

# Effects of Teamwork Competency and Leadership Competence through Organizational Commitment on the Performance of the State Owned Enterprises in Makassar City, South Sulawesi

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**Abstract-** This study aims to examine and analyze the effects of (i) the competency of teamwork on company performance; (ii) leadership competence on company performance; (iii) the competency of teamwork through organizational commitment on company performance; (iv) leadership competence through organizational commitment on company performance; and (v) organizational commitment on company performance. This research is an explanatory research that explain causality relationship between teamwork competency, leadership competence, organizational commitment and company performance. The study was conducted at the State Owned Enterprises particularly PT.Perusahaan Listrik Negara (Persero), PT. Pertamina (Persero), PT. Telekomunikasi Indonesia, Tbk. (Persero), and PT. Pelindo IV (Persero) located in Makassar city, South Sulawesi. The number of sample of this study was 250 employees of the above State Own Enterprises. The sample was collected using convenience sampling method. The instrument to collect the data is by using questionnaires. These data were analyzed using Structural Equation Modeling (SEM). The study found that teamwork competency has a significant positive effect on company performance either directly or through organizational commitment. Leadership competence was also significant in affecting the organizational commitment, but it has no significant effect on company performance. Therefore, teamwork competency is important to be given attention in improving the performance of the state owned enterprises in Makassar city, while leadership competence is useful to improve the organizational commitment of the State Owned enterprises in Makassar city. Thus, much remain to be done by the SOEs uinder surveyed in Makassar city in improving their companies' performance.

**Index terms-** Team work competency, leadership competence, organizational commitment and company performance

## 1. INTRODUCTION

Some of the positive characteristics have shaped the public perception toward technology-based companies. However, these views are often formed by a false picture of the capabilities of these companies (Doutriaux, 1992). This is because the company only prioritizes the process of production and operation, development and marketing of products by offering services as value added. In addition, most of the technology they use is information and communication technology, electronics, biotechnology, or optical technology which is characterized by dynamic and rapid technological changes so that their business areas are characterized by rapid changes and full of uncertainty (Taylor and Banks 1992: 25, Aldrich and Martinez, 2001: 44; Alvarez and Busenitz, 2001: 758).

In the studies related to organizational best practice, it was found that work competence or managerial competence is generally defined based on these prior situational influences as suggested by Kanfer & Ackerman (2005). This definition made by Kanfer & Ackerman (2005) is still fairly general. A more specific definition was previously expressed by Spencer & Spencer (1993: 9). It was defined that a competency is a fundamental characteristic of an individual causally associated with superior performance and / or effectively tailored to predetermined criteria in a particular job or situation. Further, Elliot et al (2004) then extends the definition by arguing that competence is the innate desire to gain efficiency. They also stated that motivation is one dimension of competence motive which is multidimensional. Elliot et.al (2004) later also argued that the need for competence integrates two streams of analysis suggested by White and McClelland. Elliot & Dweck (2005) further argues that the need for competence is the core of achievement motivation. This suggests that the competence is the cause or predictor of behavior and performance.

With regard to the competence of teamwork, Paul (2000: 241) explains that this competency is necessary especially when a small group of individuals are collectively responsible and whose work requires coordination in order to solve them. gas-duty collectively. In order to achieve success within the organization through teams, managers need to understand how to design appropriate teams, create environments that support teamwork, and manage team dynamics appropriately. Whilst Earley & Mosakowski (2000, p32) suggest how an organization strengthens teamwork is often as important as the formation of the work team itself. Managers with the greatest potential to be able to develop teamwork competencies are those who have received input

from all levels of the organization, including the team members themselves, the employees who support the team, and those who will run the plan, and even the customers.

