dealing with the dynamics of their work running the SIWAB program. It can be seen that leadership style directly or indirectly affects employee performance through technological innovation. It appears that leaders rarely give awards to employees, do not supervise the work activities of employees, do not give punishment to employees who are negligent in work and less concerned with their subordinates in running the SIWAB program.

The fact that this low leadership style causes the leadership to be unable to make the right decisions in directing, mobilizing and influencing its subordinates to improve performance through the provision of technological innovation. It appears that the employee in showing his leadership has not been able to give the right orders to realize the success of the SIWAB program. In addition, there are still employees who show very authoritative leadership that is not oriented to the long-term vision. Employees also still show low affiliate leadership in creating harmony of work in SIWAB program activities. Similarly, employees have not been able to show their leadership in decision-making that is still individual without asking for the views of their subordinates. While there are still employees who show low standards of work completion in implementing their leadership to run the SIWAB program, and still less able to train their subordinates to overcome weaknesses in the implementation of the SIWAB program.

On that basis, it is necessary to apply goleman's theory of leadership style (2012:82) that a leader's ability to influence his subordinates to achieve organizational goals. The application of leadership style there are six namely coercive leadership, authoritative, affiliate, democratic, conscientiousness and coach. This theory is important to improve employee performance through the provision of good technological innovations.

In addition to leadership style, employee competence also needs to be considered because it directly or indirectly influences the improvement of employee performance through technological innovation. The fact that happens in the field is known that there are still employees whose level of competence has not been competent in their field and carry out their main duties and functions to expand the SIWAB program. It appears that the level of knowledge does not all understand and know the importance of the program because the background, level and discipline of employees are different. Not all skill levels of employees have the same skills in carrying out their activities in accordance with the skills and mastery of work that can be practiced in the field. Employees also do not have the same experience in adopting the work program that they are in accordance with the actualization of work mastery to carry out the work program well. This is shown from the level of education of the average employee is still low as still educated high school, D3 and S1. This competency is important to improve employee performance through technological innovation. Employees also as ordinary people continue to strive to do their job well. Therefore, it is always serious to do a good job in accordance with the retribution received. This means that compensation directly or indirectly affects performance through employee technology innovation.

The fact that found in the field, employees want to get compensation according to the feasibility and appropriateness of the work carried out. But in reality the compensation received is not in accordance with the expectations of employees. As the monthly salary received is considered still lacking, the incentive received is few and does not correspond to working hours. Employment benefits are often not as expected, and the work facilities provided are limited to certain employees only. Compensation directly or indirectly cannot be ignored because it affects performance through employee technological innovation.

Currently, SIWAB's operational costs are based on the Decree of the Director General of Animal Husbandry and Animal Health No. 1892/Kpts/PK.210/F/2019 concerning SIWAB Implementation Guidelines for 2019 for artificial insemination of Rp. 30,000/service, examination of gardening Rp. 30,000/service, birth reporting of Rp. 10,000/birth with recorder officer honor only Rp. 400,000/month.

As a result of low or low compensation according to employee appreciation in improving performance through technological innovation, it is necessary to apply the theory of appreciation from Schuler and Jackson (2017:133) that direct or indirect compensation as a push to improve performance. Compensation is an important award for management in running the SIWAB program

II. Rivew Literature

The practice of leadership principles and the quest to address oper- ational challenges are a daily practice among business organisations in Nigeria, applying different approaches ranging from democratic, autocratic to laissez-faire (Akata, 2008; Akata and Renner, 2009; My mother et al., 2011; Brogaard and Petersen,

2017; Inyang, 2017; Jauro et al., 2017). For instance, situational leadership practitioners and writers have emphasised on the adaptation of chosen leadership style to suit and commercial livestock farm. This work unearths learning about the critical considerations among organisational leaders in their choice of leadership approach to addressing identified operational problems. Systemic inter- vention is adopted as the underpinning methodology of Midgley and Pinzon (2013); Hester and MacG, 2017; Ufua and Adebayo (2019); Oyebola et al. (2019). It embraces collaboration among participants to identify and explore complex situations within a mutually agreed ethical framework (see, Rapoport, 1970; while Schultz and Hatch, 1996; Walsh et al., 2007; McKernan, 2013; McNiff, 2013; Ufua, 2015). Intervention in this context entails a joint purposeful action engaged in by participants in the research process to create desired change (Midgley, 1997, 2000, 2003; Cordoba and Midgley, 2008; Midgley and Ochoa-Arias, 2012; Midgley and Pinzon, 2013).

The current research aligns with the interpretive paradigm, which thrives on joint interpretation and subjective measurement, based on due consideration to participants' judgment of social research variables (Thanh and Thanh, 2015). This research supports the use of different types of leadership styles to create an effective leadership approach that suits the challenge and interest of the stakeholders (Mohamudat, 2010). A single case study of a commercial livestock farm is applied. The aforementioned is because most leadership projects include the current research, tend to possess unique features and specific cultural charac- teristics traceable to a given case (see, Yin, 1994, 2004; 2009; Allan et al., 2008; Rendtorff, 2015). The research process took eight months of engagement with identified participants to gather information in the case study organisation.

A formal ethical clearance was secured from Covenant Health, Research, Ethics Committee of Covenant University, Ota, Nigeria1. The various methods of data gathering were engaged with conscious atten- tion to other relevant ethical requirements. In alignment with the sug- gestions of researchers on the values of formal research practices (e.g., Allmark et al., 2009), the researchers ensured that the participation was voluntary and confidential. The participants were not coerced against their wish all through the research. Similarly, the consent of the case study organisation was formally secured to authenticate the ethical credibility in the entire research process (see, Reinharz, 2017; Roulston and Choi, 2018).

