

# Factors That Affect the Performance of Employees of the Office of Small and Medium Enterprises Cooperatives and Trade Dharmasraya Regency

**Devi Eka Wati<sup>1</sup>, Iin Cendri<sup>2</sup>, Resmanita<sup>3</sup>, Fahmel Triadi<sup>4</sup>,**  
<sup>1234</sup>(*College of Economics, Finance, Banking and Development, STIE KBP*).

**Abstract:** The purpose of study is to determine internal communication, work discipline, work conflicts and job satisfaction on employee performance. This research is motivated by internal communication within agencies that is not conducive, there are still employees who deliberately violate regulations, frequent conflicts within agencies both vertically and horizontally, there is still employee dissatisfaction in carrying out work, so this results in employee performance still unstable and tends to be low in the Office of Cooperatives Small and Medium Enterprises and Trade of Dharmasraya District. The type of research uses a quantitative approach with multiple linear regression methods. Data collection techniques using questionnaires, observation and interviews. Respondents of this study were 40 employees at the Office of Cooperatives, Small and Medium Enterprises and Trade, Dharmasraya District. The sampling method used was the total sampling method in which the entire population in this study was used as the research sample. Hypothesis testing is calculated using the IBM Statistical Package for Social Science (SPSS) program version 24.0. Based on the results of this study it is found that partially internal communication has a significant effect on employee performance, work discipline has a significant effect on employee performance, work conflict does not have significant effect on employee performance, job satisfaction does not have significant effect on employee performance and simultaneously internal communication, work discipline, Work conflict and job satisfaction have a significant effect on the performance of the employees of the Office of Cooperatives Small and Medium Enterprises and Trade of Dharmasraya District

**Keyword:** internal communication, work discipline, work conflict, job satisfaction and employee performance

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## 1. INTRODUCTION

Successful and effective organizations are organizations with individuals who have good performance (Sudarmanto, 2011, p. 6). So, if employees in the organization have good performance, the effectiveness or success of the organization will be achieved. To achieve the desired success, one of the ways that must be taken is by improving the performance of human resources. Performance basically focuses on problems in the planning, implementation process and also the results obtained after carrying out the work. An employee is said to have a good performance if the employee is able to produce results that are the same or exceed the standards or criteria that have been set together in the organization.

The place of this research is in the Office of Cooperatives Small and Medium Enterprises and Trade of Dharmasraya District and called the KUMPERDAG Office. The KUMPERDAG Office consists of a combination of 3 sectors, namely: Cooperatives and Micro Enterprises, Trade and Industry. Initially this office was called the Office of Cooperatives, Industry, Trade and UMKM, which is abbreviated as the Kopperindag. UMKM Offices effectively starting on January 18, 2011, namely from the date of filling positions in the organizational

structure and work procedures of Regional Apparatus according to Dharmasraya District Regulation Number 8 of 2010.

To be able to provide the best service to the community, it is necessary to improve the performance of employees. Likewise with the Office of KUMPERDAG Dharmasraya District. In providing services in the industrial, cooperatives and micro-enterprises sector as well as in the trade sector, employees are required to be able to improve their performance. In the initial survey, researchers saw that there were still many small and medium industries that had not received guidance or training in running their business. And there are still many small and medium industries that do not really understand the guidance given.

In improving the quality of employee performance, good internal communication is needed so that there is no miss communication. Internal communication is communication that takes place within an organization and is a very vital factor in delivering a message. Internal communication includes a clear source of communication, information provided in accordance with the needs and communication from superiors to subordinates, as well as from subordinates to superiors and also fellow employees. Good internal communication creates a pleasant climate and impacts turnover rate, convenience and results in high performance. Low internal communication is caused by disharmonious relationships between superiors and subordinates, often quarreling or arguing due to a misunderstanding.

According to Effendi (2004), internal communication is the process of exchanging information and communication between leaders and employees in a company which causes the creation of a distinctive structure (organization) and the exchange of ideas horizontally and vertically, which causes work to take place effectively.

Based on the results of research conducted by Susilowati, et al (2019), it shows that internal communication has a positive effect on employee performance or an increase in internal communication will be followed by an increase in employee performance. And according to the results of research by Munthe (2017), states that there is a positive and significant effect between communication on employee performance. As well as the research results of Rialmi (2020), it states that there is a significant effect on performance.