Commitment, however, consists of three dimensions (Allen and Mayer, 1990). First, employees with strong affective commitment will continue to do the work they are responsible. Second, employees who are involved in the organization as they are based on a sustained commitment will remain in the organization. Third, employees with high normative commitment need to maintain the organization. Further, Monday (1984) explains that the high level of commitment will have the implications: (1) individual acceptance of goals and values within the organization, (2) willingness to be part of the organization, and (3) strong feelings to remain in the organization. Commitment to the organization involves three attitudes, namely, (1) identification with organizational goals, (2) feelings of involvement in organizational tasks and (3) feelings of loyalty to the organization (Gibson, 1996).

Performance is the achievement of organizational goals that can take the form of quantitative outputs as well qualitative, creative, flexible, reliable, or other things the organization wants (Brahmasari, 2004: 64). To encourage employee performance to provide good service that can be done among companies is by striving to create employee job satisfaction. Job satisfaction can be created if the variables that affect it, among others, work motivation, leadership and organizational culture can be accommodated and well received in an organization both individually and in groups (Gibson 1996).

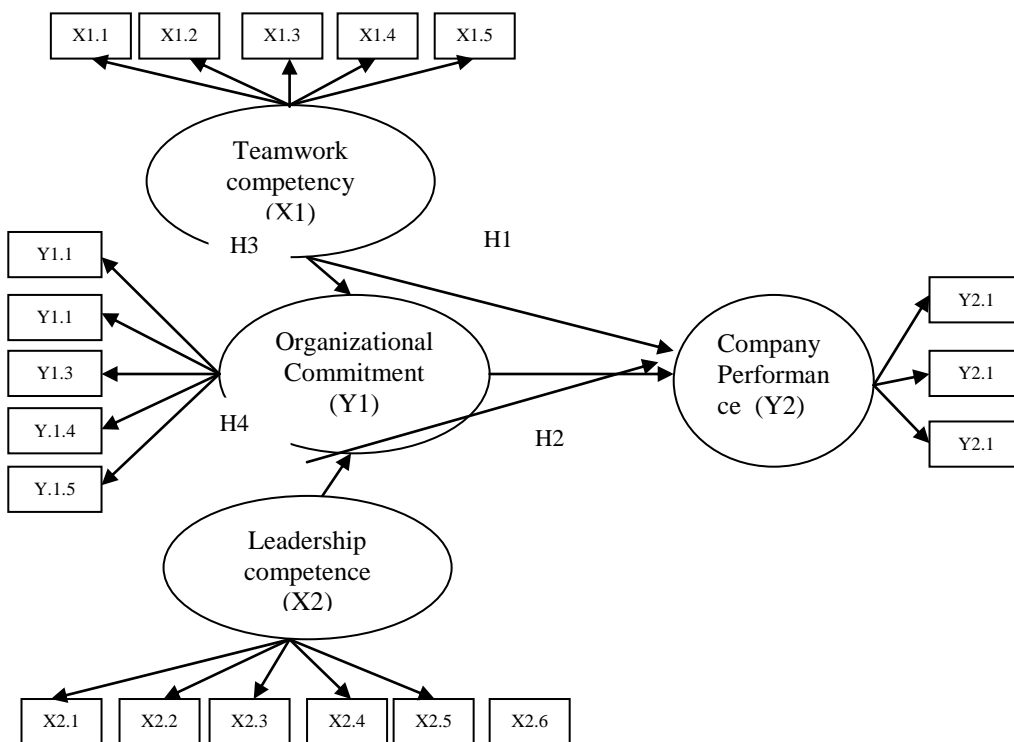
For the above reasons, the study aims to examine and analyze the effects of the competency of teamwork, leadership competence, and organizational commitment on company performance is important to be undertaken. This is especially important for the State Owned Enterprises as these enterprises play critical role in the city of Makassar in particular, and in South Sulawesi in general. However, before discussing the above issues, the following section will explain a brief review of the conceptual framework and hypothesis of the study.

