

DISSERTATION GUIDELINES



**Ph.D. in Management
Postgraduate Program
Universitas Muhammadiyah Yogyakarta**

INTRODUCTION

This Dissertation Guideline is prepared to create quality assurance for the learning process in the Management Doctoral Program of the Muhammadiyah University of Yogyakarta Postgraduate Program.

The contents of this book are academic and technical guidelines for students in preparing a dissertation. By following the steps in this guideline, it is hoped that the quality of the dissertation of the students of the Management Doctoral Program of the Muhammadiyah University of Yogyakarta will meet the quality of academic standards as a dissertation.

The guidelines for this dissertation will be developed periodically. For this reason, the Management Doctoral Program of the Muhammadiyah University of Yogyakarta Postgraduate Program expects input and suggestions for improving this guideline.

Yogyakarta, November 1st 2019
Head of Ph.D. in Management

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CHAPTER I

PRELIMINARY

A. Introduction

Students' final project to end the entire academic learning process at the UMY Postgraduate Management Doctoral program is dissertation research conducted independently. The entire series of research activities starting from understanding the research problem, making the design, and implementing it in the field are carried out individually. The research's independence is not yet complete because, in some cases, every student in designing and carrying out their research is assisted by two or three promoters. Guidance by the promoters is not only limited to substance and methodological aspects and includes aspects of preparing research reports that are scientific documents according to standards. The document form of research results from Doctoral level students is called a dissertation.

Dissertation research aims to see the scientific independence of students. Scientific independence includes student decisions in determining research objects, using mindset to answer problem formulations, using scientific references, measuring instruments, statistics, and others needed in research organizations. These things are evaluating the institution's evaluation of the dissertation results to determine which students will graduate.

The independence of students that has been shown in the dissertation is essentially aimed at seeking scientific truth. Scientific truth can be realized if students use principles, procedures, rules, and other standard practices regulated in science's epistemology. Scientific research results can be accepted if the researcher can demonstrate the internal and external validity that has been implemented. Internal validity includes adherence to the principles of normative processes that are regulated in scientific research. External validity explains the extent to which research results calculated from the data in the sample can be generalized to the population.

If a study does not have internal and external validity, the research results are not beneficial for the development of science and technology and

society's welfare. This can be said to be the failure of researchers to demonstrate scientific independence. Mistakes in managing research should be kept to a minimum. Students in the Research Methodology lecture have studied the correct management of scientific research. This Dissertation Writing Guidebook discusses the technicalities of dissertation writing that apply to the Management Doctor's students and lecturers at the Postgraduate Program University Muhammadiyah Yogyakarta (UMY).

Dissertation writing techniques include language, the logic of verbal expressions, citation procedures, bibliographical writing are described in detail in this guide. Technical and administrative requirements, including layout, typing, making covers, approval sheets, are regulated in the guidelines for writing this dissertation.

B. Dissertation Writing Requirements

Requirements that must be met by Doctoral Program students in order to write a good dissertation, including:

1. Mastering science relevant to the problem being discussed
2. Able to distinguish between reality and expectations
3. Free to express opinions or conclusions obtained as a result of research conducted
4. Mastering Grammar and vocabulary well so that they can describe an idea clearly, firmly, easily understandable, and accurately
5. Respect the conclusions of previous authors in the same field of science
6. Able to collect sufficiently complete data following the problem being discussed
7. Able to present the results of thoughts and analysis results, following the actual situation, resulting from research conducted.

C. Research Result Report

It is not enough for a dissertation to be known only by researchers themselves. However, it needs to be communicated to the broader community, donated to science, and utilized technology for society's welfare. The dissertation has scientific principles that are axiological to function as a solution to human life.

Every study must use practical communication principles so that the message conveyed by the researcher is clear. The communication tools used are language and logic. Language and logic in communication systems serve as vehicles to convey information messages to recipients. Language in a communication system can be thought of as the body (hardware), and logic is the soul (software). The sender organized an information message through a logical system and conveyed to the recipient through the language system.

1. Language Use

The use of Indonesian in writing a dissertation at the Management Doctoral Program of the Postgraduate Program at the Muhammadiyah University of Yogyakarta follows the following principles:

- 1) Manuscripts of scientific papers are written in standard and correct Indonesian and use sentence structure, terms, spelling, and grammar.
- 2) Avoid using vocabulary that is emotional and subjective (beautiful, beautiful, attractive, joyful) and ethical (good, bad, sure, must) and use rational and measured words.
- 3) In preparing a statement, proposition, or expression in a discourse, the dissertation uses a passive sentence that hides the perpetrator (the actor does not need to be stated if it is not an important subject or object).
- 4) For scientific terms originating from foreign languages, if there is already a standard translation in Indonesian, use the translated term. If there is no standard translation, then the translated term's use needs to be accompanied by the foreign term, which is placed in two brackets.

- 5) The writing is italicized every use of a word, phrase, sentence, or paragraph in a foreign language.

2. Scientific Thinking

The use of logic or scientific thinking is the core of scientific work packaged in the form of written communication. Logic is an instrument that manages the flow of the writer's thoughts, which are manifested in written language expressions. The use of structured and orderly logic in managing ideas or thoughts stored in the brain will result in a series of written works, orderly, and pleasant to read. On the other hand, if the logic used is wrong and messy in scientific work, it will produce scientific conclusions that are upside down and irregular. Within the framework of scientific thinking, some phases cycle systemically and continuously. This scientific thought cycle, especially in quantitative research, includes the inductive-deductive-inductive cycle.

In the dissertation writing framework, the explanation about the first inductive process is expressed in chapter 1 (Introduction), which contains research problems. An introduction must be expressed in the neat, fluid, and correct language. Such language exposure is a manifestation of neat, flowing, and correct thinking patterns (logic).

Bush and Burn (1995: 48) stated that there are 11 stages in business or management research in general, but the most critical stage is in chapter 1, namely the introduction. In chapter 1, researchers must be able to identify the right problem utilizing diagnosis and assessment. From several findings that can be identified in chapter 1, the discussion is focused, and this is the section called Scope and Limitation. After successfully limiting the most dominant or urgent problems to be studied, the researcher must formulate a problem (problem statement). According to Bush and Burn, this stage is called the most critical stage (The Most Critical Step in Business Research). If a researcher can formulate a problem to be researched, then the research can be almost completed in greater than 50%.

In deductive thinking, a researcher uses his thinking on certain assumptions, postulates, and scientific premises that he believes to be true. Assumptions are functioned to map the innermost rationale of thoughts through the belief in the truth that he determines. Assumptions are the researchers' beliefs and do not need to be proven. From the assumptions determined, a researcher makes the pillars of his thought through scientific arguments or scientific theories called postulates. Several postulates are arranged, compiled, and compiled by the researcher into premises used to build the researcher's conclusions on the problem being studied. It should be noted that different assumptions about the same problem will provide different lines of thought, present different postulates, and provide different conclusions. If humans are assumed to be economic beings, then the postulates they build are theories of need, trade, transactions, markets, and others. However, if humans are assumed to be rational beings, then the postulates they build are the theory of cognition, meta-cognition, psychoanalysis, humanism, and others.

A theory as a postulate and/or premise in a scientific expression must be based on certain assumptions. It is useless to mention as many theories as possible in descriptions or descriptions that are not clumped together and contradict one another. The difference between theories is not because one is right, and the other is wrong, but because the theory is built on different assumptions and developed in different environmental contexts. In the framework of compiling assumptions, postulates, and scientific premises, strong verbal logic is needed. Otherwise, the results of thinking formulations embodied in sentences, paragraphs, or chapters become messy.

The arrangement of postulates as scientific premises must appear trustworthy in a complete building framework. The researcher must be an architect who designs buildings with their beautiful forms and concrete construction structures. This means that researchers should not only compile existing theories in the compilation of scientific texts, but they must have the courage to argue and show their scientific thinking patterns purely and firmly.

Using inductive thinking patterns, a researcher tries to sort, scratch, and collect data one by one to represent the concept or construct that

becomes his study. The data collected is then analyzed, processed, concluded, and interpreted into a complete and correct conclusion statement.

In processing the data, the researcher used inductive thinking patterns through statistical assistance. Descriptive presentation of the same data is made in the form of mean, mode, median, percent, decile, standard deviation, variance, and test tubes. What concerns researchers is not how to calculate these statistical quantities; however, what meaning is contained in these calculations. Besides, if these statistics are used to calculate research data and produce specific figures, for example, mean, standard deviation, and so on, then what do the numbers all mean. Concerning this inductive thinking pattern, a researcher must describe the meaning of these numbers and explain why they can produce such values.

Often a researcher uses a group or part of the data on a population assumed to represent that population. The research data group in scientific research is called the sample. Processed sample data and the results then functioned not to conclude something contained in the sample but in that population. The research indicates that the object being observed is the limited data to the sample; however, the results are used to infer conditions that are not limited to the population. Such research requires more in-depth, more careful, and careful inductive thinking. The researcher's inferential statistical tools in making conclusions or predictions about the population's condition using ANOVA, ANCOVA, correlation (simple, partial, semi partial), regression, canonic, partial least square, factor analysis, and others. Once again, what needs to be explained verbally is not the inferential statistical formulas and how to calculate them; however, the most important thing is the result, what it means, and how it is interpreted.

Many dissertations are crammed with many data, a list of statistical formulas, and a description. After bound, almost the dissertation's form becomes very thick, but the thickness is only filled with data and statistical calculations. Meanwhile, the discussion of data, processed results, and

interpretations are not sufficiently presented. Therefore, in the structure of the dissertation writing, it is stipulated that statistical data and calculations do not occupy the writing body but are placed in an appendix. The body of the dissertation is functioned to present the author's arguments and build a scientific framework.

Besides, what becomes the art of data processing lies not in the complexity (complexity) of the statistical formulas used, but in the accuracy of the statistical formulas used for the intended testing purpose. For example, the t-test used to compare two means is quite precise and produces valid conclusions. The test does not need to use relatively more complex discriminant, ANOVA, or regression analysis that is sometimes imprecise. A dissertation's quality is not assessed in terms of the thickness and complexity of the statistical formulas used, but from the meaning of the research results it processes.

3. Research Result Exposure Techniques

In arguing, the researcher needs to present several facts to strengthen the ideas expressed. Presenting the facts of several propositions in scientific writing is a must and cannot be ignored by any scientific writer or researcher. Without supporting facts, the researcher will be trapped in his mind, whose truth will be esoteric or a truth that only applies to himself. The data presented by the author or researcher is detailed and has several dimensions, then the data must be presented in tabular form (see examples in Table 1 and Table 2) below. The use of numbers uses the rounding of the three digits behind the comma for absolute and relative quantities, such as coefficients.

Table 1. The number of unemployed people in Indonesia according to education level in 1997-2001.