Apart from internal communication, work discipline is also important in improving employee performance. Discipline is usually directly proportional to the performance of employees in a company, if the level of employee work discipline is good, the employee's performance level will also be good. At the KUMPERDAG Office of Dharmasraya District, there are several employees with low levels of discipline, as evidenced by the lack of discipline of employees in terms of inaccuracies when they come to work and there are still some employees who do not return to the office after a break. The low level of discipline of employees of the Dharmasraya District KUMPERDAG Service occurs because employees do not pay much attention to existing regulations, there are no heavy sanctions for employees who violate, lack of obedience to employees to superiors and there are conflicts between superiors and subordinates.

The results of research conducted by Pomalingo, et al (2015), says that work discipline has a positive and significant effect on employee performance at the Regional Disaster Management Agency Office of North Sulawesi Province. The results of research conducted by Astadi and Putri (2016), state that work discipline (X) has a significant positive effect on the performance (Y) of employees of the Regional Secretariat of West Java Province's Basic Social Services Bureau. And the results of research by Liyas and Reza (2017) also say that the work discipline variable (X) has a significant effect on the employee performance variable (Y) at Bank Perkreditan Rakyat.

Apart from discipline, things that are no less important are work conflicts and job satisfaction. In terms of cooperation between employees of the Dharmasraya Discipline KUMPERDAG Service, it is quite well established but sometimes disputes still occur due to differences in the quality and quantity of each employee, causing some employee performance to be less than optimal. And the lack of communication and individual differences between employees often lead to disputes and conflicts between individuals during working time. Conflicts that occur between official employees, if not handled properly, will result in obstacles for employees to work together in completing assigned tasks and jobs so that the employee's performance can decline.

According to Wirawan (2010, p.324), conflict is a process of conflict expressed between two or more dependent parties regarding the object of conflict, using patterns of conflict behavior and interactions that

produce conflict output. Conflict is a conflict that involves individuals or groups to fulfill their objectives by opposing the opposing party accompanied by threats or violence (Mangkunegara, 2012: p. 155).

Based on the results of research conducted by Wati (2017), the hypothesis which states that it is suspected that there is a positive and significant effect of work conflict on the performance of the sewing Office employees at PT. Liebra Permana accepted. And these results are also supported by research by Rosyidah and Kasnowo (2018), that the partial test (t-test) shows that the conflict variable has an effect on employee performance at CV. Mitra Kemas Paperindo is acceptable or significant. The same thing was also conveyed by Puspitasari, et al. (2018), from the results of their research it was found that conflict had a positive and significant effect on employee performance at Madiun Hardware Maju.

According to Kreitner and Kinicki (2005, p.271), job satisfaction is an effectiveness or emotional response to various aspects of work. Davis and Newstrom (2006, p.105), describe job satisfaction as a set of employee feelings about whether their job is fun or not. Meanwhile, according to Robbins (2010, p.78), job satisfaction is a general attitude towards a person's job which shows the difference between the number of awards received by workers and the amount they believe they should receive.

Based on the results of the writer's interview with the Head of KUMPERDAG Office of Dharmasraya District, job satisfaction of employee is deemed less than optimal. It can be seen in social relationships, both in the form of relationships with colleagues and relationships between superiors and subordinates that are less harmonious. Such working conditions can reduce employee job satisfaction and have an impact on employee performance.

Sajangbati (2013) states in his research that satisfaction has a positive effect on employee performance at PT. Pos Indonesia (Persero) Bitung branch. This is also conveyed in the results of research conducted by Pudjiastuti and Sriwidodo (2011). It explains that job satisfaction has a significant effect on teacher performance. It is also supported by research from Zulviliansih (2010), job satisfaction has a positive and significant effect on the performance of civil servant administrative staff in the UPI of Bumi Siliwangi.

Based on the description of the problem and several theories as well as the existence of previous research that has been described above, the researchers are interested in conducting research on "The Effect of Internal Communication, Work Discipline, Work Conflict and Job Satisfaction on Employee Performance of the Office of Cooperatives, Small and Medium Enterprises and Trade, of Dharmasraya District".

The objectives to be achieved in this study are to identify and analyze:

1. The effect of internal communication on the performance of the employees of the Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.
2. The effect of work discipline on the performance of the employees of the Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.
3. The effect of work conflicts on the performance of employees of the Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.
4. The effect of job satisfaction on the performance of the employees of the Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.
5. The effect of internal communication, work discipline, work conflict and job satisfaction simultaneously on the performance of the employees of the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.