In the concept of Competency According to Whaite (2018:87) the understanding of individual competencies has something to do with work theory. This theory explains that every job requires a competent person in their field. That is, between work activities and competence into one unit in producing an assessment of the work. Understanding the working theory mentioned above, this is relevant to rothwell's theory of dynamics (2017:49). This theory explains that in humans there are dynamics of behavior and actions to be diligent and lazy. Usually individuals who have a level of crafting means having a high potential for work dynamics. Conversely when having a level of laziness means low work dynamics. Understanding the dynamics of work is a change that determines the potential of a person's desire or not in the face of work.

The theory of quality orientation put forward by Porland and Hantz (2017:64) describes that every competent individual is inseparable from quality orientation. Quality orientation always prioritizes the best work from hard work, tirelessly. The more challenges of work the more it creates opportunities to realize quality orientation. This theory of quality orientation relates to individual competency issues. Problem solve theory put forward by Chung and Ruben (2017:18) that competence is a solution to the problem solving of human resources and organization Low employee performance and job satisfaction becomes a problem for the organization and one of the problem solving solutions is the improvement of individual competencies. This shows that in the organization of competence individuals play an important role for the achievement of organizational goals. Professional competencies become solutions in solving individual and organizational problems.

Another assessment of an organization's success lies in the work team. Team work becomes one of the defining aspects of the organization is able to develop and progress. The theory of team work put forward by Lucken and Stefhani (2016:39) that a strong organization exists in a team that has competence. Assessing the competence of the team can be seen from the professionalism of the work by placing competent people in accordance with their field who have the statement "a strong team is a professional team in their field".

The professionalism of the work of competent individuals in an organization, reflected in the independence of work. The independence theory developed by Moller and Koch (2017:48) states that a reliable and professional individual is a self-reliance competency. Self-reliance is a form of initiative and behavior that is able to stand on its competence.

Independent individuals in an organization always produce competent people based on their work. Creation theory according to Valhindano (2016:75) that a reflection of one's competence is seen in useful and useful creative abilities. Surely assessing one's creation is the same as assessing the competence possessed by the individual. Similarly, Gully's theory of integrated ability (2018) suggests that integrated competence is an important pearl in a career. A person's integrated ability is measured by quality orientation, ability to solve problems, skilled in planning, willing to work teams and independent.

Understanding these theories is necessary to provide a sense of competence based on the theory of ability according to Herdey (2017:151) that every human resource has competence. Ideal competency if supported by quality orientation, problem solving skills, skilled in planning, having a work team and independence. The view of competence was also expressed by Roger in Harijaya (2016:39) which introduced the theory of the cycle of self-development. This theory basically introduces that every human resource that develops and progresses, not apart from the four interrelated elements, namely the element of knowledge according to the educational background, skills in accordance with the level of expertise, work experience according to the working period and attitudes in accordance with the mastery of work.

Competence is seen from the orientation of quality reflected in four aspects, namely knowledge, skills, experience and mastery of work. Harry (2017:95) stated to see the orientation of the quality of individual competencies of human resources assessed from the knowledge of work understood in accordance with the level of education possessed, the skills of the various training trainings that followed, experience of the work period passed and mastery of work based on perseverance owned. Gully (2018:71) states that the element that builds competence in the form of work knowledge, skills, experience and attitude in the mastery of work. The higher the work knowledge of a person the more skilled in developing work creativity according to the level of experience and attitude of mastery in the field of work pursued.

The term compensation is an important term in a work activity, where the purpose of a working person is to get compensation according to the reciprocated work as well as an employee in work is very much expecting compensation in accordance with the compensation for the work done. The concept of compensation is basically a form of reward or remuneration paid to employees for services contributed to their work, so as to realize job satisfaction and performance improvement. Compensation is the attention and expectation of every employee in carrying out his routine activities, because the purpose of the work carried out is to get compensation in return for the work he/she is doing. Bangun (2017:252) states that compensation is an important factor and a concern for every employee in work to get rewarded or reciprocated in accordance with the contribution of work to the work produced.

Understanding the importance of compensation, certainly the essence of compensation to employees, is nothing but a form of appreciation for the work carried out that is full of various dynamics, challenges and problems, so that employees are paid as obligations. According to Schuler and Jackson (2016:74) the concept of compensation is a concept to maintain and attract human resources to be able to carry out the work of the organization, so that with this compensation people feel rewarded with the reward they receive, and this is what encourages everyone will be able to realize job satisfaction and improve their performance.

Broadly speaking compensation, its application refers to considerations regarding the awarding of total compensation (total compensation). Bangun (2017:259) states that the concept of compensation applied refers to the understanding of compensation classification, where the concept of compensation is known in two general forms of financial compensation and non-financial compensation. Financial compensation consists of direct and indirect compensation, while non-financial forms of compensation in the form of environment and work facilities are available. The form of direct compensation is basic salary (salary and wages), variable compensation (incentives and bonuses). Indirect compensation (social security, treatment, insurance, holidays, pensions and various benefits). While non-financial compensation based on environment (facilities) and job flexibility (organizational policies, qualified managers, pleasant coworkers, flexible time and job sharing.

According to Sedarmayanti (2018:15) compensation is a broad term related to financial rewards received in connection with work commonly called compensation. Compensation means a sign of a transaction process that becomes a reward between the person who works with the organization that provides the job. In principle compensation is the relationship between employees and organizations characterized by financial and non-financial compensation.

Rivai (2018:117) provides the sense of compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided by the organization. Compensation is an award or respect for the work done and judged based on the results of the work achieved. Shin Sun (2016:114) compensation is the overall knowledge of repaying employers and employess both directly in the form of money (financial) and indirectly in the form of money (non-financial). Compensation becomes an identity for people who work and get rewarded for what is done in accordance with the results of the work produced and exchanged in financial form.