## II. CONCEPTUAL FRAMEWORK AND HYPOTHESES

### 2.1. Conceptual Framework

As mentioned above that the improvement of the performance of State Own Enterprises or locally called BUMN in Makassar City is determined by various factors. These factors include teamwork competency, leadership competence, and organizational commitment. Figure 1 below illustrated the conceptual framework of the study.

Figure 1. Conceptual Framework



## 2.2 Hypothesis

From the above conceptual framework, there are five hypotheses (H) that are going to be tested as follows.

H1 : Teamwork competency affects the company's performance

H2 : Leadership competence affects the performance of the company

H3 : Teamwork competency through organizational commitment has an effect on company performance

H4 : Leadership competence through organizational commitment has an effect on company performance

H5 : Organizational commitment affects the company's performance

## III. RESEARCH METHODS

### 3.1 Research Variables and Operational Definition

#### 3.1.1 Teamwork Competency (X1)

The quality of teamwork is a reflection of the high competence of each team member while working together as a team. The constructs for measuring teamwork competencies are extracted from the teamwork quality constructs originally developed by Hoegl and Gemuenden (2001). The items that represent this construct are therefore:

- (1) Communication intensity (X1.1). Team members are able to communicate intensively.
- (2) Disclosure of communication (X1.2). Team members are able to communicate openly in teams about important ideas and information.
- (3) Clarity of information (X1.3). The existence of clarity of communication that takes place between fellow team members.
- (4) Coordination of tasks (X1.4). Implementation of tasks coordinated with fellow team members.
- (5) Support each other (X1.5). Team members support each other according to their best ability.
- (6) Co-operative atmosphere (X1.6). In the top management team, there is a cooperative working atmosphere

#### 3.1.2 Leadership Competence (X2)

Leadership competence is the employee's assessment of superiors in terms of ability to align employee goals with company goals (Gimeno et al (1997). Leadership skills include motivation, employee performance improvement, employee personal development, delegation of responsibilities and freedom for employees to carry out their duties independently These variables consist of:

- (1) Motivate employees to work hard (X2.1). Employers are able to motivate employees to work hard.
- (2) Seeks to improve employee performance (X2.2). Bosses encourage employees to achieve improved employee performance.
- (3) Supporting personal development of employees (X2.3). Bosses facilitate the development of company employees.
- (4) Delegation (X2.4). Bosses are able to delegate responsibilities to employees.
- (5) Employee freedom to perform their duties independently (X3.5). Bosses offer employees the freedom to perform their duties.

#### 3.1.3 Organizational Commitment (Y1)

Organizational commitment is the first endogenous variable in this study. Organizational commitment is defined as the sense of identification, employee involvement of the organization or organizational unit or it can be said how far the employee identifies itself to the organization as well as involvement within an organization. This organizational commitment is measured by adopting several instruments developed by Mowday and Porter (1979):

- (1) Willing to work beyond what is normally expected to help the company succeed and succeed. (Y1.1)
- (2) Pride this organization to others that the organization I work for is a good organization. (Y1.2)
- (3) Be faithful to the organization. (Y1.3)
- (4) Willing to accept all kinds of assignments in order to stay able to work with the organization. (Y1.4)
- (5) The organization inspires to perform. (Y1.5)

#### 3.1.4 Company Performance (Y2)

Employee performance is the second endogenous construct. Generalization of the constructs conducted by researchers because the scope of this research object is addressed to more than one State Own Enterprises (SOEs). These SOEs are PT. PLN,

TELKOM, PERTAMINA, PELINDO, and IKI.. The generalization of this employee performance construct is based on the rationality that emerged during field observation that indicated that each state-owned company has different employee performance appraisal, so it tends to be difficult to be equated between one SOEs with another.

Thus, the constructed generalization step taken in reference to Hair et al (2012) is deemed to accommodate the difficulties encountered by employing a proxy / size of the general employee. The proxies in this study were measured in general through: (1) Annual sales performance (Y2.1). Calculation of annual turnover growth performance (2) Performance of annual employee (Y2.2). Calculation of annual employee growth performance (3) Performance of customer growth (Y2.3). Annual customer growth performance.