## 2. LITERATURE REVIEW

### Performance

According to Mangkunegara (2012, p.67), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. The indicators of performance according to Robbins (2010, p.260), are: (a) Quality; (b) Quantity; (c) Timeliness; (d) Effectiveness; (e) Independence and (f) Work Commitment.

### Internal Communication

According to Effendi (2004), internal communication is the process of exchanging information and communication between leaders and employees in a company which causes the creation of a distinctive structure (organization) and the exchange of ideas horizontally and vertically which causes work to take place effectively. Meanwhile, another opinion says that internal communication is communication sent to members of the organization. In other words, the internal communication of the recipient of the message is a person who is in the organization (Arni, 2001: p.97). As for the indicators according to experts Yulianita (2007, p.92), Pace and Faules (2011, p.23-27), there are 10 (ten) indicators, namely: a) Informing about the company; b) Misunderstanding in communication; c) Barriers to communication; d) Provide advice to the leadership; e) Resolving work problems; f) Working relationship with superiors; g) Informing dissatisfaction at work; h) leadership instructions regarding work; i) Informing errors in work and j) Informing of the vision, mission and goals of the company to employees.

### Work Discipline

According to Siswanto (2013, p.291), states that work discipline is an attitude of respecting, appreciating, obeying and obeying the applicable regulations, both written and unwritten and being able to implement them and not avoid receiving sanctions if he violates duties and authority given to him. The indicators from Siswanto (2013, p.291) argue that there are 5 (five) indicators of work discipline, namely: 1) Attendance and on time; 2) Accuracy and calculation; 3) Obey rules and responsibilities; 4) Compliance and fluency and 5) Harmonious atmosphere and mutual respect.

### Work Conflicts

According to Mangkunegara (2012, p.155), conflict is a conflict involving individuals or groups to fulfill their goals by opposing the opposing party accompanied by threats or violence. Whereas work conflict is a situation where there is a conflict between two or more members of the organization or groups in the organization that arise because of joint activities that have different status, goals, values, and different perceptions. The indicators according to Rivai (2011) include: 1) Conflict within a person; 2) Conflict between individuals; 3) Conflict between group members and 4) Conflict between groups.

### Job Satisfaction

According to Robbins (2010, p.78), job satisfaction is a general attitude towards a person's job which shows the difference between the number of awards that workers receive and the amount they believe they should receive. The indicators according to Robbins (2003, p.255), namely: a) Absence; b) Turnover; c) Demands and d) Loyalty.

### Research Conceptual Framework

Based on the research objectives, the conceptual framework of this study can be seen as follow:

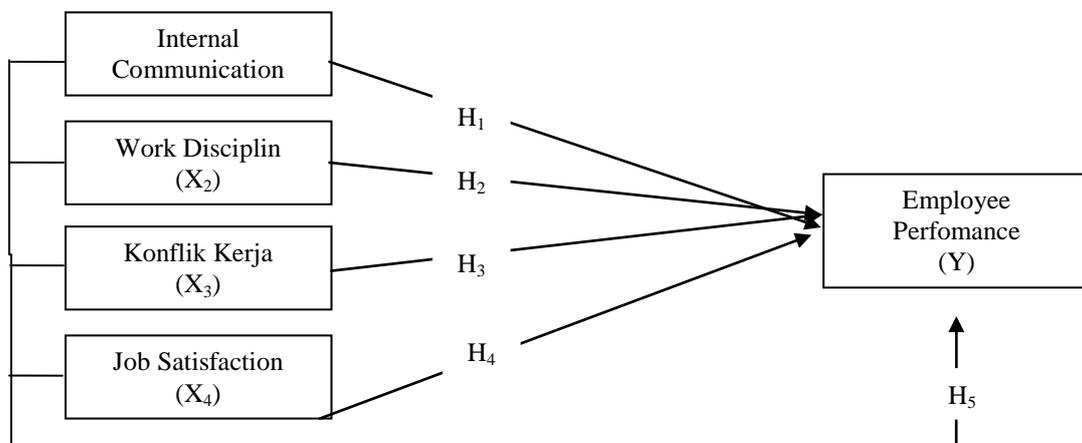


Figure 1. Research Conceptual Framework

## Hypothesis

Based on the conceptual framework above, the hypothesis in this study can be formulated as follows:

**H1:** Internal communication has an effect on employee performance

**H2:** Work discipline has an effect on employee performance

**H3 :**Work conflict has an effect on employee performance

**H4:** Internal communication has an effect on employee performance

**H5:** Internal Communication, Work Discipline, Work Conflict and Job Satisfaction simultaneously have an effect on employee performance of the Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.