The issue of compensation is very important to note because the small amount of compensation given will affect the satisfaction and performance of employees, according to Handoko (2018:155). The definition of compensation is everything that employees receive in return for work. Compensation is the entire repayment received by employees as a result of the implementation of work in the agency in the form of money or other that can be in the form of salaries, wages, bonuses, incentives, and other benefits such as health benefits, holiday allowances, meals, leave money and others (Harriet, 2016: 244). According to Helman (2002:315) management compensation is an award or reward to workers who have contributed in realizing their goals, through activities

called work. Compensation is a term related to financial rewards received by people through staffing relationships

Hafez (2018:12) technological innovation has a broad and narrow meaning. Broad meaning, technological innovation is the finding of a process of utilization and use of technology that provides benefits and uses for human well-being. Whereas in a narrow sense, technological innovation is the advancement of appropriate technological findings. Christiansen (2016:71) produces technological innovations that provide benefits and uses for a process in achieving goals. This includes the ability of human beings to realize their performance by using technological innovations that are utilized to achieve their goals.

Explaining the understanding of technological innovation, inseparable from fundamental theories such as transformation theory, renewable theory, rehabilitation theory, reengineering theory, maximalize theory and standardization theory. Transformation theory was initiated by M. Roger (2017:129) that every innovation has an identity of change in the form of renewal, improvement, optimization, and standardization. This view refers to middle theory that builds it that innovation develops in accordance with the novelty of findings, improvement of results, improvement of optimization and determination of standardization that leads to the achievement of goals. That's why many organizations are always innovating technology to catch up with progress on the goals they want to achieve.

Renewable theory is a view of the importance of seeing innovation from an old to a new one. Salvatore (2018:81) changes from the old condition to the nascent condition of integrated technological innovation. This means that each person or organization must have a novelty in managing the organization to achieve its goals by achieving its performance. Between technological innovation novelty and performance has a connection to produce advances in science and technology. That's why technological innovation evolves according to novelty.

In addition, technological innovation is strongly related to the model or pattern of improvement. Arneszt's rehabilitation theory (2018:87) is a form of technological innovation that develops from an un good condition to the best. It is appropriate for individuals and organizations to always innovate technology in improving a system in a better direction. The change towards the best is the most important construction of integrated technological innovation. The essence of technological innovation relates to the importance of improving from a condition that is not ideal to ideal. Stompzka's theory of revamping or reengineering theory (2017:138) mentions technological innovation is an advancement from the process of revamping imperfect start to perfection. This leads that technological innovation becomes essential of a process activity to produce existing outputs to be perfect. This perfection can be judged by the speed, ease or simplicity of the activity of realizing the goal. Or in other words technological innovation is part of the improvement activity to produce improved performance.

The importance of technological innovation is always related to the results achieved both optimally until it becomes maximal. Maximalize theory of Blows (2017:211) technological innovation has always changed from optimization to maximum. Technology is a tool used by humans to improve the achievement of optimal results to the maximum. The more fulfilled the achievement of maximization of optimal results causes the innovation to provide ease of an activity resulting in maximum performance achievement. Therefore, technological innovation plays an important role to maximize performance achievement. Maximum achievement is always related to the application of standardization of work. Having a connection between efforts to improve technological innovation by using methods or techniques that are standardized in realizing performance achievement. The standardization theory put forward by Chung (2017:17) is an assessment of measurable technological innovation. The more standardized a use of advanced or modern technology, the more actualized the technological innovation in the utilization or use in supporting the achievement of performance. That is why every technological innovation must have a standard either internationally known as ISO or national standard or SNI.

The theory understands fundamental understanding of innovation and technology. Innovation is an idea or idea that does not exist yet or already exists but is not yet known by its adopters. Innovation can also be a new method to improve the quality of an existing program or activity. Innovation can be obtained through search, findings, updates, new methods/ ways. While technology is an instrument, device and material that can be used to help in the achievement of goals, so that technological innovation is interpreted as a new idea about the use of tools, devices or materials to achieve a goal of technological innovation creation

III. Resarch Method

This research is designed to answer the problems that have been formulated and the goals to be achieved and test hypotheses through research approaches distinguished as exploratory research approaches that are trying to find relatively new relationships, and explanatory is research conducted by explaining the symptoms caused by a research object. Ex post facto research approach, which is research that is a systematic empirical search, in which researchers can not control their free variables because events have occurred or nature can not be manipulated. The research approach of causal studies seeks to explain the causal relationship

of the influence of free variables on intermediate and bound variables. the research was conducted in the working area of the Livestock and Animal Health Office of West Papua Province samples used by 1 38 respondents. Descriptive statistical analysis is used to describe respondents' characteristics including gender, last education, age, and tenure. In addition, descriptive statistical analysis is also used to explain respondents' responses to research variables including leadership style, competence, compensation, to employee performance through technological innovation. Linearity testing is intended to determine whether or not linear is the relationship between exogenous and endogenous variables. The test criteria state that if the probability < level of significance (alpha (α=5%)) value is stated there is a linear relationship between exogenous variables to endogenous variables. Validity testing is intended to determine whether or not an indicator is valid in measuring its latent variables. Validity testing is done through convergent validity by looking at the magnitude of the loading factor. An indicator is declared valid if the loading factor is positive and greater than 0.5.

IV. Results And Analyis

Based on the results of the analysis of validity test and reliability of research variables using SPSS 18.0 program shows that the test of validity and reliability of questionnaire data instruments.