**3.2. Population and Sample**

Population in this research are permanent employees of the above State-Owned Enterprises. The energy sector is represented by PT.Perusahaan Listrik Negara (Persero) and PT Pertamina (Persero). The communication sector is represented by PT Telekomunikasi Indonesia, Tbk. (Persero). The transportation sector is represented by PT Pelindo IV (Persero). The strategic industry sector is represented by PT Industri Kapal Indonesia. These SOEs located in Makassar City. The number of sample in this study is 250 employees. These samples are collected using convenience sampling method. Although convenience methods do not limit the number of samples, the number of samples in the study still takes into account the minimum samples required by the Structural Equation Modeling (SEM) analysis technique. According to Hair (1998) that sample size for the use of SEM is between 100 to 200 or more.

**3.3. Data Collection techniques and Analysis**

Techniques of data collection used in this study is through the distribution of questionnaires. The questionnaire in its form is based on self-report or self-report, or at least on personal knowledge and/ or belief (Sutrisno Hadi, 1993). The assumptions held by researchers in using this method is the subject of research is the person who knows best about himself and the given subject statement is true and reliable (Sutrisno Hadi, 1993).

In terms of analysis, the Structural Equation Modeling (SEM) is used in the analysis. The Structural Equation Modeling (SEM) is used since it capable in analyzing the effects between latent constants and their indicators, latent constants with each other, and measurement error directly (Yamin and Kurniawan, 2009; 3). SEM allows the analysis between several dependent and independent variables directly (Hair et al, in Yamin and Kurniawan, 2009; 3). Also, SEM is a combination of two statistical methods, namely (1) factor analysis developed in psychology / psycho metric or sociology and (2) simultaneous equation model developed in econometrics.

The two reasons underlying the use of SEM according to Yamin and Kurniawan (2009: 3) are: first, SEM has the ability to estimate relationships between variables that have multiple relationship. This relationship is formed in a structural model (the relationship between dependent and independent constants). Secondly, SEM has the ability to describe patterns of relationships between latent (unobserved) constants and manifest variables (manifest variables or indicator variables).

**IV. RESULTS AND DISCUSSION**

**4.1 Competence of Teamwork (X1)**

As shown at Table 1, the model of measuring the competence variable of Teamwork competency has shown the existence of fit model or suitability between data and model. In general this may explain that the above model shows a good acceptance level. Hence, it can be concluded that the model is acceptable.

Table 1. Criteria Evaluation of the Goodness of fit indices

<i>Goodness of Fit Indices</i>	<i>Cut-off Value</i>	<b>Results</b>	<b>Notes</b>
X <sup>2</sup> Chi Square	$\alpha = 5\% \rightarrow 12,592$	10,054	Good
Probability	$\geq 0,05$	0,122	Good
CMIN/DF	$\leq 2,00$	1,676	Good
RMSEA	$\leq 0,08$	0,052	Good
GFI	$\geq 0,90$	0,987	Good
AGFI	$\geq 0,90$	0,954	Good
TLI	$\geq 0,95$	0,987	Good
CFI	$\geq 0,95$	0,995	Good

Source : estimated from the data collected from the survey.

From the table above, it can be seen that the model of measurement of competence variable of teamwork has indicated the existence of fit model or suitability between data with model. In general this may explain that the above model shows a good

acceptance level. Therefore, it can be concluded that the model is acceptable. Furthermore, to know the variables that can be used as an indicator of the competence variable of teamwork can be observed from the loading factor or lambda coefficient ( $\lambda$ ) and the level of significance, which reflects each as an indicator of teamwork competence shown in the table 2.