## 3. RESEARCH METHOD

### Types of Research

Based on the objectives, this research is an explanatory research. Explanatory or explanatory research or explanation aims to explain the relationship between two or more symptoms or variables. Usman and Akbar (2008) say that with explanatory types, research uses census types, census research is a study that takes a population group as a sample as a whole and uses a structured questionnaire as a basic data collection tool to obtain specific information. Based on this information, this research is a type of survey method research using a questionnaire tool, where the respondents are employees of the Office of Cooperatives, Small and Medium Enterprises and Trade (KUMPERDAG) of Dharmasraya District.

### Population and Sample

Population and sample in a study have a central and decisive role (Muri, 2015: p.144). Population is the whole object of study that provides an accurate description of the research. According to Hamid (2014, p.55), population is the total number of objects or subjects that are used as data sources in a study that have the same characteristics or characteristics. Thus, the population in this study is the employees of the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.

### Descriptive Research Results

Descriptive Research Results The results of this study are based on the results of the instruments given to respondents totaling 40 (forty) respondents. In general, the results of this study can be seen in the following table:

*Table 1. Results of Variable Descriptive Analysis*

	N	Min	Max	Sum	Mean	Std. Deviation	Question Items	TCR (%)	Desc
	Stat	Stat	Stat	Stat	Stat	Stat			
Internal Communication	40	75,00	90,00	3293,00	82,3300	3,369	20	82,33	Good
Work Discipline	40	80,00	92,00	3347,00	83,6800	2,526	20	83,68	Good
Work Conflict	40	62,00	76,00	2666,00	66,6500	2,304	16	83,31	Good
Job satisfacion	40	61,00	76,00	2664,00	66,6000	2,530	16	83,25	Good
Employee performance	40	76,00	90,00	3304,00	82,6000	2,827	20	82,60	Good
<b>Valid N (listwise)</b>	40								

Source: Primary Data, Processed IBM SPSS 24.0, 2020.

From the table above it can be seen that each variable has an average of between 65.00 percent - 84.80 percent and the Respondents' Achievement Rate (TCR) between 81.25 percent - 86.38 percent with an average TCR of 83.57 percent. It means that each respondent variable has a **good** average response.

### Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the effect of the independent variables on the dependent variable, and the magnitude of the effect of the independent variables and the dependent variable can be calculated through a multiple regression equation (Ghozali, 2011). The following table recap for the results of the regression coefficient,  $t_{count}$ , significance value,  $F_{count}$  value, and R Square (R<sup>2</sup>) value. The results can be seen in the following table:

**Table 2.** Multiple Linear Regression Analysis Test

Variable	Regression coefficient	$t_{count}$	Sig.
Constant	-2,216		
Internal Communication	0,299	4,095	0,000
Work Discipline	0,570	3,089	0,004
Work Conflict	-0,241	-0,948	0,350
Job satisfaction	0,428	1,710	0,096
$F_{count} = 31,371$	<b>Sig. 0,000</b>		
$R^2 = 0,782$			

Source: Primary Data, Data Processing Results of IBM SPSS Ver. 24.0, Year of 2020.

From the table above, the form of the regression equation model for the effect of Internal Communication, Work Discipline, Work Conflict and job satisfaction on employee performance of the office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District is as follows:

$$Y = -2,216 + 0,299X_1 + 0,570X_2 + -0,241X_3 + 0,428X_4 + e$$

Description of the equation above:

$\alpha = -2,216$ ; it means that that without the effect of Internal Communication, Work Discipline, Work Conflict, and job satisfaction, then performance is already -2.216 percent.

$b_1 = 0,299$ ; it means that there is a positive effect between the Internal Communication variable ( $X_1$ ) on performance (Y). This shows that the increase or increase in Internal Communication, it will increase performance. The regression coefficient value for Internal Communication is 0.299, which means that for every one increase in Internal Communication, the performance increases by 29.9 percent.