Table 1
Loading Factor, AVE, CR and Root AVE
(Validity and Reliability Testing)

Construct	Items	Lambda (Loading)	Lambda Square	1- Lambda Square	Ave	Composite Reliability	Ave Root
Leadership Style (X1)	X1.1	0,869	0,755	0,245	0,614	0,904	0,784
	X1.2	0,743	0,413	0,587			
	X1.3	0,887	0,787	0,213			
	X1.4	0,830	0,689	0,311			
	X1.5	0,742	0,551	0,449			
	X1.6	0,700	0,490	0,510			
Σ		**4,771**	**3,685**	**2,315**			
Competency (X2)	X2.1	0,812	0,659	0,341	0,626	0,834	0,791
	X2.2	0,776	0,602	0,398			
	X2.3	0,785	0,616	0,384			
	X2.4	0,782	0,612	0,388			
Σ		**3,155**	**1,878**	**1,122**			
Compensation (X3)	X3.1	0,736	0,404	0,596	0,673	0,890	0,820
	X3.2	0,850	0,723	0,278			
	X3.3	0,897	0,805	0,195			
	X3.4	0,872	0,760	0,240			
Σ		**3,355**	**2,692**	**1,308**			
Technological Innovation (Y)	Y1.1	0,754	0,569	0,431	0,641	0,877	0,800
	Y1.2	0,799	0,638	0,362			
	Y1.3	0,868	0,753	0,247			
	Y1.4	0,776	0,602	0,398			
Σ		**3,197**	**2,563**	**1,437**			
Performance (Z)	Z1.1	0,863	0,745	0,255	0,565	0,864	0,752
	Z1.2	0,893	0,797	0,203			
	Z1.3	0,635	0,403	0,597			

	Z1.4	0,743	0,413	0,587			
	Z1.5	0,784	0,468	0,532			
Σ		**3,918**	**2,827**	**2,173**			

The table above to calculate convergent validity is done by looking at the reliability item indicated by the loading factor value. Loading factor is a number that indicates the correlation between the score of a question item and the score of the indicator of the contract indicator that measures the contract t ersebut. A larger loading factor value of 0.7 is said to be valid. However, according to Hair et al. (1998) for the initial examination of the matrix loading factor is approximately 0.3 considered to have met the minimum level, and for loading factor approximately 0.4 is considered better, and for larger loading factor 0.5 is generally considered significant. In this study the loading factor limit used was 0.7.

The data processing results showed the majority of indicators on each variable in the study had a loading factor value greater than 0.70 and were said to be valid. This indicates that a variable indicator that has a loading factor value greater than 0.70 has a high validity level, thus meeting the convergent validity. The next evaluation is to compare ave root values with correlations between constructs. The recommended result is that the AVE root value should be higher than the correlation between constructs (Yamin and Kurniawan, 2011). Models have a better discriminant validity when the ave square root for each contract is greater than the correlation between the two contracts within the model. A good AVE value is required to have a value greater than 0.50.

Based on the table above all constructs show an AVE value greater than 0.50 i.e. with the smallest value of 0.565 for the performance variable (Z) and the largest 0.673 for the compensation variable (X3). The value meets the requirements in accordance with the specified AVE minimum value limit of 0.50. Outer model in addition to measured by assessing convergent validity and discriminant validity can also be done by looking at the reliability of constructs or latent variables measured by composite reliability values. The construct is declared reliable if composite reliability has a value of >0.70, then the construct is declared reliable. The output result for the composite reliability reliability value for all constructs is above the value of 0.70. With the resulting value, all constructs have good reliability in accordance with the required drinking value limit.

The following analysis of the results of the study was analyzed using structural equation model (SEM) with Confirmatory Factor Analysis (CFA) program AMOS 18.0 (Analysis of Moment Structure, Arbukle, 19 97). The predictive power of observation variables both at the individual level and at the construct level is seen through critical ratio (CR). If the critical ratio is significant then the dimension will be said to be useful for predicting latent constructs or variables. The latent variables (construct) of this research consist of leadership style, competence, compensation, technological innovation and employee performance. The use of AMOS structural equation model will be obtained a suitable model indicator (fit). The benchmark used in testing each hypothesis is the critical ratio (CR) value of the regression weight with a minimum value of 2.0 in absolute terms.

Confirmatory Factor Analysis is used to examine variables that define a construct that cannot be measured directly. The analysis of the indicators used gives meaning to the labels given to latent variables or other confirmed constructs.

Analysis of the results of the study using structural equation model (SEM) with confirmatory factor analysis (CFA) program AMOS 20.0 (Analysis of Moment Structure, Arbukle, 1997). The predictive power of observation variables both at the individual level and at the construct level is seen through critical ratio (CR). If the critical ratio is significant then those dimensions will be said to be useful for predicting latent constructs or variables. The latent variables (construct) of this research consist of leadership style, competence, compensation, technological innovation and employee performance. By using the structural equation model of AMOS will be obtained indicators of a fit model.

The criteria used are to test whether the proposed model is data com accordance or not. The criteria of fit model consists of: 1) degree of freedom must be positive and 2) non significant Chi-square required ($p \geq 0.05$) and above conservative received ($p = 0.10$) (Hair et al., 2016), 3) incremental fit above 0.90 i.e. GFI (goodness of fit indix), Adjusted GFI (AGFI), Tucker Lewis Index (TLI), The Minimum Sample Discrepancy Function (CMIN) divided by its degree of freedom (DF) and Comparative Fit Index (CFI), and 4) RMSEA (Root Mean Square Error of Aproximation) are low. Based on the way of determining the value in the model, the test variables of the results of this first evaluation model are grouped into exogenous variables and endogenous variables. An exogenous variable is a variable whose value is specified outside the model. While endogenous variables are variables whose value is determined through equations or from the results of the relationship evaluation model formed. Included in the group of exogenous variables are measurements of leadership style, competence and compensation, while those classified as endogenous variables are

technological innovation and performance. The results of the evaluation model are said to be good when the development of hypothetical models is theoretically supported by empirical data. The results of the complete SEM analysis can be seen in the following figure:

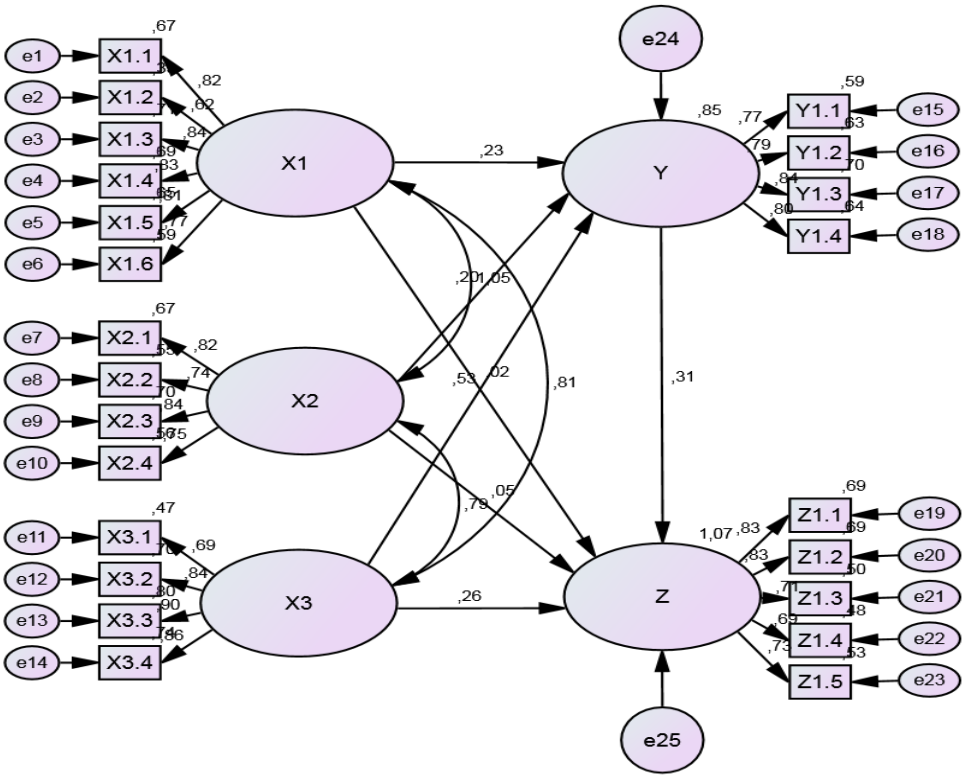

Figure 1
Measurement of Variable Relationship Evaluation Model Results
for Initial SEM

From the results of the evaluation model showed from the eight criteria of goodness of fit indices seen chi-squarenya value is still large and see some criteria do not match the cut off value specified, so that the model modification by doing correlation between error indicators in accordance with the instructions of modification indices. The results of the analysis after the final evaluation model results obtained are as follows:

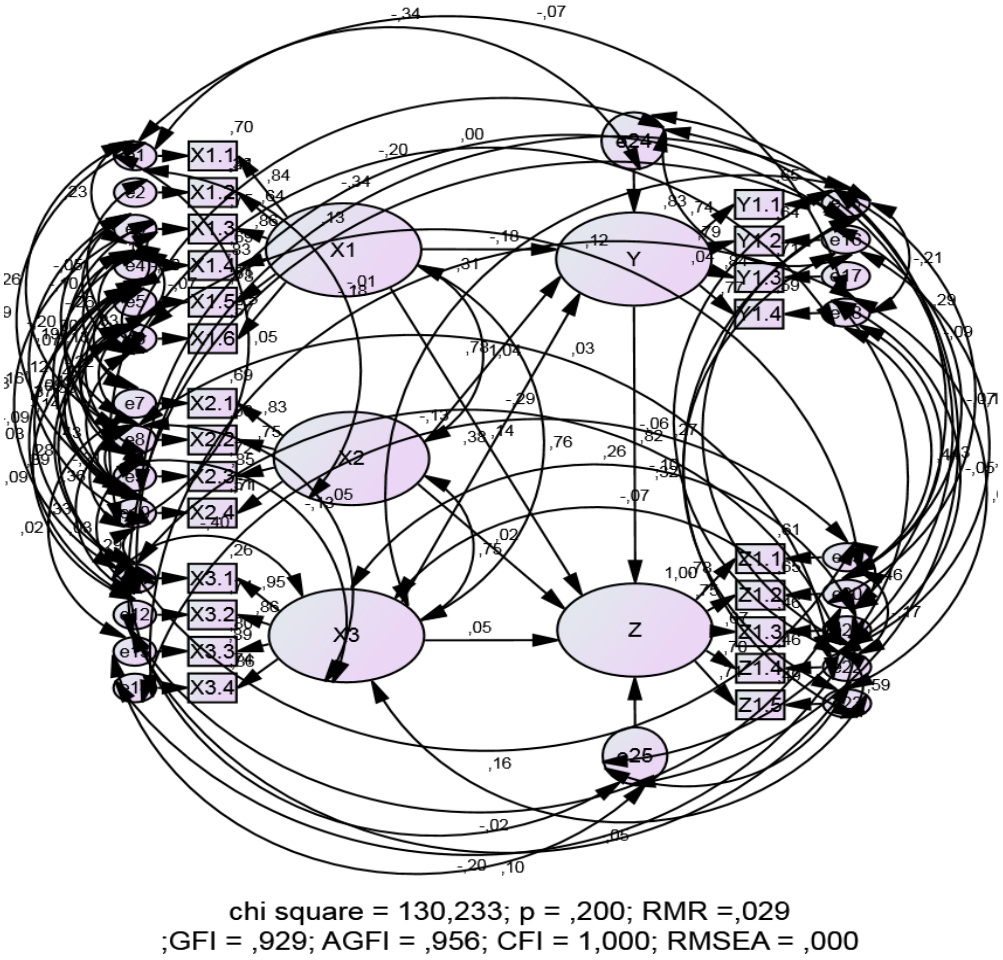

Figure 2
Measurement of Variable Relationship Evaluation Model Results
for Sem End

Test the results of the evaluation model presented in figure 10 based on the goodness of fit indices in Table 24 with presented the criteria of the model as well as its critical value that has the conformity of data between the standard stadart cut off value and the results of the early stage model and the final stage.