Table 2. Measurement of Loading Factor ( $\lambda$ )

Variable Indicator	Loading Factor ( $\lambda$ )	Critical Ratio (C.R)	Prob. (p)	Sig.
X1.1	0,750	11,196	0,000	Significant
X1.2	0,740	10,930	0,000	Significant
X1.3	0,715	10,193	0,000	Significant
X2.4	0,748	10,904	0,000	Significant
X2.5	0,786	11,549	0,000	Significant
X2.6	0,735	Fix	Fix	Significant

Source : estimated from the data collected from the survey

As can be seen from Table 2 that loading factor ( $\lambda$ ) of teamwork competency variable shows the highest indicator result that is X2.5 equal to 0,786. This reflects that teamwork in company of SOEs (BUMN) in Makassar City is high, while for X2.3 it was small or 0.715. This suggests that teamwork has not yet been optimal as the clarity of information received by team members and information which is acceptable is not relevant so that it can bring different information in team members.

#### 4.2 Leadership Competencies (X2)

The results of confirmatory factor Analysis (CFA) test of leadership competence variable on the overall model showed that the evaluation of the overall construct yields a critical value indicating that the model is in accordance with the data, so that it can be tested for suitability of the next model. As exhibited at Table 3, the model of measurement of leadership competence variables have shown the existence of fit model or suitability between data with model. In general this may explain that the above model shows a good acceptance level. Thus, it can be concluded that the model is acceptable.

Table 3. Criteria Evaluation of the Goodness of fit indices

Goodness of Fit Indices	Cut-off Value	Model Results	Notes
X <sup>2</sup> Chi Square	$\alpha = 5\% \rightarrow 7,815$	2,260	Good
Probability	$\geq 0,05$	0,520	Good
CMIN/DF	$\leq 2,00$	0,753	Good
RMSEA	$\leq 0,08$	0,000	Good
GFI	$\geq 0,90$	0,997	Good
AGFI	$\geq 0,90$	0,983	Good
TLI	$\geq 0,95$	1,004	Good
CFI	$\geq 0,95$	1,000	Good

Source : estimated from the data.

Furthermore, to know the variables that can be used as an indicator of leadership competence, this can be observed from the value loading factor or coefficient lambda ( $\lambda$ ) and the level of significance. As can be seen from Table 4, loading factor ( $\lambda$ ) measurement of leadership competence variable shows the highest indicator results that is X3.2 of 0.831 which reflects that the boss or leader in the company facilitate the development of company employees in improving employee performance. This certainly has a positive impact on company performance. While for indicator X3.4 it contributes small or 0.647. This suggests that there is a lack of providing delegation of responsibility to subordinates or employees given by the leaders.

Table 4. Measures of Loading Factor ( $\lambda$ )

Variable Indicator	Loading Factor ( $\lambda$ )	Critical Ratio (C.R)	Prob. (p)	Sig.
X3.1	0,828	12,330	0,000	Significant
X3.2	0,831	12,015	0,000	Significant
X3.3	0,808	12,034	0,000	Significant
X3.4	0,647	12,314	0,000	Significant
X3.5	0,745	Fix	Fix	Significant

Source : Estimated from the survey data.

### 4.3 Organizational Commitment (Y1) and Company Performance (Y2)

Result of CFA test of organizational commitment variable and company performance to overall model show that the evaluation of the overall construct yields a critical value indicating that the model is in accordance with the data, so that it can be tested for suitability of the next model. Table 5 shows that the model of organizational commitment variable measurement and company performance shown the existence of fit model or suitability between data with model. In general this indicates that the above model shows a good acceptance level. Thus, it can be concluded that the model is acceptable.

Table 5. Criteria of Evaluation of the Goodness of fit indices

<i>Goodness of Fit Indices</i>	<i>Cut-off Value</i>	<b>Model Results</b>	<b>Note</b>
X <sup>2</sup> Chi Square	$\alpha = 5\% \rightarrow 30,144$	25,977	Good
Probability	$\geq 0,05$	0,131	Good
CMIN/DF	$\leq 2,00$	1,367	Good
RMSEA	$\leq 0,08$	0,038	Good
GFI	$\geq 0,90$	0,975	Good
AGFI	$\geq 0,90$	0,954	Good
TLI	$\geq 0,95$	0,991	Good
CFI	$\geq 0,95$	0,994	Good

Source : estimated from the data collected.