No.	Education	1997	1998	1999	2000	2001
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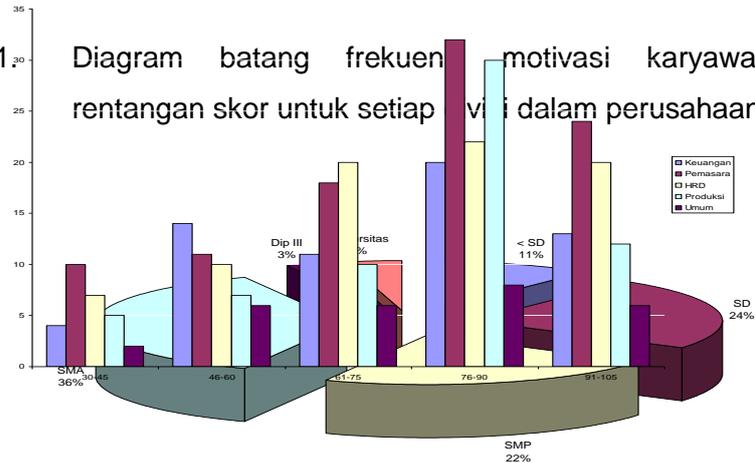
1.	<SD	216,495	257,330	278,500	221,242	851,426
2.	SD	760,172	911,782	1,151,252	1,216,976	1,893,565
3.	Junior High	736,375	984,104	1,159,478	1,367,892	1,786,317
4.	High school	2,106,182	2,479,739	2,886,216	2,546,355	2,933,490
5.	Dip I / II	37,676	47,380	90,230	-	-
6.	Dip III	104,054	128,037	153,696	184,690	251,134
7.	University	236,352	254,111	310,947	276,076	289,099
	total	4,197,306	5,062,783	6,030,319	5,813,231	5,813,231

Source: National Labor Force Survey 1997-2001 (BPS 2002)

Tables are given titles and serial numbers numerically from the beginning to the end of writing even though chapters separate them. The table's sources of information are mentioned on the lower right side of the table if the data is secondary or obtained from other sources. If the data presented is primary, then the information source does not need to be written down.

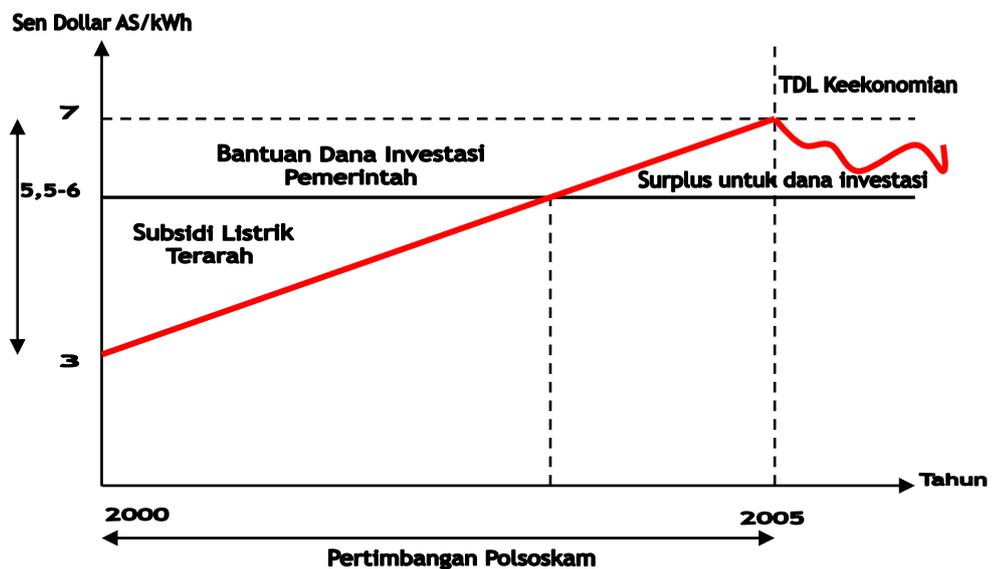
Pictures can also be used in scientific writing besides tables to clarify and provide an adequate description of the data. The images are meant by graphs, schemes, diagrams, sketches, photographs (portraits), and other forms intended to illustrate an exposure visually. The image naming is placed at the bottom of the image object; never place it on it. Unlike naming tables, table names are placed on top of table objects. Placing the names of figures or tables in the dissertation research report must be consistent, not sometimes alternating above or below the object. Drawing as much as possible with computer design, for example, Microsoft Excel Chart, Microsoft Graph Chart, Essbase Visual Chart, and others (see Figure 1 and Figure 2).

Gambar 1. Diagram batang frekuensi motivasi karyawan berdasarkan rentangan skor untuk setiap visi dalam perusahaan.

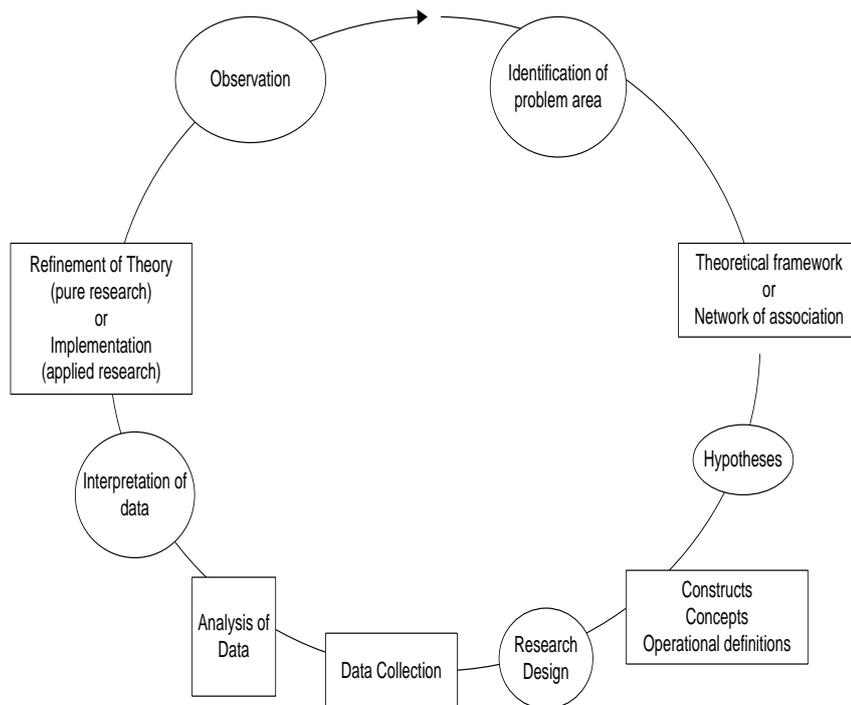


Picture 2. The proportion of the total unemployed in Indonesia by the level of education in 2001

The use of images can also be in chart objects that depict processes, elements, locations, and others using Microsoft Visio Drawing, AutoShape MS Word, and others, as shown in Figures 3 and 4.



Picture 3: Basic Electricity Tariff Adjustment Policy (TDL) in Indonesia (Dept. Energy and Mineral Resources, RI)



Gambar 4. Unsur kegiatan pengelolaan penelitian ilmiah dalam sebuah proses berkelanjutan (Uma Sekaran 1992, h. 15)

CHAPTER II

DISSERTATION REPORT SYSTEMATICS

Quantitative research has writing signs that are different from qualitative research. Quantitative research that focuses on testing hypotheses (hypothesis testing) has different writing signs from qualitative research that focuses on building hypotheses (generating hypotheses).

The main component or structure of student scientific writing in the form of a Dissertation that applies to the Management Doctoral Program of the Muhammadiyah University of Yogyakarta Postgraduate Program must contain the following components and are presented in sequence. The main components are divided into three groups: face, content, and back components. Cover of component includes the title page, abstract, approval page, introduction, and contents table. The content component includes chapters 1 to chapter 5. At the same time, the back component consists of a bibliography list and attachments.

Meanwhile, the focus of this section is the content component, which consists of:

- Chapter I : Introduction
- Chapter II : Literature and Hypothesis
- Chapter III : Research Methodology
- Chapter IV : Research Results and Discussion
- Chapter V : Conclusions, Implications, and Suggestions

Chapter I. Introduction

The essence of the introduction is a statement about the research problem. Research activity is carried out because of problems that occur in natural phenomena. Many people define problems like gaps between the expected and the reality or the gap between expectations and reality. Scientific problems will arise when the existing facts (natural phenomena) are measured from scientific theories or things, which are the scientific community's hopes. Between these hopes and realities is a gap, which is called a scientific problem in the context of scientific research. The research

background must be able to show the existing research gap or what is called a novelty.

The problem statement in the introduction, of course, does not come suddenly and is self-stated. Other statements lead to a more explicit and more meaningful statement of the problem. In an essay, things that precede the problem statement are called introductory remarks, which in the dissertation include aspects:

- (1) Background: the environmental context of the place and time in which a research problem is from the researcher's perspective. The environmental context can be in the form of social, political, cultural, legal, religious, and other contexts of natural life. The reasons for choosing and determining the title are also explained in this section.
- (2) Problem identification: the specific point where a research problem is found from a scientific perspective, how it looks (linkages, effects, cause, and effect, etc.), and how many problems the researcher gets.
- (3) Problem limitation: the process of eliminating several problems, causal factors, the relationship between the variables involved using scientific criteria, or the existence of theoretical explanations.
- (4) Problem formulation: each model of the relationship between two or more variables under study is stated in a question sentence. The use of question sentences is intended so that researchers can focus on finding scientific answers to each problem being studied. Answers to this problem are described at length in the Literature Review and Hypothesis Statements sections.
- (5) Research purpose and use: a statement about what the researcher makes research or studies on the problem that focuses on his research. This objective is directly related to the statement of problem formulation. So, the statement of the objective sentence must be in line with the formulation of the problem. The research objective is to answer the problem formulation posed. A statement about the axiological principle of science includes the benefits obtained after this research is

completed. In general, the principle of benefit is stated for the dimensions of science, researchers, decision-making, technology, personal scientific benefits, and a reference for further research.

The introductory section's presentation to introduce scientific research problems must be written in clear and beautiful language to give a positive impression. The Introduction is the face of the whole writing. When the face is beautiful, at least the readers (examiners) have a positive impression on the writing's whole body. On the other hand, the Introduction must be written fluently in the language of rational argument. Starting from the background to the problem formulation, the writing model used is from general to narrow. Imagine a picture of an inverted cone where the researchers start their argument from general and occupy relatively more portions leading to particular things with minimal portions.

Chapter II. Literature and Hypothesis

In this chapter, four elements need to be described: Theoretical Studies, Relevant Research Results, Frameworks of Thinking, and Hypotheses.

The essence of the Theoretical Studies section states the student's ability to deductively (theoretically) in answering the questions (problems) raised in the Introduction section. Like a person who takes an exam where there are several exam questions to be answered, researchers try to answer each problem using their scientific mindset, theoretical mastery, and arguments.

This mindset needs to be strengthened by the scientific assumptions and postulates used. By determining certain assumptions on a root cause, several approaches and relevant scientific theories will be used. Likewise, establishing the right postulate, a strong theoretical, model, or argumentation building can be obtained to answer the proposed research problem. In presenting this part of the theoretical study, the composition (writing) model used is an argument. Each item of word, sentence, and paragraph string written by the researcher in this section of the literature review is an activity of reasoning and arguing in a logical frame of mind.

This section is not what (What) is used as the standard of the presentation, but why (Why) the description of solving the problem is explained in this way. There are so many in the dissertation that the pages are crammed with whatever elements. The A-Z theory is described in part explorative and descriptive pieces and does not explain how (How) and why (Why) the A-Z theory explains the research problem.

The study of theoretical studies should be sorted from the problem-by-problem discussion. Using several existing theories about certain aspects (problems), views of similar, opposing, and contradicting ideas are obtained. In such a context, researchers must create synergies towards the existence of a number of these different theories. And at the end or end of the constellation of scientific arguments, a temporary conclusion will be obtained, called a hypothesis. A hypothesis is stated in a short sentence as an answer to the research problem posed. In this connection, problems, objectives, theories, and hypotheses are a systematic unit in dissertation writing.