Table 2
Evaluation *criteria Goodness of Fit Indices Overall Model*

Goodness of fit index	Cut-off Value	Model Results Early Stage	Ket.	Model Results Final Stage	Ket.
Chi_square	Small expected	703,622	Marginal	130,233	Good
Probability	≥ 0.05	0,000	Marginal	0,200	Good
RMR	≥ 0.05	0,069	Good	0,029	Good
Gfi	≥ 0.90	0,658	Marginal	0,929	Good
AGFI	≥ 0.90	0,571	Marginal	0.956	Good
Cfi	≥ 0.94	0,834	Marginal	1,000	Good
RMSEA	≤ 0.08	0,127	Marginal	0,000	Good

Source : Data after processing, 2020

The evaluation model results for the initial stage showed from the seven *criteria of goodness of fit new indices* 1 (one) that meets the *criteria of cut off value* of RMR of 0.069,so it is necessary to modify the model results in accordance with the instructions of *modification indices. Modification Indices* (M.I) is a calculation to make changes to the number, where the number below indicates the minimum value of *chi-square* that will drop when the corresponding variable is connected. After the modification of the model, then the final stage indicates the seven criteria have met the goodness of *fit indices* or according to *the cut off value,*so that themodel can be said to have complied with the criteria of goodness of fit *indices* for analysis.

Based on the empirical model proposed in this study, it can be tested against hypotheses submitted through coefficient testing of pathways in structural equation models. Table 25 is a hypothesis test by looking at the value of p value, if the value of p value is less than 0.05 then the relationship between variables is significant. In addition, it also explains the direct effect means that there is a positive influence directly between variables. Indirect effect means that there is an indirect positive influence between variables, and total effect (total effect) that is the accumulation of direct and indirect influence. The test results are presented in the following table:

Table 3
Testing direct effect hypothesis, indirect effect and total effect

Hip	Variable		Direct	Indirect	Total	P-Value	Ket
	Exogenous	**Endogenous**					
1	Leadership Style (X1)	Technological Innovation (Y)	-0,194	-	-0,194	0,212	(-) Insignificant
2	Competence (X2)	Technological Innovation (Y)	0,469	-	0,469	0,000	(+) Significant
3	Compensation (X3)	Technological Innovation (Y)	0,338	-	0,338	0,000	(+) Significant
4	Leadership Style (X1)	Employee Performance (Z)	0,141	-	0,141	0,559	(+) Insignificant
5	Competence (X2)	Employee Performance (Z)	0,316	-	0,316	0,026	(+) Significant
6	Compensation (X3)	Employee Performance (Z)	0,041	-	0,041	0,670	(+) Insignificant
7	Technological Innovation (Y)	Employee Performance (Z)	0,770		0,770	0,000	(+) Significant

Hip	Variable			Direct	Indirect	Total	T Statistics (SOBEL)	P-Value	Ket
	Exogenous	**Mediation**	**Endogenous**						
8	Leadership Style (X1)	Technological Innovation (Y)	Employee Performance (Z)	0,141	-0,150	0,226	1,209	0,226	(-) Insignificant Mediating
9	Competence (X2)	Technological Innovation (Y)	Employee Performance (Z)	0,316	0,269	0,025	3,026	0,003	(+) Significant Mediating
10	Compensation (X3)	Technological Innovation (Y)	Employee Performance (Z)	0,041	0,261	0,004	2,848	0,004	(+) Significant Mediating

Looking at the p-value results on the effect of indirect effect of free variables on variables bound through intermediate variables in sem analysis shows there are variables with negative and insignificant influences and variables with positive and significant influences, then to prove the indirect influence, further sobel test (computing Sobel Test of Mediation for Baron & Kenny Approach) with the calculation results as follows :

X1 to Z via Y

Input:			Test statistic:	Std. Error:	*p*-value:
a	0.194	Sobel test:	1.20888856	0.12356805	0.22670566
b	0.77	Aroian test:	1.18379923	0.12618694	0.23649255
s_a	0.155	Goodman test:	1.23564385	0.12089244	0.21659098
s_b	0.165	Reset all	Calculate		

Leadership style has a positive and insignificant effect on employee performance through technological innovation with Sobel test t-statistics of 1,209 and p-value of 0.226 > 0.05, which means that technological innovation does not significantly mediate leadership style to employeeperformance.

X2 to Z via Y

Input:			Test statistic:	Std. Error:	*p*-value:
a	0.469	Sobel test:	3.02585368	0.11934814	0.00247932
b	0.77	Aroian test:	2.98637579	0.12092584	0.00282305
s_a	0.118	Goodman test:	3.06693976	0.1177493	0.00216262
s_b	0.165	Reset all	Calculate		

Competency positively and significantly affects employee performance through technological innovation with Sobel test t-statistics of 3,026 and p-value of 0.003 < 0.05, which means significant technological innovation mediates competence to employee performance.

X3 to Z via Y

Input:			Test statistic:	Std. Error:	*p*-value:
a	0.338	Sobel test:	2.84830245	0.09137372	0.00439531
b	0.77	Aroian test:	2.80813503	0.09268073	0.00498293
s_a	0.094	Goodman test:	2.89024436	0.09004775	0.00384942
s_b	0.165	Reset all	Calculate		

Compensation positively and significantly affects employee performance through technological innovation with Sobel test t-statistics of 2,848 and p-value of 0.004 < 0.05, which means significant technological innovation mediates compensation for employee performance.

The entire model of seven direct paths and three indirect paths is hypothesized. Based on the results of the analysis SEM AMOS gives there are four direct paths that give a positive and significant influence, one direct path has a negative and insignificant effect, two direct paths have a positive and insignificant effect, and one path does not directly negatively affect and insignificant mediate. The interpretation of Table 20 can be explained as follows:

1. Leadership style directly affects technological innovation with *a direct effect* coefficient value of -0.194 and p-value = 0.212 > 0.05, indicating that leadership style contributes negatively and insignificantly to technological innovation in the SIWAB program of the Livestock and Animal Health Office of West Papua Province.
2. Competency directly affects technological innovation with *a direct effect* coefficient value of 0.469 and p-value = 0.000 < 0.05, showing competence to contribute positively and significantly to technological innovation in the SIWAB program of the Livestock and Animal Health Office of West Papua Province.
3. Compensation directly affects technological innovation with *a direct effect* coefficient value of 0.338 and p-value = 0.000 < 0.05, indicating compensation contributes positively and significantly to technological innovation in the SIWAB program of the Livestock and Animal Health Office of West Papua Province.
4. Leadership style directly affects the performance of employees with *a direct effect* coefficient value of 0.141 and p-value = 0.559 > 0.05, indicating that leadership style contributes positively and insignificantly to

the performance of employees in the implementation of the SIWAB program of the Livestock and Animal Health Office of West Papua Province.