In terms of the loading factor ( $\lambda$ ), as shown at Table 6 that each as indicator of organizational commitment and company performance have been significant and they can be included in further analysis.

Table 6. Measurement of Loading Factor ( $\lambda$ )

<b>Variable Indicator</b>	<b>Loading Factor (<math>\lambda</math>)</b>	<b>Critical Ratio (C.R)</b>	<b>Prob. (p)</b>	<b>Sig.</b>
<b>Organizational commitment</b>				
Y1.1	0,753	Fix	Fix	Significant
Y1.2	0,790	12,728	0,000	Significant
Y1.3	0,730	11,639	0,000	Significant
Y1.4	0,741	11,886	0,000	Significant
Y1.5	0,800	12,805	0,000	Significant
<b>Company's Performance</b>				
Y1.1	0,776	Fix	Fix	Significant
Y1.2	0,783	13,012	0,000	Significant
Y1.3	0,778	12,869	0,000	Significant

Source : Estimated from the survey data.

The evaluation toward structural equation model showed as follows. First, the estimated value of the coefficient of teamwork competence was  $0.400 > 0$  which indicates that the causal relation of teamwork competence to organizational commitment is positive. The critical ratio (t-value) 2,678 is greater than 1,960, while for the 0.05 confidence level, the p-value 0,007 was less than 0,050 which means significant at the significant level of 5%. The coefficient indicates that with the increased competence of teamwork it will increase organizational commitment. Second, the estimated value of the coefficient of leadership competence was 0.220. This means that the causal relationship of leadership competence to organizational commitment is positive. The critical ratio value (t-value) is 2,879 which is greater than 1,960, while for the 0.05 confidence level, the p-value value 0.004 was less than 0.050 which means significant at 5% significant level. These coefficients show that with increased leadership competence it will increase organizational commitment.

Third, the estimated value of coefficient of teamwork competence was 0.270 which is greater than 0 which indicated that the causal relation of teamwork competence on the performance of the company is positive. The critical ratio (t-value) was 2,682 which is greater than 1,960, while for the 0.05 confidence level, the p-value 0,007 is less than 0,050 which means significant at 5% significant level. The coefficient shows that with the improvement of the teamwork competence, it will improve the company performance.

Fourth, the estimated value of coefficient of leadership competence was 0.025 which is greater than 0. This indicates that the causal relationship of leadership competence to the performance of the company is positive. The value of critical ratio (t-value) was 0,528. This is smaller than 1,960, while for confidence level 0,05, the p-value value is 0,598 which is greater than 0,050. This means that it was not significant at 5% significant level. The coefficient indicates that with increased leadership competence will not improve the performance of the company.



Finally, the estimated value of the coefficient of organizational commitment was 0.172. This shows that the causal relation of organizational commitment to the performance of the firm is positive. The critical ratio value (t-value) was 2,511 which is greater than 1,960, while for the 0.05 confidence level, the p-value of 0.012 is greater than 0.050 which means significant at the significant level of 5%. The coefficient indicates that with the increase of organizational commitment, it will improve company performance (Table 7).

Table 7. Loading Factor Evaluation of the Model

Variable	Variable	Estimate values	Critical Ratio	Sig. Level $\leq 0,050$	Notes
Teamwork competency	Organizational commitment	0,400	2,678	0,007	Significant
Leadership competence	Organizational commitment	0,220	2,879	0,004	Significant
Teamwork competency	Company's performance	0,270	2,682	0,007	Significant
Leadership competence	Company's performance	0,025	0,528	0,598	not Significant
Organizational Commitment	Company's performance	0,172	2,511	0,012	Significant

In terms of the indirect effect, the study found that there is an indirect influence of teamwork competence on company performance through organizational commitment. The value is positive and the significant influence was of 0.047. This suggests that by developing a better teamwork competence, this will improve company performance if accompanied by a growth of organizational commitment of 4.7%. Also, there is an indirect effect of leadership competence on company performance through organizational commitment. The effect was positive and significant at 0.047. This suggest that by developing a better leadership competence, it will improve company performance if accompanied by the growth of organizational commitment of 4.7% (Table 8).