In the Relevant Research Results section, several studies have been produced by other researchers (previous fact findings) for problems related to the problems examined by the researcher. The mention of other research concerning the research problems under study by students is functioned to strengthen the reasoning and rationality of several variables in their research. The involvement of the number of variables in the study is not determined randomly or the researcher's subjectivity; but based on previous research results. Besides, the results of other people's research mentioned in this section also function as scientific postulates combined with literature studies to build the researcher's frame of mind about the problem he is researching. Previous research results can be drawn on the variables relevant to the topic to be studied. So, the title of previous research does not have to be precisely the same as the research title to be researched.

Researchers describe their thinking patterns deductively based on literature review and other research results in the conceptual framework. If what is mentioned in the literature review section is a theory or scientific opinion expressed by another person (scientist), then the frame of mind part presented is a string of the researchers' thought patterns. All variables involved in the study were described as systemically related in a mini theory to be verified. The expression frame of mind is not a presentation of fragmented parts, but a complete and comprehensive expression of the research problem's explanation under study.

This frame of mind is the product of the original researcher's mindset or the original that no one else has. A study of any kind is not just replicating the results of other people's research or testing a theory expressed by other scientists. Scientific research is testing the researcher's thought patterns or theories for a problem of concern. As stated in the introduction, the researcher's theory related problem is expressed in this section of the framework. Within this framework of thinking, scientific assumptions, postulates, and premises, as expressed in that section, are managed with a fluid deductive mindset. Minor premises are constructed, significant premises are set as accurately as possible so that the researcher's conclusions are correct and rational.

Furthermore, in the Hypothesis section (quick answers to the formulation of the problem), the researcher states the conclusions of all the theories he builds through theoretical considerations and other researchers' findings in a straightforward statement sentence. Hypotheses are quick answers to the questions mentioned in the research problem formulation. It is stated as a quick answer because the hypothesis statement's truth is still in the testing phase through data/facts in the field. Meanwhile, the number of hypothesis statements is determined based on the number of formulations of research problems stated in the introductory chapter. If there are three research problems stated in a study, then the answer must also be stated in three hypotheses, and so on.

Chapter III. Research Methodology

The substance of the Research Methodology section is a statement about the strategic management to prove scientific truth to a quick answer to a research problem stated in a hypothetical sentence. There are several operational questions about how researchers carry out their activities to get scientific conclusions that have pragmatic truth. What the researcher needs to explain in the Research Methodology section are the following:

- (a). Time and Place of Research: When and in what timeframe the research is planned to be carried out. Research time includes the process of planning, implementing, and reporting research results. Create a matrix of research activities combined with the time spent. The description of the study site refers to the location of the study population. The place of research is sufficient to mention briefly, concisely, and concisely. It does not need to be verbose or lengthy. Company reviews that include the company's development history do not need to be included if they are not relevant to the research topic. Students sometimes get caught up in trying to tell at length the company's history in detail down to the organizational structure, name of the owner, changes in management or commissioners, and so on. Even though this is not related to the topic under the study of the research. So the place of research is enough to mention PT's name, which business is engaged in, and specific achievements or characteristics that stand out.
- (b). Sources of data can also be given a sub-chapter title: Population and Research Samples, depending on the type of data used in the study. If the research takes secondary data from BPS, Instant Data Service Center (IMQ), Company Publication Section, or Finance / Production / Marketing Section, it is sufficient to write down the Data Source. However, if the data is taken directly from the population, this sub-chapters name needs to be changed to Population and Research Sample. In essence, the conception of the population and the research

sample contains "research data" and is not a data source or person as a place to extract data.

- (i) The so-called population is a set or collection of interest to be researched. The population is research data that concentrates on data sources. The research data in the population is called "parameter," which can be in the form of mean, proportion, standard deviation, and others, which are the research's focus, which will be the object of the research. Meanwhile, data sources can be in the form of people, organizations, objects, relationships, or the existence of other natural phenomena.
 - (ii) A sample is a set or collection of research data that is part of the population. So the sample is a member of the population elected to represent the characteristics of the population. One of the population's characteristics is that it is usually distributed; for that, samples taken from the study population must also be generally distributed so that the sample truly represents the population. For that, a sample normality test needs to be carried out by every researcher. The urgency of testing the normality of this sample lies in two things. The first is that each research analysis technique (parametric) is made based on the assumption that the research sample is usually distributed. Secondly, any hypothesis testing results on the specified sample can be applied to the population.
 - (iii) The so-called sampling technique is a particular technique used by researchers to take samples from the population. There are several sampling techniques, for example, random, stratified, cluster, systematic, etc. (see Cochran) that the researcher can use based on an analysis of the study population's characteristics.
- (c). Research Methods: in the research method, there is a research design. Design is operational engineering of how a study will be carried out to minimize error (error). In quantitative research, several research designs can be used by researchers; for example, experiments, quasi-experiments, ex-post-facto, and others that involve elements of randomness, matching, etc. (read Kerlinger). The choice of a research

design is determined by the nature of the test to be carried out by the researcher and the research data's existence. For example, researchers who will test correlational relationships will have a different design with those who will test for causal relationships (causes) and so on. In this research design, the test's confidence level should be determined or stated; for example, social sciences generally use a significance level test of $\alpha 0.05$ or $\alpha 0.01$.

- (d) Data collection techniques: Contains a description of the data collection techniques used—for example, interviews, observations, questionnaires, tests, and documentaries. Data collection techniques are determined based on the form or type of data collected about the research variables. Data collection techniques often used in quantitative research are tests, questionnaires, and documentary studies in numbers, for example, report card scores, National Examination scores, and others. As for qualitative research, the emphasis is on collecting data in narrative form. Therefore, data collection techniques often used are observation, interviews, and document studies in narrative form.
- (e) Research Instruments: A variable is a set of data whose value varies (variable). Each variable must be conceptually explained by several scientific theories to be considered a scientific variable. If there is no theory, then the variable is not worthy of being appointed as a scientific research variable.

Concerning the use of theory to describe it, a variable is like a concept, construct, or rule. A set of facts is data that is used to support the existence of a concept or construct. For this reason, facts are supporting data and cannot be used as research variables. Street vendors construct economics whose data sell on a roadside, moving or settling, morning or evening, and so on—making things that are factual as research variables will make it difficult for researchers to explain scientifically. For example, what theory in economics could the researcher

present if he compared the effect of selling in the morning with the evening, men and women for street vendors.

In this connection, each research variable must be defined operationally to illustrate that the variable X is a-b-c-d in that study. For example, what is known as the variable rupiah exchange rate fluctuation is the change in the rupiah exchange rate against the US dollar recorded in the daily newsletter of Bank Indonesia from April to September 2012. Suppose the data is a qualitative data category. In that case, the variables must be from a synthesis drawn from the theory studied and made applicable in research, especially in measurement techniques—usually using a scale. An instrument is a tool used by researchers to collect research data from data sources to be sampled. Ordinary people are more familiar with the research instrument as a “questionnaire” or survey research questionnaire. The research instrument must meet the requirements of validity (validity) and reliability (reliability). The validity principle can be fulfilled if the instrument (tool) measures something that should be measured. The reliability principle can be met if the instrument can produce stable and consistent data and does not fluctuate and be contaminated (biased) by time and place. For this reason, if a researcher uses primary data where he collects data directly from research respondents (for example, through questionnaires, tests, inkblots, and checklists), the researcher must compile the instrument through validity and reliability tests. A researcher must be able to historically how the secondary data has met the principles of validity and reliability when they use secondary data, where he collects data from data documentation carried out by other parties.

- (f). Data Analysis Techniques: The analysis technique is both descriptive and inferential statistical tools used as a tool for researchers to conclude several research data collected. The use of descriptive and inferential statistics is adjusted to the research objectives and the expected results. The use of data analysis techniques is also harmonized with the research design, hypotheses, and the types of research variables involved in the study. In descriptive statistics, some

techniques include calculating averages, standard deviation, modes, medians, deciles, and others. Moreover, in inferential statistics, there are several data calculation techniques used to predict data in the population. It can be calculated by calculating sample data, which includes t-test, ANOVA, ANCOVA, manova, correlation (simple, multiple, partial, semi-partial), regression, discriminant analysis, canonical analysis, factor analysis, partial least square, and so on.

If the research uses a purely experimental or descriptive design based on observations or surveys, of course, in analyzing the data, it does not use complicated statistical tests. All analysis or discussion uses systematic reasoning and is based on the order of the research questions asked. So this category of research looks more like an "art."

- (g). Statistical Hypothesis: in quantitative research, to test the research hypothesis formulated in the last sub-chapter in chapter II, it is necessary to formulate a statistical hypothesis, consisting of the Null Hypothesis (H_0) and the Alternative Hypothesis (H_a or H_1). For exploratory research, including qualitative research, this section is not necessary. One of the essential sub-chapters in qualitative research is the Data Validity Check Technique. In this type of research, when and/or after the data is collected, it is necessary to check the data's correctness with various relevant data checking techniques, for example, triangulation, an extension of participation time, and others. In quantitative research, there is no need to check the data's validity because the research instrument has been validated.

Chapter IV. Research Results and Discussion

The substance of the Research Results section is a description of the data collected and the results of data processing, which are presented in descriptive statistics, as explained in the previous section. Descriptive statistics by the standard will describe the characteristics of the research

data useful for further analysis. The standard of descriptive statistical analysis conveys frequency distributions such as mean value, a median value, median, mode, and others. Graphs are made so that it is easy to read the population respondents' characteristics to the variables studied. The presentation of test results can be displayed in tables and figures representing the meaning of the collected research data. After descriptive exposure, the researcher reports the results of hypothesis testing that has been carried out through specific inferential statistical analysis techniques. Hypothesis test or statistical test depends on the research design used. Suppose the partial test with correlational design uses the t-test, for simultaneous correlation using the F test. If you use the X²-test, also use the X table. Likewise, for non-parametric designs, you can use the Z-table test, and so on. The results of this hypothesis testing are then interpreted and tried to relate to the existing theory. Likewise, if the hypothesis testing results are rejected, the researcher must discuss possible sources of error in his research. These mistakes can be rooted in the mindset (the theory used), samples, instruments, analysis techniques, designs, and other technical aspects of research implementation.

Chapter V. Conclusions, Implications, and Suggestions

Conclusions, Implications, and Suggestions are statements about the conclusions of the research that has been done. Suppose the researcher's rationale thinking pattern, as demonstrated by the researcher argumentatively and concluded in the hypothesis statement, is accurate and supported by field data. In that case, the conclusion of the test needs to be mentioned in this section. Furthermore, it is necessary to mention the principle of utilizing the research results, which functions for the welfare of humanity in the form of suggestions. If the research hypothesis is rejected, then suggestions are not needed. The explanation or discussion is needed for the possibility of rejection, as mention above.

In this conclusion, the researcher does not need to conclude the theoretical study or scientific framework built in the theoretical study chapter. In the theoretical study chapter in a hypothesis statement, the conclusions about the theory used have been mentioned. The conclusion concludes the findings that have been analyzed to answer the problem formulation in the study. Thus, it is sufficient only to conclude the research objectives. Never try to conclude anything else that has not been researched.

As for the implication, it contains a description of the logical consequences of our conclusions. The description of the implications is usually detailed according to the possible implications based on the conclusions drawn from the discussion of the findings in the study.

Likewise, for suggestions, provide suggestions on the research objectives for which the answer is known. Meanwhile, policy implications are suggestions that can be done in a real way, including providing input to companies or research objects under study to make policies or decisions based on research findings.