$b_2 = 0,570$ ; it means that there is a positive effect between the Work Discipline variable ( $X_2$ ) on performance (Y). This shows that the increase or increase in the Work Discipline, the higher the performance. The value of the Work Discipline regression coefficient is 0.570, which means that for each increase of one Work Discipline unit, the performance increases by 57 percent.

$b_3 = -0,241$ ; it means that there is a negative effect between the Work Conflict variable ( $X_3$ ) on performance (Y). This shows that the increase or increase in Work Conflict, then decrease the performance. The value of the Work Conflict regression coefficient is -0.241, which means that for each increase of one Work Conflict unit, performance is decrease as much as 24.1 percent.

$b_4 = 0,428$ ; it means that there is positive effect between job satisfaction ( $X_4$ ) on performance (Y). This shows that the increase or increase in the job satisfaction, then the higher the performance. The regression coefficient value of job satisfaction is 0.428, meaning that every increase of one job satisfaction unit, performance increases by 42.8 percent.

### Hypothesis Test

#### t Test (partial)

The t test (partial) is intended to determine the partial effect (individual) of Internal Communication, Work Discipline, Work Conflict and job satisfaction on Performance. From the table, it can also be done partially test (t test) for each causal variable (free) on the consequential variable (bound) as follows:

1. The Effect of Internal Communication ( $X_1$ ) on Performance (Y)

The results of the analysis of the effect of the Internal Communication variable ( $X_1$ ) on the Performance variable (Y) obtained the value of  $t_{count} = 4.095$  ( $df = 40-5 = 35$ ;  $t_{table} = 2.03011$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.000 < 0.05$ , as a result, hypothesis one (H1) is accepted. The results of the analysis show that partially there is a significant effect between the Internal Communication variable on the employee performance of the Dharmasraya District Small and Medium Enterprises Cooperative and Trade Office.

2. The Effect of Work Discipline ( $X_2$ ) on Performance (Y)

The results of the analysis of the effect of the work discipline variable ( $X_2$ ) on the performance variable (Y) obtained the value of  $t_{count} = 3.089$  ( $df = 40-5 = 35$ ;  $t_{table} = 2.03011$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.004 < 0.05$ , as a result, the second hypothesis (H2) is accepted. The results of the analysis show that partially there is a significant effect between the work discipline variable on the employee performance of the Dharmasraya District Small and Medium Business Cooperative and Trade Office.

3. The Effect of Work Conflict ( $X_3$ ) on Performance (Y)

The results of the analysis of the effect of the Work Conflict ( $X_3$ ) variable on the performance variable (Y) obtained the value of  $t_{count} = -0.948$  ( $df = 40-5 = 35$ ;  $t_{table} = 2.03011$ ); ( $t_{count} < t_{table}$ ), with a significant level of  $0.350 > 0.05$ , as a result, hypothesis three (H3) is rejected. The results of the analysis show that partially there is no significant effect between the Work Conflict variables on the employee performance of the Dharmasraya District Small and Medium Enterprises Cooperative and Trade Office.

4. The Effect of Job Satisfaction ( $X_4$ ) on Employee (Y)

The results of the analysis of the effect of the variable job satisfaction ( $X_4$ ) on the performance variable (Y) obtained the value of  $t_{count} = 1.710$  ( $df = 40-5 = 35$ ;  $t_{table} = 2.03011$ ); ( $t_{count} < t_{table}$ ), with a significant level of  $0.096 < 0.05$ , as a result, hypothesis four (H4) is rejected. The results of the analysis show that partially there is no significant effect between job satisfaction variables on the employee performance of the Dharmasraya District Small and Medium Enterprises Cooperative and Trade Office.

The summary results of testing the first, second, third and fourth hypotheses can be shown in the following table:

**Table 3. Summary of Partial Hypothesis Testing Results**

Hypothesis	Statement	Test Result
H <sub>1</sub>	Internal Communication has a significant effect on employee performance of the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.	Accepted
H <sub>2</sub>	Work Discipline has a significant effect on employee performance of the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.	Accepted
H <sub>3</sub>	Work Conflict has significant effect on employee performance of the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.	Rejected
H <sub>4</sub>	Job satisfaction has significant effect on employee performance of the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.	Rejected

Source: Primary Data, Processed by Writer of 2020.