Table 8. Standardized indirect effect Values

Variable	Intervening	Variable	Indirect Effect	Notes
Teamwork Competency	Organizational Commitment	Company Performance	0,047	Significant
Leadership competence	Organizational Commitment	Company's Performance	0,047	Significant

Source : estimated from the survey data.

### V. CONCLUDING REMARKS

Based on the above estimation, it can be concluded as follows. First, teamwork competency has a significant effect on company performance. The competence of teamwork can determine the high performance of SOEs. The role of competence in teamwork in the organization aims to achieve high company's performance, so that employees are required to be able to become members of teamwork that should work together. Team members play a role in informing, seeking information, initiating, setting standards or rules, explaining, summarizing, and testing agreements. Teamwork will be useful if all members of the organization help each other, give each other feedback, and motivate each other. Competence of teamwork can improve the performance of the company with the high intensity of communication among state employees so that employees are able to convey or share relevant and useful information among team members and employees trying to communicate and dialogue to respond to the care of fellow team members by taking responsive action.

Second, leadership competence has no effect on company performance. Leadership competence does not contribute to the high performance of state-owned enterprises, assuming that other factors affecting company performance are considered constant. These findings indicate leaders who have low quality of visionary, poor self-discipline, lack of enthusiasm, low communication skills, low ability to deal problems, and unable to improve the empathy of his subordinates, the lack of leadership in motivating employees to work hard, and the lack ability to delegate responsibilities to employees as well as lack of leadership in the desire to offer employees freedom in carrying out its duties even to facilitate in terms of employee development will lead to the low company's performance.

Third, teamwork competency significantly influences company performance through organizational commitment. This suggests that teamwork competence contributes greatly to high performance of state-owned enterprises through increasing organizational commitment. By understanding the conditions at each stage of team development, it will be able to adjust better. Quality teamwork competencies can generate positive synergy through a coordinated effort.

Fourth, leadership competence has a significant effect on company performance through organizational commitment. This shows that leadership competence contributes greatly to high performance of state-owned enterprises through the increase of organizational commitment. Company performance and organizational commitment of superior quality can be generated by leaders who have quality leadership competencies.

Finally, organizational commitment has a significant effect on company performance. This means that organizational commitment can determine the high performance of SOEs. High organizational commitment can be an individual power to fully engage in the success of improving the company's performance. High-commitment employees feel a sense of loyalty and a sense of belonging to the organization.

Based on the above findings, this study suggests that to improve the performance of SOEs in Makassar City, each team member in the companies under surveyed should understand the team's goals clearly and have a willingness to realize team goals. This is because the team objectives are the result of a common goal where team goals will ultimately encourage collaboration within teams so teamwork is able to improve performance, productivity, and create positive working relationships among fellow members. Second, leadership competencies need to be in the form of the right conception, appropriate competency, wide connection and confidence. Third, teamwork becomes a necessity in realizing work success by respecting others, broadening knowledge insights, expressing ideas, opinions and responses, and having the ability to negotiate. Without good cooperation, it will not increase organizational commitment and company performance.

Fourthly, in improving leadership competencies it requires the ability and talents of an actively to influence other parties in order to achieve the goal. A leader should know the individual traits of his / her beliefs and he / she also should know what actions can stimulate the employee to work hard. Finally, organizational commitment will grow and stick to the employee if there is justice and satisfaction, job security, involvement employees, and employee trust. Thus, much remain to be done by the SOEs in Makassar city to improve their performance.

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