CHAPTER III

SITATION TECHNIQUES

There are various models or styles in writing a citation (citation) of information sources or references in the academic world. In the United States, there is a system that many academics follow, which is called the A.P.A. (American Psychological Association) system. Another popular citation system is the Harvard or British system. Usually, each system has its uniqueness in citation and systematics and other rules, eventually becoming its characteristic. For example, quoting a footnote model, or directly in every quote in a book.

Every scientific writing, including a dissertation, students must respect other scientific works that have been written previously. Quoting or copying other people's opinions without mentioning the source is an act of cheating (plagiarism) and violates intellectual rights laws. What is called quoting or copying in this context is taking another person's opinion in whole or in part, with the complete sentence or with his expression, or a concluding statement mentioned in the relevant scientific writing.

Taking or referring to others' opinions in scientific work has standard rules that have been agreed upon by scientists. There are several citation methods used in the scientific world, and every writer is required to follow each method he chooses consistently. The citation procedure applied in the Management Doctoral Program of the Muhammadiyah University of Yogyakarta Postgraduate Program, especially for the Harvard System, known as the British Standard, is contained in the manuscript BS 5605: 1990 Recommendations citing and referencing published material, 2nd ed. B.S.I. (Dorset House Library – 028.7 BRI) and BS 1629: 1989 Recommendations for citing and referencing published material B.S.I. (Dorset and Bournemouth House Libraries - 028.7 BRI).

The Harvard System (Author-Date Method) regulates a provision that every statement, opinion, and conclusion. Taken from other authors is considered a citation either directly in the form of copying (cited), paraphrased or summarized. . In taking the opinion or work of other people

in their writings, it must be mentioned in the form of sources (i) quotations from "citation in the text" listed in the text and (ii) references "bibliography" listed on the final page of writing.

By mentioning other authors or sources of the information quoted by him, an author submits and relies on the content and accuracy of the information they contain to the party he has quoted. For this reason, in quoting other people's opinions, it is necessary to mention the author's name or the source of the information he has quoted. If the author is not known (anonymous), the name "Anon" is used as the author's identity. If what is quoted is a dictionary, encyclopedia, or joint work whose respective roles are not known (for example, videos, films, laws, regulations, and others), then what is mentioned is the title of the work substitute for the author.

In addition to specifying the author's name or the source of information cited, an author must state the year the document was published. If the same year or time of publication is unknown, the author may estimate the time by stating the word 'ca.' in front of the estimated year and entering between two large brackets, for example [ca. 1750]. However, if it cannot be estimated because there is no reference or other information, then the publication year is written [no date].

A. Citation in the Paper.

□ Snippets: as a general rule that applies in writing scientific papers in tertiary institutions, each direct quotation consisting of 3 (three) lines must be written as part of the paragraph and separated by two quotation marks. If the quotation is more than 3 (three) lines, then the citation text is written in a separate paragraph without two quotes. Manuscripts are single-spaced typed and indented by about 1 centimeter.

□ Conclusions or paraphrases: the conclusion is written together with the author's text and given quotation marks at the end of the conclusion or paraphrase sentence.

- Diagrams, illustrations: reference sources should be written like a quote if the diagram or image is taken from published sources. If taken from other sources, for example, from the internet, the references areas mentioned in the bibliography.
- The page on the original manuscript quoted is a detail of the document's part and needs to be written after the writing of the year, which is located in two brackets and abbreviated h.
- The author's name in direct or indirect quotations is sufficient to include the family name (clan) if available, for example, foreign authors or specific areas in Indonesia. However, if the author does not have a family name as is common in Indonesia, then the author's full name or first name is written.
 - (i) If the author's name is mentioned directly in the text, it is necessary to mention the name and year of publication, placed between two brackets.
 Example: In his study of regional development problems, Priono (1992: 27) argues that government policies must refer to demographic aspects
 Example: Opinion Priono (1992: 27) that "in setting policy on regional development, demographic aspects need to be developed."
 - (ii) If the author's name is not mentioned directly in the text, mak a need to mention the name and year of publication, placed between the two marks.
 Example: In a study of regional development (Priono 1992: 27), it was found that the demographic aspect plays a role
 Example: National development that ignores demographic aspects will not result in sustainable economic growth (Priono 1992: 27)
 - (iii) If quoting an author who has more than one document published in the same year, then to differentiate between them, a lower case is added (a, b. c, d, and others) after writing the year in two parentheses.
 Example: Johnson (1991a: 31) addresses this problem by clicking a
 Taken
 - (iv) When citing two authors' documents, both authors' family names must be mentioned.

Example: Zyman and Miller (2000: 25) states that many companies are falling due to the information.

(v) When quoting a document written by more than two people, the first (primary) author's surname is mentioned, followed by *et al.*, written right in italics.

Example: Office costs in business operations require an average of 20% of total company expenses (Wilson *et al.* 1997: 73)

(The full name of the author must be given in the bibliography.)

(vi) If the document cited is unknown to the author, the expression "Anon" is used instead.

Example: In an article (Anon 1998: 269), it is stated that the formula for gross domestic product uses the concept.

(vii) When citing source articles in newspapers which are not mentioned by name, the name of the newspaper used as replacement "Anon."

Example: With advances in information technology today, many people shop through internet shopping services (Kompas, 2000 : 3)

(The same format should be used in the bibliography.)

(viii) When quoting an author quoted by another author, both authors must be mentioned in the text.

Example: A study by Smith (1960, cited by Jones 1994: 24) found that
(In a bibliography written only the source of the document read by the author, for example, Jones.)

(ix) When quoting from a manuscript contributor in an anthology book written by an author, the name mentioned is the contributor to the manuscript quoted.

Example: The progress of the current software become a strong foothold in the production process in the company (Batz 1995: 99)

(Contributors to manuscripts can occupy one chapter in a book, articles in journals, papers in seminar proceedings, and others.)

(x) If quoting the opinion of a person who has not written any published books or writings but others quote it in his writings, the name of that

person must be mentioned, and the source of the quotation is the name of the person who quoted him.

Example: Richard Hammond emphasizes the importance of psychology in advertising, as he described in his interview with Marshall (1999: 67).

Example: "Advertising will always move on the aspect of a person's desires," said Richard Hammond in an article in a magazine (Marshall 1999: 67) (The bibliography mentions a published work, namely Marshall)

B. Bibliography

The term bibliography refers to a list of references to document sources cited and placed at the end of a scientific paper. Other terms used are bibliographic references, references, or bibliography. However, the term reference or bibliography includes a list of scientific sources used by the author, whether cited or not.

In the Harvard system, writing references or bibliography is sorted alphabetically by the author's surname. Suppose the author's manuscripts are used as the reference source for more than one. In that case, the writing is sorted by year of publication (publication of the previous year takes precedence), and based on alphabetical order (1993a, 1993b, 1993c). If possible, the elements in the writing of the original title written in the reference can be preserved; for example, the use of commas, colons, and semicolons.

Meanwhile, the writing of references or bibliography must consistently follow the following writing elements, including commas, periods, uppercase, lowercase, italics, and others, as in the following example description.

For the record, the pattern of writing names like the following is for authors who have family names (surnames) such as those in foreign countries (European countries, USA) and some residents in some Indonesia regions. However, when the author does not have a family name (surname) as most authors in Indonesia, then that is written in the full name as a custom in the order written.

Reference from books

Elements to write down:

Surname, Author abbreviation .,

The year of publication.

Title.

Edition. (if not the first edition).

Publisher place/city:

Publisher name.

Example: Mercer, PA, and Smith, G., 1993. Private viewdata in the UK. 2
nd ed. London: Longman.

Reference from written contributions in the book

Elements to write down:

Surname, Abbreviation of writing contributor.,

The year of publication.

Title of contributed post. Followed by In: (for English-language texts) or
In: (for Indonesian-language texts)

Abbreviation. The family name of the author or editor followed by ed. (if
one person) or eds. (if more than one person)

Book title.

Publisher place/city:

Publisher name,

Pages of all contributed manuscripts.

Example: Bantz, CR, 1995. Social dimensions of software development.
In: JA Anderson, ed. Annual review of software management
and development. Newbury Park, CA: Sage, 502-510.

Reference from articles in journals

Elements to write down:

Surname, Abbreviation of writing contributor.,

The year of publication.

Article title.

Journal title.

The volume number (another numbering part)

The entire manuscript page.

Example: Evans, WA., 1994. Approaches to intelligent information retrieval. Information processing and management. 7 (2), 147-168.

References from articles in newspapers

Elements to write down:

Surname, Abbreviation contributor writing., (Or the name S u rat News)

The year of publication.

Article title.

Newspaper title,

Date, month and year,

Manuscript loading pages and columns.

Example: Kompas, 2000. Education in quo Vadis. Kompas, 4 May, p . 4

Reference from the map

Elements to write down:

Family name, personal name or Abbreviation, (as a cartographer, surveyor, compiler, editor, copier, engraver, and others)

The year of publication.

Title,

Scale. (expressed in the ratio)

Place/City of publication: Publisher.

Example: Mason, James, 1832. Map of the countries lying between Spain and India, 1: 8 000 000. London: Ordnance Survey.

Reference from articles on conference/seminar activities

Elements to write down:

Surname, Abbreviation of writing contributor.,

The year of publication.

Article title. Followed by In: (for texts in English) and In (for manuscripts Indonesia)

Abbreviation. Surname, editor of the seminar proceedings and followed by ed.

The title of the proceedings includes the date and place of the seminar.

Place of publisher:

Publisher name,

The entire page on proceedings.

Example: Silver, K., 1991. Electronic mail: the new way to communicate.
In: IN Raitt, ed. 9, the international online information meeting, London 3-5 December 1990. Oxford: Learned Information, 323-330.

References from legal entities, organizations, departments, and other organizations

Elements to write down:

The Issuing Institution Name Document,

The year of publication.

Document title.

Place of publisher:

Publisher name,

Document number (if any).

Example: Unesco, 1993. General Information program and Unionist.
Paris: Unesco, (PGI-93 / WS / 22).

References from thesis or dissertation

Elements to write down:

Surname, Author abbreviation .,

The year of publication.

Title of Dissertation or dissertation.

Intended title, (and type)

Name of an educational institution.

Example: Melinda, D., 2000. The influence of elements in motivation on employee performance at PT Bontang. Dissertation (MM). PBM College of Economics Program

Reference of patent products

Elements to write down:

Patent inventor, (or who filed a patent)

The year of publication.

Patent title.

The serial number issued by the patent agency and date of issue

Example: Philip Morris, Inc ., 2001. Optical perforating apparatus and system. European patent application 0021165 Al. 1981-01-07.

Reference from video, film, or another broadcast

Elements to write down:

Title.

Year. (For an excerpt from the film, mention is the year the film was released in that country.)

Form/type of material.

Chairman of production (Family name in capital letters)

Production details - place: institution / organization.

Example: Macbeth ., 1948. Film. Directed by Orson Welles. USA: Republic Pictures.

Birds in the Garden, 1998. Videos. London: Harper Videos.

C. Electronic materials - using the Harvard system

Please note that quoting electronic material from the internet, CDs, or websites does not have a specific agreement. The following are recommendations for citation procedures for electronic materials that are adapted to the Harvard System. Details of this citation are taken from

Holland, M. (2002) Guide to Citing Internet Resources [online]. Poole, Bournemouth University. Can be accessed at [http://www.bournemouth.ac.uk/library/using/guide to citing internet sourc.html](http://www.bournemouth.ac.uk/library/using/guide_to_citing_internet_sourc.html) [Accessed November 4, 2002]

(a) In-Text Quotations

Follow the citation procedures listed in section (1) above.