5. Competence directly affects the performance of employees with *a direct effect* coefficient value of 0.316 and p-value = 0.026 < 0.05, indicating competence to contribute positively and significantly to the performance of employees in the implementation of the SIWAB program of the Livestock and Animal Health Office of West Papua Province.

6. Compensation directly affects the performance of employees with *a direct effect* coefficient value of 0.041 and p-value = 0.670 > 0.05, indicating compensation contributes positively and insignificantly to the performance of employees in the implementation of the SIWAB program of the Livestock and Animal Health Office of West Papua Province.

7. Technological innovation directly affects the performance of employees with *a direct effect* coefficient value of 0.770 and p-value = 0.000 < 0.05, showing that technological innovation contributes positively and significantly to the performance of employees in the implementation of the SIWAB program of the Livestock and Animal Health Office of West Papua Province.

8. Leadership style has an indirect effect on employee performance through technological innovation with a coefficient of SEM AMOS *indirect effect* of -0.150. While the results of calculations through the Sobel*Test (Sobel Test)*obtained t-statistics of 1,209 with p-value = 0.226 (insignificant), proving leadership style to employee performance through technological innovation indirectly contributed a negative and insignificant influence mediating.

9. Competency indirectly affects employee performance through technological innovation with a coefficient of SEM AMOS *indirect effect* analysis of 0.269. While the results of calculations through the Sobel test (*Sobel Test)*obtained t-statistics of 3,026 with p-value = 0.003 (significant), proving competence to employee performance through technological innovation indirectly contributed a positive and significant influence mediating.

10. Compensation has an indirect effect on employee performance through technological innovation with a coefficient of SEM AMOS *indirect effect* analysis of 0.261. While the results of calculations through the Sobel*test (Sobel Test)*obtained t-statistics of 2,848 with p-value = 0.004 (significant), proving compensation to employee performance through technological innovation indirectly contributed a positive and significant influence mediating.

V. Discussion

1. Based on the results of the study to answer the hypothesis of this study, it was found that leadership style has a negative and insignificant influence on technological innovation, which means that the research hypothesis is not proven. Of course, the results of this study are contradictory because usually a good leadership style always has a positive and significant influence on technological innovation, but the fact that the results of this study is different, the leadership style has a negative and insignificant effect on technological innovation. Negative influence in question is that all indicators of leadership style in the form of coefsive, authoritative / orientative, affiliated, democratic, conscientiousness and coaches / formative less provide reinforcement to the element of change (variable technological innovation). While the effect is insignificant because no variable contribution of leadership style significantly affects the variables of technological innovation. More clearly outlined each variable indicator of leadership style that negatively and insignificantly affect technological innovation.

2. Based on the results of the study to answer the hypothesis of this study, it was found that competence has a positive and significant influence on technological innovation, which means the research hypothesis is proven. The positive influence in question is that all indicators of competence in the form of knowledge, skills, experience and attitude of mastery provide reinforcement to the element of change (variable technological innovation). While it has a significant effect because competency variables contribute significantly to influence the variables of technological innovation to be able to develop novelty, improvement, maximization of production and standardization of employee work in the implementation of the SIWAB program. More clearly described each variable indicator competency that has a positive and significant effect on technological innovation.

3. After the research, results were found that showed that compensation directly had a positive and significant effect on technological innovation. Employees in carrying out their basic duties and functions always expect to get compensation in accordance with what is done in return for appropriate and worthy of acceptance, so that it has a dedication to continue innovating technology in carrying out its work in the Livestock and Animal Health Office of West Papua Province. The reason compensation has a positive and significant effect on technological innovation. Positive effect because all indicators in the form of salaries, incentives, benefits and work facilities provide reinforcement to the change (variable compensation). It is known that the main purpose of each employee in work is to increase his income and welfare by continuing to pay attention and

improve the work he pursues so that the organization pays every month in accordance with the toxicology carried out, wants to get insenif of every additional work activities carried out, expects to get benefits in the form of insurance and guarantees for employees and their families and wants to get work facilities provided by the organization in facilitating their work. The desire for compensation is a reward that is expected by employees to be obtained, thus making employees continue to spur themselves to innovate technology in working to create novelty, make improvements, maximize work and set the right standardization in providing artificial insemination in the SIWAB program.

4. Based on the results of the study to answer the hypothesis of this study, it was found that leadership style has a positive and insignificant influence on employee performance, which means that the research hypothesis is not proven. Of course, the results of this study are contradictory because usually a good leadership style always has a positive and significant influence on employee performance, but the fact that the results of this study is different, the leadership style only has a positive and insignificant effect on employee performance. It is necessary to look carefully at the reasons why until the leadership style is insignificant influence on performance. The positive effect in question is that all indicators of leadership style in the form of coefsive, authoritative/orientative, affiliated, democratic, conscientiousness and coach/formative have provided reinforcement to the element of change (variable leadership style). While the effect is insignificant because no contribution of leadership style variables significantly affects employee performance variables. More clearly outlined each variable indicator to reveal the causes of leadership styles that have a positive and insignificant effect on employee performance.