**F Test (Simultaneous)**

F test (model feasibility) is intended to determine the effect of independent variables simultaneously (together) on the dependent variable. From the table, a simultaneous test (F test) of the independent variable can be carried out simultaneously on the dependent variable.

The results of the analysis of the effect of Internal Communication ( $X_1$ ), Work Discipline ( $X_2$ ), Work Conflict ( $X_3$ ) and Job Satisfaction ( $X_4$ ) simultaneously (together) on performance (Y), obtained an  $F_{count}$  of 6.857 with a significance probability of  $0.000 < 0, 05$ . With  $df_1 = (5-1) = 4$ ,  $df_2 = 40 - 5 = 35$ ,  $F_{table} 2.64$  then  $F_{count} > F_{table}$  or  $31.371 > 2.64$  consequently the hypothesis is accepted. The results of the analysis show that simultaneously

(together) there is a significant effect between the variables of Internal Communication, Work Discipline, Work Conflict and job satisfaction on the employee performance of the Office of Cooperatives, Small and Medium Enterprises and Trade, Dharmasraya District.

The summary results of testing the fifth hypothesis can be shown in the following table:

**Table 4. Summary of Simultaneous Hypothesis Testing Results**

Hypothesis	Statement	Test Result
H <sub>5</sub>	Internal Communication, Work Discipline, Work Conflict and job satisfaction simultaneously have a significant effect on employee performance of the Office of Cooperatives Small and Medium Enterprises and Trade of Dharmasraya District.	Accepted

Source: Source: Primary Data, Processed by Writer of 2020.

### Coefficient of Determination (R<sup>2</sup>)

The analysis of the coefficient of determination for Variable Competence, Work Discipline, Work Ethic and Motivation on the employee performance of the Office of Cooperatives Small and Medium Enterprises and Trade of Dharmasraya District was carried out using the IBM SPSS for Windows Version 24.0 program with the output form of SPSS as stated below:

**Table 5. Result of R Square Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,884 <sup>a</sup>	0,782	0,757	1,393

Source: Primary Data, Data Processing Results of IBM SPSS Ver. 24.0, Year 2020.

Based on the results of the regression estimation calculation, the adjusted coefficient of determination or R Square is 0.782, meaning that 78.2 percent of the variation of all independent variables can explain dependent variables, while the remaining 21.8 percent is explained by other variables not examined in this study.

Because the value of R<sup>2</sup> is close to 1 (one), the contribution (effect) of the independent variable simultaneously to the dependent is very big effect.

## 4. CONCLUSION AND SUGGESTION

### Conclusion

Based on the results of research and data processing that have been done before, several conclusions can be drawn as follows:

1. Internal Communication has a significant effect on employee performance
2. Work Discipline has a significant effect on employee performance
3. Work Conflict does not have significant effect on employee performance
4. Job satisfaction does not have a significant effect on employee performance
5. Internal Communication Variable, Work Discipline, Work Conflict and Job Satisfaction together have a significant effect on employee performance at the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District.

### Suggestion

Based on the findings and research conclusions. For this reason, the writer suggests the following suggestions:

1. To the Head of the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District in order to maintain smooth Internal Communication, implement employee Work Disciplines, increase job satisfaction for each employee, and reduce the risk of Work Conflict that might occur in order to achieve maximum work potential

2. To the Regent of Dharmasraya District to be able to monitor the development of communication within an institution, ensure the creation of Work Discipline and job satisfaction, and reduce Work Conflict in order to improve the performance results of each employee and collectively.
3. To employees at the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District, to pay more attention to the implementation of work neatly and well structured.
4. To employees at the Office of Cooperatives, Small and Medium Enterprises and Trade, Dharmasraya District, to pay more attention to the work done on time without the help of other employees.
5. To employees at the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District, so that they are more accepting of the job that is given so as not to feel overwhelmed by the work given.
6. To employees at the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District, in order to put aside personal problems in a job.
7. To employees at the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District, to be more open and accept the work given to avoid conflicts that occur.
8. To employees at the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District, to resolve work problems that arise because of feelings or resentments between one employee and another so that no one feels forced to do work and feels burdened.
9. To employees at the Office of Cooperatives, Small and Medium Enterprises and Trade of Dharmasraya District, so that employees who are absent are aware of their responsibilities at work.

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**INFO:-**

***Corresponding Author: Devi Eka Wati, College of Economics, Finance, Banking, and Development, STIE KBP.***

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