(b) Bibliography, Reference, a tau Bibliography

Reference from page / website

Author / Editor . (Year). Title. [online] (Edition). Place of publication, Publisher (if available). Available from: URL [Accessed Date] (for English text) or Can be accessed at: URL [Accessed date] (for Indonesian text).

Example: Holland, M (2002). Guide to Citing Internet Sources [online].

Poole, Bournemouth University. Available from:

http://www.bournemouth.ac.uk/library/using/guide_to_citing_internet_source.html [Accessed November 4, 2002].

Reference from E-Journals

AUTHOR. (Year). Title. Journal title. [online], volume (issue), website location. Available from: URL [Accessed Date] (for English text) or can be accessed at URL [Accessed date] (for script Indonesia languages).

Example: Korb , KB (1995). Person and things: book review of Bringsjord on Robot-Consciousness. Psychology [online], 6 (15). Available from: [gopher: //www.wachau.ai.univie.ac.at: 70/00 / archives / Pasycoloquy / 95.V6 / 0162](http://www.wachau.ai.univie.ac.at:70/00/archives/Pasycoloquy/95.V6/0162) [Accessed 17 Jun 2000].

Reference from mail base/listserv e-mail lists

Author. (Date month Year). The subject of the message (subject). Title or list of discussed [online]. Available from: list e-mail address [Accessed Date]

Example: Brack, EV (May 2, 2000). Re: Computing short courses. Lis-link [online]. Available from: mailbase@mailbase.ac.uk [Accessed January 17, 2000]

Jensen , LR (12 Dec 1999). Recommendation of student radio / tv in English. IASTAR [online]. Available from: Listerv@Ftp.Nrg.Dtu.Dk [Accessed 29 April 2000]

Reference from electronic communication (E-mail)

Sender. (Date month Year). The subject of the message (subject). E-mail recipients (Address pen e rima E-mail).

Example: Lowman, D. (Deborah lowman@pbsinc.com) (April 4, 2000). RE: ProCite and Internet Reference. E-mail to P. Cross (pcross@bournemouth.ac.uk)

Reference from CD-ROMs

Author / Editor . (Year). Title [type and size of CD-ROM]. (Edition). Place of publication, publisher name (when te r available). Available from: Supplier / Database identifier or number (optional) [A c cessed Date] (optional)

Example: Hawking, SW (1994). A brief history of time: an interactive adventure. [CD-ROM]. Media Crunch.

CHAPTER IV

FORMAT AND LAYOUT

As mentioned in the previous chapter, that s structures are to unify scientific writing students mostly applicable in the Doctoral Program Management Graduate Program, University of Muhammadiyah Yogyakarta, need to set the format and layout. These regulations are technical concerning the layout, typing, use of paper, and administrative sheet rules that need to be included.

A. Typing Format.

Type the Dissertation manuscript using computer media with Microsoft Word, Word Perfect, or other Word Processor software with the following conditions:

1. The paper used is white A4 size HVS paper weighing 70 mg.
2. The ink color for letters is black unless you can use other colors on the chart.
3. The typing border is 4 cm from the left edge, 3 cm from the right edge, and 3 cm from the top and bottom of the paper.
4. The typeface (font) used is Arial Narrow 12 or Times New Romans 12.
5. The distance between lines in the text is two spaces, except for citation text that is more than three lines used one space. The distance between the last line and one subtitle is three spaces for the Abstract, Curriculum Vitae 1 space, and Preface 1.5 spaces.
6. Each paragraph is used indentation on the first line of 5 standard letters. Changing from one paragraph to another does not need additional line spacing.
7. Page numbers are placed at the bottom right of each page. The opening component (foreword, table of contents, and list of tables) is written in small roman numerals. In contrast, in the component of

content and the back component (bibliography, attachment), it is written in serial numbers.

8. Each chapter begins with a new page and is given a title preceded by a Roman numeric number in front of it. Typing chapter titles using capital letters in the medium format (centering).
9. The finished scientific work is bound with a yellow hardcover for black and gold writing.
10. The number of dissertations that have passed is multiplied by 9 (nine) copies and accompanied by a computer file in HTML format and the index stored on one CD ROM.

B. Layout (Layout).

The contents of the entire Dissertation sheet, as discussed in Part III: The structure is as follows:

- (1) Cover page
- (2) Title page
- (3) Approval Sheet
- (4) Curriculum Vitae
- (5) Foreword (including thanks)
- (6) Table of Contents (followed by a List of Tables, List of Figures and List of Attachments if any)
- (7) Abstract
 - (a) Indonesian
 - (b) English
- (8) Body of Main Writing
- (9) Bibliography (Bibliography)
- (10) Attachment

(1) Cover page

Bold thick (hardcover) in yellow with black ink. An example of a cover page format can be seen in the Appendix in the medium format (centering).

Meanwhile, the writing specifications included phrases, fonts, and their sizes are described in the order of writing as follows:

- (1) Title: filled with the title of the dissertation written by the student using capital letters in each word. The font used is Arial 18 or Times New Roman 20.
- (2) Type of scientific writing: filled with Dissertation writing, written in capital letters with the font Arial 14 or Times New Roman 15.
- (3) Dedication: written as "As One of the Requirements to Get a Doctor of Management Science (S 3) at the Muhammadiyah University of Yogyakarta," in the font Arial 14 or Times New Roman 15.
- (4) Logo: Filled with the logo of the Muhammadiyah University of Yogyakarta in size according to the ratio of 3.75 cm high and 3.99 cm wide.
- (5) Composer: filled with "Compiled by:" and the next line mentioned Student's Name and Identification Number. The font used is Arial 14 or Times New Roman 15.
- (6) Institution: filled with ". Management Science Doctoral Program (S 3) Muhammadiyah University of Yogyakarta Year 20 1 6" written in three lines using the font Arial 18 or Times New Roman 20.

(2) Title page

The title page is written (printed) the same as the cover page, with the difference lies in the thickness of the paper used, namely 70-gram HVS paper.

(3) Approval Sheet

The approval sheet consists of the dissertation proposal approval sheet signed by the promoter and co-promoter for the Prequalification exam. In contrast, the dissertation approval sheet is signed by the promoter and co-promoter before the Final Dissertation Trial Examination. In contrast, the Legalization Sheet is signed after the person concerned declared to have passed the Doctoral Promotion Exam. All signatures are original (not a photocopy) for the archived final

trial material. It is a resume or summary. An example of the approval sheet can be seen in the Appendix.

(4) Abstract

The abstract is a dissertation summary that describes the entire content. Abstracts are written in Indonesian and English, each of which is typed in 1 space, a maximum of 2 pages. Indonesian abstracts are put first, then abstracts in English. An example of an abstract format can be seen in the Appendix. The main elements mentioned in the abstract include:

- (a) The name of the researcher, the title of the study, and the supervisor/promoter commission's name.
- (b) Nature, variables involved, and research objectives.
- (c) Research hypotheses and statistical hypotheses.
- (d) Time, place, population, and research respondents and the number of samples involved.
- (e) The research design, the analysis technique used to test the hypothesis, the significance level used, and the data processing media.
- (f) The descriptive data analysis (mean, standard deviation, mode, median) and statistical test results and their interpretation.
- (g) Conclusions and suggestions.

(5) Curriculum Vitae

Curriculum vitae is written in an essay, a maximum of one page, and typed in 1 space. It only covers essential things, especially those related to the student concerned, education, profession/experience, and other scientific activities. At the bottom right-hand side is written the city of writing, month, and year followed by the author's initials and without the author's signature. The examples can be seen in the Appendix.

(6) Introduction

Contains the words of gratitude, gratitude, and hope for a usability dissertation that has been compiled. The foreword is written with a maximum

of 2 (two) pages typed in 1.5 spaces. Acknowledgments are addressed to those listed below and are written in order:

1. Head of the Muhammadiyah University of Yogyakarta Doctoral Program
2. Chairman of the Yogyakarta Muhammadiyah University Foundation Daily Advisory Board
3. Rector of the Muhammadiyah University of Yogyakarta
4. Prof. Dr.
5. Co- Promoter 1
6. C o - promoter 2
7. Prof. Dr.
8. The staff of the Management Doctoral Program at the Muhammadiyah University of Yogyakarta
9. Research place officials
10. Those who support the research
11. Personal parties

(a) Parents

(b) Wife/husband and children

(c) And so on as deemed relevant

At the bottom right-hand side is written the city of writing, month, and year followed by the author's initials without being followed by a signature. Examples of prefix words can be seen in the Appendix.

(7). table of contents

The table of contents is the composition of the dissertation's contents starting from the Preface, List of Tables, List of Figures, List of Attachments, Chapters compiled up to Sub-Chapters, Bibliography and Attachments; organized by pages. Examples of the table of contents, table list, list of figures, and attachments list can be seen in the Appendix.

(8). The main body of writing

The main body of writing is the dissertation's content, starting with an introductory chapter to the conclusion and suggestion chapter. The first sub-chapter is written in the font Arial Narrow 12 Bold or Times New Romans 12 Bold and is given the numbers A, B, C, and others in capital letters and given a period. The following sub-chapters are assigned numeric numbers (1, 2, 3, and others) and are given a period. At a lower level, the sub-chapter or item is given by a lower case (a, b, c, and others), placed in two brackets and without a period. Sub-chapter writing, as described above, can be seen in the following illustration:

I. INTRODUCTION

- A. Background
- B. Problem Identification
- C. Problem Limits
- D . Formulation of the problem
- E . Research Objectives and Uses

II . LITERATURE REVIEW

- 1. Theorists Study
- 1. Employee achievement motivation
 - (a) Needs Theory
 - (b) Two Factor Theory
 - (c) Theory X and Y
 - (d) and so on
- 2. Organizational Culture
 - (a) The Nature of Organizational Culture
 - (b)
 - (c) and so on
- 3. Performance
 - (a) The nature of performance
 - (b) Factors affecting performance
 - (c) The relationship between motivation and performance

(d) The relationship between organizational culture and performance

1. Research results are R relevant
2. Framework of Mind
3. Hypothesis

(9). Bibliography

In the Bibliography, that may be included only reference sources cited directly or indirectly in writing. The way of writing is explained in Part IV: Citations and Bibliographies. The method of arranging in the Bibliography is arranged alphabetically by the author's surname. If the first alphabet is the same, then the second alphabet is sorted and so on. Typing starts at the left border; if there is more than one line, then the second line and others are typed indented five (5) letters with one space. The distance between one library and the library below is two spaces.

(10). Attachment

Attachments contain important matters or data that support the writer's complete contents, which have not been previously stated. Each attachment must be a reference for the discussion on the contents. It is not a reference for discussion. The details of the data do not need to be included in the attachment. All attachments are given a serial number, title, and page number. The sequence of numbers is adjusted according to the mention or use of the attachment. All abbreviations must be explained directly on the page, including statistical symbols.

In addition to the above, attachments should include:

- (a) Complete data from each of the studied variables transferred from the research instrument.
- (b) Complete calculation of complete data analysis with the formula used, either calculated manually or through computer software.

- (c) Data and documents of institutions or research data source areas if the documents are related to those discussed in the research.

CHAPTER V
FOUNDATION, TERMS AND
PROCEDURE WRITING DISSERTATION

1. Dissertation Writing Foundation

The basis for writing this Dissertation is the Decree of the Director of the Postgraduate Program at the Muhammadiyah University of Yogyakarta, Number: 081 / SK.PPs-UMY / PSDM / X / 2019 concerning the Guidelines for the Dissertation of the Management Doctoral Study Program of the Muhammadiyah University of Yogyakarta Postgraduate Program.