5. Based on the results of the study to answer the hypothesis of this study, it was found that competence has a positive and significant influence on performance, which means the research hypothesis is proven. The positive influence in question is that all indicators of competence in the form of knowledge, skills, experience and attitude of mastery provide reinforcement to the element of performance variable change. While the significant effect because competency variables contribute significantly affect performance variables according to the indicators of change both in quantity, quality, efficient, effective and loyal to the implementation of the SIWAB program. More clearly described each indicator of competency variables that have a positive and significant effect on performance.

6. Discussion of the effect of compensation on employee performance, obtained findings that show that compensation directly positively and insignificantly affect employee performance. This is a particular concern, usually the compensation of employees encourages or encourages employees to improve their performance, but in reality this compensation is not significant to the improvement of performance. Employees in carrying out their main duties and functions always expect to get compensation in accordance with the results of work that is appropriate and worthy to be received, but the contribution of compensation received by employees is seen in financial terms as insufficient in accordance with the wishes of employees, so it is not significant to the achievement of employee performance in the implementation of the SIWAB program.

7. Based on the results of the study in proving the hypothesis of the proposed problem shows that technological innovation directly has a positive and significant influence on employee performance, which means the hypothesis proposed has been proven. The reason technological innovation has a positive and significant effect on performance is because all indicators that support variable technological innovation have been applied as ideas to create novelty, improvement, maximization and standardization of artificial insemination technology for cattle. Technological innovations are well implemented, contributing to the efforts of employees to improve their performance both in quantity based on the implementation of the inducted cow program, the quality of available inducted cattle, the efficiency of the use of appropriate working time in the implementation of artificial insemination, the effectiveness of the benefits of the SIWAB program and employee loyalty to the rules implemented in the SIWAB program. More clearly described each indicator of technological innovation that has a positive and significant effect on employee performance.

8. Based on the results of the study to answer the hypothesis of this study, it was found that leadership style has a negative influence and does not significantly mediate employee performance through technological innovation. That means the research hypothesis is not proven. Of course the results of this study become contradictory, because the leadership style in an organization is needed to improve the technological innovation of each employee, but the results of this study show leadership style through technological innovation negatively influential, and technological innovation as a variable between insignificant mediating the improvement of employee performance in the SIWAB program. The negative influence referred to all indicators of leadership style does not spur the application of technological innovation in the form of novelty, improvement, maximization and standardization. While the insignificant influence referred to is that technological innovation does not contribute as mediation to the performance of employees

9. Based on the results of the study to answer the hypothesis of this study, it was found that competence has a positive and significant influence in mediating the improvement of employee performance through technological innovation. That means the research hypothesis is proven. The positive influence in question is

that all indicators of competence in the form of knowledge, skills, experience and mastery attitudes support the application of technological innovations in the form of novelty, improvement, maximization and standardization. While the significant influence referred to is the influence of continuity through technological innovations in accordance with renewal, improvement, maximization and standardization that contributes as mediation to the performance of employees both in quantity, quality, efficient, effective and loyal to the implementation of the SIWAB program.

10. Discussion of the effect of compensation on performance through technological innovation obtained the results of research that shows that indirectly compensation through technological innovation has a positive and significant effect on employee performance. Means employees in carrying out their routine work always expect to get compensation in the form of salaries, incentives, benefits and work facilities in return for encouraging to continue innovating in the technology of the field of animal husbandry. Proper compensation makes employees eager to do novelty, improvement, maximization and standardization in artificial insemination technology innovations that contribute to improving employee performance in quantity, quality, efficiency, effectiveness and loyalty to the implementation of the SIWAB program.

VI. Conclusions And Sugestions

1. It found negative and insignificant direct influence results from leadership style research on technological innovation. The results of this study need to be improved and improved. The results of previous research leadership are positive and significant to performance. The solution to these findings, by applying constructive theories inversely to correct negative influences to be positive and insignificant becomes significant. The theories include lead theory, excess theory, STAF conception theory, and leadership motive theory. Standing position used is lead theory (loyalty, educate, advice, discipline) that needs to be applied by the leadership in this case both the head of the department and the work unit in this SIWAB program.
2. It found positive and insignificant direct influence results from leadership style research on performance, and compensation for performance. The results of this study also need to be improved and improved. All indicators of leadership style in the form of coefsive, authoritative /orientative, affiliate, democratic, conscientiousness and coach/formative have provided reinforcement to the element of change (variable leadership style). While the effect is insignificant because no contribution of leadership style variables significantly affects employee performance variables. standing position used is the theory of eight leadership concept theory that is expected to improve employee performance materialized by following the concept of leadership mocker (desserter) for all programs that do not correspond to the SIWAB Program.
3. It found positive and insignificant direct influence results from compensation research on performance. The results of this study also need to be improved and improved. All indicators of salaries, incentives, benefits and work facilities, contribute to employee employment compensation. However, the compensation received contributes insignificantly to the performance of employees in producing work results in quantity, quality, efficiency, effectiveness and loyalty to the implementation of the SIWAB program. The theory of income from Hunt (2017) that income is a demand for employees to continue to be improved in line with the achievement of performance, because every employee who works craves an increased income on salaries, incentives, benefits and facilities that are expected to encourage employees in improving their performance.
4. It found negative and insignificant results of indirect influence mediated from leadership style research on performance through technological innovation. The results of this study need to be improved and improved. The difference between this research and previous research makes motivation as intervening variable, while in this study technological innovation becomes intervening variable. The solution to the findings, by applying constructive theories inversely, namely situational leadership theory, contingency leadership theory, transactional leadership theory and transformational leadership theory. The standing position used is a transformational theory. This theory allows a leader to improve his leadership style by applying transformational leadership to change consciousness, raise morale and inspire his leaders to always have high technological innovation in carrying out their basic tasks and functions.
5. Found the results of positive and significant direct influence of the dominant research of technological innovation on performance. The results of this study need to be maintained. This research, innovation focuses on the application of artificial insemination technology (IB) for cattle. This is the novelty of previous research. Some theories that can be used to support and maintain such influence include the theory of the orientation of results, the theory of assumption estimation, the theory of innovation of results and the theory of target targets.

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