1. Academic Requirements
2. Registered as a student of the Management Doctoral Program (S 3) Muhammadiyah Yogyakarta University until the time of submitting the Dissertation title.
3. Submitting a copy of the KHS photo showing the original KHS of the last semester.
4. Dissertation writing is carried out in semester III
5. Extension of the dissertation writing period must obtain written approval from the Head of the Management Doctoral Program (S 3) Muhammadiyah University of Yogyakarta.

1. Administrative Requirements
2. Pay the Dissertation guidance fee
3. Has a Guidelines for the Writing of a Management Doctoral Program (S 3) Dissertation at the University of Muhammadiyah Yogyakarta

D. Procedure for Submitting Title and Writing the Dissertation

1. Students take the application form for a Dissertation in Administration of the Management Doctoral Program (S 3) Muhammadiyah University of Yogyakarta.
2. Students meet with the Chairman of the Program for the determination of title Dissertation with the completeness of the required Administration as follows: 1) Copy of payment receipt guidance, 2) Copy of proof of payment of fees
3. Students meet the Head of the Study Program to determine candidates for Promoter and Co-Promoter I and Co-Promoter II; they are forwarded to Administration for the process of completing a cover letter for the dissertation proposal.
4. Students face the motorbike with:
 - Letter of Supervisor's Dissertation
 - Dissertation Proposal

E. Dissertation Writing Procedure

1. Doctoral program students who have passed the doctoral qualification examination will obtain doctoral candidate status and a promotor SK.
2. After obtaining the Promoter Decree, the doctoral candidate begins the mentoring process with the promoter team and carries out stage I structural guidance as scheduled.
3. After obtaining approval from the promoter team, doctoral candidates submit a research proposal seminar to the study program.
4. The Revised Research Proposal is given a maximum time of 3 months from implementing the research proposal seminar
5. If the research proposal seminar revision exceeds three months, the research proposal seminar must be repeated.
6. After the promoter team approves the research proposal seminar revision, the candidate gets a research cover letter from the Study Program to collect data in the field.

7. The review seminar is held after the candidate completes the dissertation manuscript and conducts the promoter team's guidance process.
1. The dissertation manuscript exam can be submitted to the study program after the candidate completes the dissertation manuscript review and has been approved and signed by the promoter team and the expert opponent team and completes other requirements.
2. Dissertation Exam

CHAPTER VI
TEST PROCEDURE FOR FILING DISSERTATION AND LIABILITIES
AFTER EXAM DISSERTATION

A. Seminar on Dissertation Research Proposals / Proposals

1. Research Proposal Seminar (SUP) is a student work plan for preparing a dissertation. In other words, SUP is a dissertation framework that, after being filled with empirical data, becomes a dissertation.
2. SUP is held once; if it does not pass, repeat at most one more time. The deadline for repetition is a maximum of three months from the first seminar.
3. Repairs to UPs that have been declared passed must be made at the latest 3 (three) months after the Research Proposal Seminar and receive approval from the Promoter Team.
4. Research proposals that are not corrected after three months will be canceled and result in students retaking Research Proposal Seminar.
5. SUP examiners consist of 3 (three) promoter teams, 3 (three) discussion teams, and led by 1 (one) SUP leader.
6. SUP can be implemented if at least 4 (four) examiners are present (a team of promoters and discussants are represented), plus 1 (one) leader of the Research Proposal Seminar
7. Research Proposal Seminar Leader is the Chairperson / Member of the Study Program Manager / S3 or the Promoter Team leader.
8. Research Proposal Seminar leaders are not automatically discussed, except following the student's field of study being tested or as the Promoter Team leader.

B. Assessment Seminar Proposal / Proposal Research Diser station (SUP)

1. SUP scores are given in the form of a raw score in the range of 0-100.

No.	Score	Quality Letter	Quality Score
1	Final Grade 80	A	4
2	68 <Final grade <80	B	3
3	56 <Final Score <68	C	2
4	45 <Final Score <56	D	1
5	Final grade <45	E	0

2. The Examining Team evaluates the material/substance of the research proposal seminar submitted by the students. Meaning that before the research proposal seminar is carried out, each examiner has an assessment that the proposed research text is appropriate or not worthy of being the embryo of doctoral-level scientific work. It is ready to be implemented in the field.
3. In this research proposal seminar, the Testing Team, evaluates students' accountability for critical questions and seeks clarification on the research proposal's material/substance.
4. At the end of the seminar, the Testing Team gave the following assessments :
 - (a) students are declared to pass if they get an average score of > 68
 - (b) the student is deemed not to pass if the student has an average score of <68
5. The average value of this research proposal seminar is changed to the quality letter (HM) according to the guidelines;
6. If it is declared that they have not passed the research proposal seminar, the student is required to repeat his research proposal. The opportunity to repeat this SUP is only given once; if up to two times the SUP is declared not passing, the student will be subject to study termination sanctions.

C . Dissertation Manuscript Examination and Doctoral Promotion Session

1. Doctoral program students can take the Dissertation Text Examination if they meet the following requirements:
 - a) Has passed the courses with a GPA of at least 3.00
 - b) Has passed the qualification exam.
 - c) Has carried out a research proposal seminar and has passed
 - d) three opponents have reviewed the dissertation manuscript. If necessary, one of them comes from outside UMY in the same field / sub-field of science.
 - e) Students are required to make a matrix of the reviewer's results and approved by the reviewer (opponent) concerned.
 - f) The dissertation paper's feasibility has been approved by the examiner team, namely all members of the promoter team and the opponent team.
 - g) To test the feasibility of a dissertation manuscript, the Head of the Study Program can bring together students in a complete discussion forum attended by the promoter team.
 - h) Submit written evidence that was published (written during the doctoral program), can be:
 - Scientific articles in the form of writings that are relevant to the current field of study or are part of a dissertation, as the primary author, at least in journals that have ISSN and can be accessed online; or
 - Published scientific articles in Seminar Proceedings, on a global scale; or
 - Scientific articles uploaded (upload) in the e-journal Scientific Library in St. Louis or St. Louis, which already allowed by a team of promoters and Pascasarjana Program; or
 - Textbooks are relevant to their scientific field and have an ISBN.

2. Doctoral program students can take the Doctoral Promotion Session if they meet the following requirements:
 - a) Has carried out a dissertation manuscript examination and is declared to have passed with a score of > 68
 - b) Has carried out revisions after the Dissertation Manuscript Examination and obtained all examiners' approval for the Doctoral Promotion Session.
 - c) The dissertation manuscript is declared eligible and unanimously accepted by the examining team.
3. Leader of the Doctoral Promotion Session is
 - a) Chairperson of the Session, namely the Chancellor / Chair of the UMY Senate or other authorized officials, namely the Senate Secretary, Deputy Chancellor I, Director of the Postgraduate Program or Dean who has a functional position as a professor;
 - b) Secretary of the Session, namely Secretary of Commission I Senate of UMY, Director of the Postgraduate Program, Dean of non-professors, or Chair of the related Study Program;
4. Committee for the Examination of Dissertation Manuscripts and Committee for Doctoral Promotion consists of and
 - a) Chairperson of the Chairperson and Secretary of the Session
 - b) Promoter Team: Chairman and members (3 people)
 - c) Opponent Team: Expert opponents (3 people) and representatives of UMY professors (1 person).
5. The testing team consists of a team of promoters and teams of opponents.
6. The Committee for the Examination of Dissertation Manuscripts and the Committee for Doctoral Promotion consists of academic staff who have doctoral degrees and/or professorial functional positions.
7. Task Team Leader Assembly and Testing (Promoter Tim and Tim opponent)
 - a) The Chairperson of the Congregation must guide all sessions of the session;

- b) The *Promovendus* (PhD Candidate) is responsible for the dissertation for delivering the task. The PhD Candidate also provides an assessment of the academic performance of the promoter;
- c) The Open Team was tasked with providing a comprehensive assessment of the academic performance of the PhD Candidate.

D. Implementation of the Dissertation Exam.

1. Dissertation Manuscript Examination Session is held at the Doctoral Management Postgraduate Program.
2. The Doctoral Management Program holds the Doctoral Promotion Session.
3. Dissertation Manuscript Examination and Doctoral Promotion Session can be implemented if attended by at least 5 (five) examiners (promoter team and represented opponent team) and 2 (two) siding leaders (chairman and secretary).
4. The Dissertation Manuscript Examination session was held in private, where the Ph.D. Candidate presented and maintained the results of the research and the feasibility of his dissertation on questions and objections and the examining team, with the following assessment materials:
 - a) The depth of knowledge, both written and oral, which is philosophically precise;
 - b) Originality of research;
 - c) A clear, systematic, and rational mind line;
 - d) The sharpness of analysis of problems and providing solutions/solutions;
 - e) Accuracy and neatness of grammar, writing techniques, and dissertation format.

5. The agenda for the Dissertation Examination Session is as follows:
 - a) Submission of a summary of the dissertation by Ph.D. Candidate;
 - b) Questions and answers;
 - c) Dissertation Manuscript Examination Dissertation Committee Meeting to assess research results and the feasibility of a Ph.D. Candidate dissertation to be submitted to the Doctoral Promotion Session;
 - d) Announcement of exam results.
 - e) The Dissertation Manuscript Examination Session lasts a maximum of 3 hours.
6. Doctoral Promotion Session is carried out openly for the knowledge of the scientific community and the general public about the eligibility of a Ph.D. Candidate to get a doctorate following his scientific discipline;
7. Doctoral Promotion Session can be attended by family, relatives, students, academicians, and other specially invited community members.
8. After the Doctoral Promotion Session and the candidate have passed, there is no more dissertation manuscript revision.
9. Doctoral Promotion Session lasts a maximum of 2 hours.
10. The Doctoral Promotion Session agenda is as follows
 - a) Foreword is delivered from the Leader of the Promoters' team. It is about the background and eligibility of the dissertation of Ph.D. Candidate.
 - b) Submission of a summary of the dissertation by Ph.D. Candidate;
 - c) The Examining Team submits questions or objections comprehensively following the time allocation agreed by the Exam Committee;
 - d) Questions and answers are not polemic or directive in nature;
 - e) Questions, comments, or suggestions on matters that are not substantive such as changes or improvements to the title, grammar, writing techniques, etc. are submitted in writing to the Ph.D. Candidate;
 - f) The Testing Team's response to the Ph.D. Candidate answer can be expressed by words of praise, dissatisfaction, or disapproval;

- g) Doctoral Promotion Session Committee Meeting to assess the eligibility of Ph.D. Candidate to become Doctor and announcement of Doctoral Promotion Session exam results;
 - h) Message, impressions, and hopes and the Leader of the Team of Promoters;
 - i) Expressions of gratitude and Ph.D. Candidate regarding the completion of education at the UMY Postgraduate Program;
 - j) Submission of Doctoral Promotion Session Sincerity Letter, signed by the Chairperson of the Session and the Chair of the Team of Promoters;
 - k) Giving congratulations.
11. Ph.D. candidate who has passed the doctoral promotion examination can attend the graduation ceremony, which has been determined to be appointed as a UMY graduate.

E . Dissertation Exam Results.

1. A Ph.D candidate can take a doctoral promotion session if he has passed the dissertation manuscript examination
2. Dissertation manuscript examination results can be:
 - a) Passing without improvement and can take doctoral promotion session within 2 (two) weeks from the implementation of the dissertation manuscript examination;
 - b) Passed with minor repairs and can take the doctoral promotion session no later than 1 (one) month after the implementation of the dissertation manuscript examination;
 - c) Pass with significant repairs and can take doctoral promotion sessions no later than 3 (three) months after the implementation of the dissertation manuscript examination;
 - d) Do not pass and must correct and repeat the dissertation manuscript examination no later than 6 (six) months later;

- e) If the results of the dissertation manuscript examination are still declared as not passed, then the person concerned is declared not to have passed (drop out) in the Doctoral Study Program of the Muhammadiyah University of Yogyakarta.
3. The above corrections must obtain written approval from all members of the testing team as evidenced by the signature of the examining team member on the approval sheet;
 4. The weighted score for the Dissertation Text Examination and Doctoral Promotion Session is 60% of the promoter team's score, 40% of the score from the expert opponent team, and the professor's value's representation.
 5. Dissertation Assessment is the average) Dissertation Manuscript Examination score with doctoral promotion session (Dissertation Manuscript Examination + doctoral promotion session) / 2, then converted into quality letter grades A, B, C, D, E, and quality numbers 4,3,2,1, and 0.
 - NA > 80 letter quality A quality number 4
 - 68 <NA <80 letters quality B quality score 3
 - 56 <NA <68 letters quality C quality score 2
 - 45 <NA <56 letters quality D quality score 1
 - NA <45 letters quality E for quality score 0
 6. The judicium (pre-graduation) is based on the Ph.D candidate Cumulative Achievement Index (GPA) as follows:
 - 3.00 - 3.49 Satisfactory
 - 3.50 - 3.79 Very Satisfying
 - 3.80 - 4.00 Cum laude
 7. Cumlaude Graduation Predicate has other additional requirements, namely:
 - a) Graduation time of the doctoral program (doctoral promotion trial date) takes into account the scheduled study period plus one year (maximum graduation time is in semester 8); and
 - b) During the study period, has published scientific papers related to the dissertation of at least 1 article in a global scale journal and/or at least two scientific papers in an accredited National scale journal and/or

other scientific works that have obtained IPR. For global journals, there must be evidence of an article or acceptance letter. In contrast, it can be uploaded online for national accredited journals on the Garuda portal and UMY portal or other university portals.

F. Clothing.

1. In the Dissertation Manuscript Examination Session, the Chairperson and Secretary of the Session, as well as the male members of the Dissertation Manuscript Examination Committee wear a shirt and tie and dark-colored trousers, while women adjust;
2. At the Doctoral Promotion Session, the Doctoral Promotion Committee has the position
 - a) Professor: wearing a gown, beret, and collar according to the attributes of the UMY Senate;
 - b) Professors from outside of UMY: wear a gown and beret according to the attributes of the original university or, if necessary, can use a UMY gown and beret without the UMY Senate necklace;
 - c) Non-professor committee: wearing a gown and beret without wearing the UMY Senate necklace;
3. At the UND and SPD Sessions; the male Ph.D. candidate wears a suit and tie and trousers of dark colors, while the female Ph.D. candidate adapts;

G. Evidence of Submission of Scientific Publications

1. Evidence of publication of scientific articles can be in the form of proof of journal reprints, a journal copy with its URL or a Web address that can be accessed online, or a letter of approval for the publication of the article and journal concerned)

2. Evidence of publishing scientific articles in proceedings can be in the form of proof of copy of the article, cover of proceedings, schedule of events, list of authors, and website address.
3. Evidence of publishing scientific articles in UMY e-journals can be in letters and managers containing the title and URL address.
4. Proof of book publication can be in the form of proof of book copy, or a letter of approval for the publication of the book and the publisher concerned.

CHAPTER VII

CLOSING

The research results that are valid both internally and externally and compiled in scientific writing meet the prevalence of scholars and will reflect the quality of the compiler's scientific independence. Especially in the Doctoral Program Management, the University of Muhammadiyah Yogyakarta, P Guidelines for writing a dissertation, this gives signs relating to writing's technical and administrative aspects.

Meanwhile, concerning aspects of academic procedures, research topics, and others, students can refer to lecture material, especially those discussing it in lectures or scientific research methodology reference books. For this reason, this writing guideline is not a signpost in designing scientific research but provides a limitation on how a research result is written and reported.

In designing a study that meets scientific work requirements in the form of a dissertation, every student needs to consider many things. One of them is selecting research problems in a field with scientific weight and merit to be researched like a dissertation work. Students' experience in interacting with lecturers during face-to-face lectures, read scientific works, and students' thoroughness in observing natural phenomena are the essential assets for the person concerned to determine that the problem he finds has scientific merit. It is assumed that students making a dissertation research design are said to have understood it, so it does not need to be regulated in this manual.

As described above, matters concerning the substance of the research and design are beyond this manual's scope. However, what is conveyed in this manual is an aspect that is no less important for every student to know. What is even more important is that with this manual's presence and with its implementation in the Management Doctoral Program at the Muhammadiyah University of Yogyakarta, there is an

agreement on how to write research results, especially for a dissertation. Thus, this guideline will create a uniform format for writing a student's dissertation in the Management Doctoral Program of the Muhammadiyah University of Yogyakarta. This format's uniformity presents a uniformity of identity and identity of the scientific community in the Management Doctoral Program of the Muhammadiyah University of Yogyakarta.

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Appendix 1: Example of Dissertation Proposal Title page

**THE EFFECT OF LEADERSHIP AND WORK COMPETENCY
ON WORK MOTIVATION AND ITS IMPLICATIONS ON
EMPLOYEE ORGANIZATIONAL COMMITMENTS IN
REGIONAL DEVICES WORK UNIT (SKPD)
YOGYAKARTA CITY**

DISSERTATION PROPOSAL

Was submitted as a condition to meet the requirements
Writing a Doctoral Dissertation in Management

by:

DWI PURYANTO

ID: 1066390006



**DOCTORAL MANAGEMENT
POSTGRADUATE PROGRAM
UNIVERSITY MUHAMMADIYAH YOGYAKARTA
ACADEMIC YEAR 2019**

**THE EFFECT OF LEADERSHIP AND WORK COMPETENCY
ON WORK MOTIVATION AND ITS IMPLICATIONS ON
EMPLOYEE ORGANIZATIONAL COMMITMENTS IN
REGIONAL DEVICES WORK UNIT (SKPD)
YOGYAKARTA CITY**

DISSERTATION PROPOSAL

Was submitted as a condition to meet the requirements
Writing a Doctoral Dissertation in Management

By:

DWI PURYANTO

ID: 1066390006

Approved for the Prequalification exam

Promoter and Co-Promoter	Sign	Date
Prof. Dr. Siswoyo Haryono, MM, MPd. (Promoter)
Prof. Dr. Ahmad Nurmandi, M.Sc. (Co-Promoter 1)	
Prof. Dr. Heru Kurnianto. (Co-Promoter 2)	

Yogyakarta,
Director of Postgraduate Program
University Muhammadiyah Yogyakarta

Ir. Sri Atmadja P. Rosyidi, M.Sc., Eng. Ph.D., P. Eng. IPM.

**THE EFFECT OF LEADERSHIP AND WORK COMPETENCY
ON WORK MOTIVATION AND ITS IMPLICATIONS ON
EMPLOYEE ORGANIZATIONAL COMMITMENTS IN
REGIONAL DEVICES WORK UNIT (SKPD)
YOGYAKARTA CITY**

DISSERTATION PROPOSAL RESULTS

Asked as a requirement for obtaining
Ph.D Degree in Management Science

By:

DWI PURYANTO

ID: 1066390006



**DOCTORAL MANAGEMENT
POSTGRADUATE PROGRAM
UNIVERSITY MUHAMMADIYAH YOGYAKARTA
ACADEMIC YEAR 2019**

**THE EFFECT OF LEADERSHIP AND WORK COMPETENCY
ON WORK MOTIVATION AND ITS IMPLICATIONS ON
EMPLOYEE ORGANIZATIONAL COMMITMENTS IN
REGIONAL DEVICES WORK UNIT (SKPD)
YOGYAKARTA CITY**

DISSERTATION PROPOSAL RESULTS

Asked as a requirement for obtaining
Ph.D Degree in Management Science

By:

**DWI PURYANTO
ID: 1066390006**

Based on the judicial results of the Management Doctoral Program Dissertation
Proposal Examination, which was held on then this dissertation was feasible
and approved to be continued in the **Dissertation Research Results Seminar**

Exam

Promoter and Co-Promoter	Sign	Date
Prof. Dr. Siswoyo Haryono, MM, MPd. (Promoter)
Prof. Dr. Ahmad Nurmandi, M.Sc. (Co-Promoter 1)	
Prof. Dr. Heru Kurnianto. (Co-Promoter 2)	

Yogyakarta,
Director of Postgraduate Program
University Muhammadiyah Yogyakarta

**THE EFFECT OF LEADERSHIP AND WORK COMPETENCY
ON WORK MOTIVATION AND ITS IMPLICATIONS ON
EMPLOYEE ORGANIZATIONAL COMMITMENTS IN
REGIONAL DEVICES WORK UNIT (SKPD)
YOGYAKARTA CITY**

DISSERTATION

Asked as a requirement for obtaining
Ph.D Degree in Management Science

By:

**DWI PURYANTO
ID: 1066390006**



**DOCTORAL MANAGEMENT
POSTGRADUATE PROGRAM
UNIVERSITY MUHAMMADIYAH YOGYAKARTA
ACADEMIC YEAR 2019**

**THE EFFECT OF LEADERSHIP AND WORK COMPETENCY
ON WORK MOTIVATION AND ITS IMPLICATIONS ON
EMPLOYEE ORGANIZATIONAL COMMITMENTS IN
REGIONAL DEVICES WORK UNIT (SKPD)
YOGYAKARTA CITY
DISSERTATION**

Asked as a requirement for obtaining
Ph.D Degree in Management Science

By:

DWI PURYANTO
ID: 1066390006

Based on the judicial results of the Management Doctoral Program Dissertation Examination, which was held on then this dissertation was feasible and approved to be continued in a **Closed Examination**

Commission of Examiners	Sign	Date
..... Chairman of the Assembly
..... Promoter
..... Co-Promoter 1
..... Co-Promoter 2
..... Examiner Member 1
..... Examiner Member 2
..... Examiner Member 3

Yogyakarta,
Director of Postgraduate Program
University Muhammadiyah Yogyakarta

Ir. Sri Atmadja P. Rosyidi, M.Sc., Eng. Ph.D., P. Eng. IPM.

**THE EFFECT OF LEADERSHIP AND WORK COMPETENCY
ON WORK MOTIVATION AND ITS IMPLICATIONS ON
EMPLOYEE ORGANIZATIONAL COMMITMENTS IN
REGIONAL DEVICES WORK UNIT (SKPD)
YOGYAKARTA CITY
DISSERTATION**

Asked as a requirement for obtaining
Ph.D Degree in Management Science

By:

**DWI PURYANTO
ID: 1066390006**

Based on the results of the closed examination of the Management Doctoral
Program Dissertation held on then this dissertation is feasible and approved
to be continued in the **Open / Promotion Examination**

Commission of Examiners	Sign	Date
..... Chairman of the Assembly
..... Promoter
..... Co-Promoter 1
..... Co-Promoter 2
..... Examiner Member 1
..... Examiner Member 2
..... Examiner Member 3

Yogyakarta,
Director of Postgraduate Program
University Muhammadiyah Yogyakarta

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**THE EFFECT OF LEADERSHIP AND WORK COMPETENCY
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REGIONAL DEVICES WORK UNIT (SKPD)
YOGYAKARTA CITY
DISSERTATION**

Asked as a requirement for obtaining
Ph.D Degree in Management Science

By:

**DWI PURYANTO
ID: 1066390006**

Commission of Examiners	Sign	Date
..... Chairman of the Assembly
..... Promoter
..... Co-Promoter 1
..... Co-Promoter 2
..... Examiner Member 1
..... Examiner Member 2
..... Examiner Member 3

Yogyakarta,
Director of Postgraduate Program
University Muhammadiyah Yogyakarta

Ir. Sri Atmadja P. Rosyidi, M.Sc., Eng. Ph.D., P. Eng. IPM.

Appendix 9: Sample Dissertation Prequalification Exam Assessment Sheet



DOCTORAL MANAGEMENT
 POSTGRADUATE PROGRAM
 UNIVERSITY MUHAMMADIYAH YOGYAKARTA

**THE ASSESSMENT SHEET
 PREQUALIFICATION EXAM**

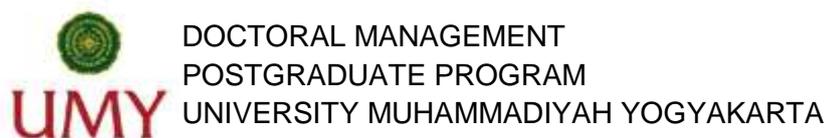
Student Name :
 Student Number :
 Day/Date of Exam :
 Title of Dissertation Proposal :

No	Component	Weight (B)	Value (N) 1-10	B x N
1	The relevance of the title of the proposal to the development of knowledge or social problems	1		
2	Coverage of Variables Under Study	1		
3	The suitability of the theory with the variables studied	1,5		
4	Hypothesis development	1		
5	Methodology	1		
6	Development of Data Collection Instruments and Techniques	1,5		
7	Development of Tabulation and Data Analysis Techniques	1		
8	Systematic Writing and Scientific Language	1		
9	Communication Skills and Maintaining Scientific Work	1		
Total		10		
			Total Value	

Director of Postgraduate Program
 University Muhammadiyah Yogyakarta

Ir. Sri Atmadja P. Rosyidi, M.Sc., Eng. Ph.D., P. Eng. IPM.

Appendix 10 : Sample Dissertation Prequalification Exam Suggestion Sheet



DOCTORAL MANAGEMENT
 POSTGRADUATE PROGRAM
 UNIVERSITY MUHAMMADIYAH YOGYAKARTA

RECOMMENDATION SHEET
 DISSERTATION PROPOSAL

Student Name :
 Student Number :
 Day/Date of Exam :
 Title of Dissertation Proposal :

No	Component	Improvement Suggestions
1	The relevance of the title of the proposal to the development of knowledge or social problems	
2	Coverage of Variables Under Study	
3	The suitability of the theory with the variables studied	
4	Hypothesis development	
5	Methodology	
6	Development of Data Collection Instruments and Techniques	
7	Development of Tabulation and Data Analysis Techniques	
8	Systematic Writing and Scientific Language	
9	Communication Skills and Maintaining Scientific Work	

Promoter / Co-Promoter

Prof. Dr.

Appendix 11 : Example of Dissertation Research Seminar Assessment Sheet



DOCTORAL MANAGEMENT
 POSTGRADUATE PROGRAM
 UNIVERSITY MUHAMMADIYAH YOGYAKARTA

**THE ASSESSMENT SHEET
 SEMINAR OF DISSERTATION RESEARCH RESULTS**

Student Name :
 Student Number :
 Day/Date of Exam :
 Title of Dissertation Proposal :

No	Component	Weight (B)	Value (N) 1-10	B x N
1	Adequacy, Validity and Reliability of the Networked Data	2		
2	Tabulation	1		
3	Hypothesis test	2		
4	Research Findings and Conclusions	2		
5	Implications and Usefulness of Findings	1		
6	Scientific Writing Techniques	1		
7	Scientific Communication Skills	1		
Total		10		
			Total Value	

Promoter / Co-Promoter

.....

Appendix 12: Example of a Dissertation Research Seminar Suggestion Sheet



DOCTORAL MANAGEMENT
 POSTGRADUATE PROGRAM
 UNIVERSITY MUHAMMADIYAH YOGYAKARTA

PERFORMANCE ADVICE SHEET
RESULTS OF DISERTATION RESEARCH SEMINAR

Student Name :
 Student Number :
 Day/Date of Exam :
 Title of Dissertation Proposal :

No	Component	Suggestion
1	Adequacy, Validity and Reliability of the Networked Data	
2	Tabulation	
3	Hypothesis test	
4	Research Findings and Conclusions	
5	Implications and Usefulness of Findings	
6	Scientific Writing Techniques	
7	Scientific Communication Skills	

Promoter / Co-Promoter

Prof. Dr.

Appendix 13: Example of Dissertation Promotion Scoring Sheet



DOCTORAL MANAGEMENT
 POSTGRADUATE PROGRAM
 UNIVERSITY MUHAMMADIYAH YOGYAKARTA

**LEMBAR PENILAIAN
 PROMOSI DISERTASI**

Ph.D. Candidate Name :
 Students Number :
 Day/Date of Exam :
 Title of Dissertation Proposal :

No	Component	Weight (B)	Value (N) 1-10	B x N
1	Presentation skills	2		
2	Ability to answer questions and rebuttals	4		
3	Scientific communication skills	2		
4	Professional behavior	2		
Total		10		
			Total Value	

Promotion Exam Team

Prof. Dr.

Prof. Dr.

Prof. Dr.

Appendix 14 : Example of a Dissertation Revision Logbook

**LOGBOOK
EVIDENCE OF DISERTATION REPAIR**

STUDENT NAME :
 STUDENT NUMBER :
 DEPARTMENT : DOKTOR MANAJEMEN
 PROMOTER : 1)*
 CO-PROMOTER 1 : 2.
 CO-PTOMOTER 2 : 3.

Information:

*) Write the name of the promoter / co-promoter

NO	NAME	SIGN	DATE
1	Chief Examiner Prof. Dr.		
2	Promoter Prof. Dr.		
3	Co-Promoter 1 Prof. Dr.		
4	Co-Promoter 2 Prof. Dr.		
5	Examiner 1 Prof. Dr.		
6	Examiner 2 Prof. Dr.		
7	Examiner 3 Prof. Dr.		

Appendix 15 : Examples of Student Statements Regarding the Authenticity of the Dissertation



RESEARCH ORIGINAL STATEMENT LETTER

The undersigned below:

Name :
Student Number :
Department : Doctoral Management, Postgraduate Program,
University Muhammadiyah Yogyakarta
Dissertation Title :
.....
.....

By Allah, I with this declare that:

1. This dissertation is my work, not plagiarism from other people's work or made by other people.
2. This dissertation is prepared by referring to the norms of Research Ethics.
3. If my statement turns out to be untrue, I invite the Postgraduate Program to revoke my diploma and degree.

Thus, I have prepared this Statement Letter to be known by interested parties.

Yogyakarta,
Students,

Name:

ABSTRACT

Dwi Puryanto, this study aims to examine the influence of leadership style and work competence on work motivation and its implications for SKPD organizational commitment in Yogyakarta and was conducted on 260 respondents from a population of 363 employees in charge of managing finances.

The data were analyzed using descriptive and inferential statistics methods. Inferential analysis using the structural equation model (SEM) with the help of AMOS 22.4.

Both simultaneously and partially, leadership and work competence significantly influence work motivation and organizational commitment. It is recommended that SKPD leaders in Yogyakarta City: a) Improve leadership abilities, motivate and improve employee competencies. b) Leaders must be role models, motorbikes, directions, and communicators. c) Leaders can divide tasks, solve aperitive problems, place staff according to competence, d) increase work commitment. e) Improving employee performance needs to provide high motivation, and employees must have high competence at work.

Keywords : Leadership, Work Motivation, Competence, Organizational Commitment .

CURRICULUM VITAE

Dwi Puryanto was born in Ngawi on April 8, 1983, from father Suwaji and Mrs. Isnatin. The second child of four children. In 2001 he married Tati Setiawati and was blessed with two sons, namely Muhammad Perdana Nurfalalah and Abu Bakar Siddiq Ar Rafif, and one daughter, Zahratussyifa Rahadatull Aisy.

The Basic Program was completed in 1973 at MI Desa Dawu, Kab. Ngawi. The Junior High Program was completed in 1986 at Madrasah Tsanawiyah Negeri Ngawi and then completed the Intermediate Program in 1990 at PGRI 1 Ngawi High School in 1993. I entered YPN's Higher Economics Program and graduated in 2001. In 2015 he entered the Master's program (S2) Master of Management at STIE Trianandra Jakarta Concentration of HR Management.

In 2005 he started working as a financial staff at PT Ternag Abadi Bakti until 2010. starting in 2011, he worked at Lion Air with his last position as Ka. Finance Division up to now.

Jakarta, April 15th 2016

D.P.

FOREWORD

Praise be to the presence of Allah SWT because only with His grace this dissertation can be completed properly. This dissertation is structured as one of the requirements to fulfill academic assignments in obtaining a Doctorate in the Management Doctoral Study Program of the Postgraduate Program at Muhammadiyah University Yogyakarta.

This study aimed to determine the effect of leadership and work competence on work motivation and their impact on work commitment of SKPD in Yogyakarta City. The research results are expected to be useful for increasing the organizational commitment of employees, which will improve the performance of SKPD employees in the city of Yogyakarta.

On this occasion, the author would like to thank:

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2. Director of the Graduate School of Muhammadiyah Yogyakarta University, Mr
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5. Instructor II Mr ...
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7. Leaders and employees of the research site
8. All families, especially fathers, mothers, wives, and children, have provided moral and material encouragement.

To all those who have guided, assisted and encouraged me to completed this dissertation, I pray that Allah SWT will repay all the goodwill that has been given.

The author realizes that this dissertation still has many deficiencies, which are the weaknesses of researchers in carrying out this research

assignment. Any deficiencies in the researcher please be corrected by the reader.

Yogyakarta, November 1st 2019

D.P.

Appendix 19. Example of Table of Contents

TABLE OF CONTENTS

Abstract	
Promoter Approval Sheet	
Examiner Ratification Sheet	
Introduction.....	
Table of contents.....	
List of Tables.....	
List of picture.....	
Appendix List.....	

CHAPTER I PRELIMINARY

A. Background	
B. Problem Identification	
C. Limitation Problem	
D. Problem Formulation	
E. Purpose and Use of Research	

CHAPTER II STUDY OF THEORY AND HYPOTHESIS

A. Theoretical Study	
1. Teori Y	
2. Teori X ₁	
3. Teori X ₂	
A. Relevant Research Results	
B. Framework	
C. Hypothesis	

CHAPTER III RESEARCH METHODOLOGY

A. Time and Place of Assessment	
B. Population and Sampling Techniques.....	
C. Research Methodology	
D. Data Collection Techniques	
E. Development of Research Instruments	

1. Variabel Y
a. Conceptual Definition
b. Operasional Definition
c. Grille
d. Instrument Test
2. Variabel X ₁ , X ₂
a. Conceptual Definition
b. Operasional Definition
c. Grille
d. Instrument Test
F. Data Analysis Techniques
a. Descriptive Analysis
b. Inferential Analysis

CHAPTER IV RESULTS AND DISCUSSION

A. Descriptive Analysis
B. Inferential Analysis
C. Discussion
1. Hypothesis 1
2. Hypothesis 2,
3. Hypothesis 3, dst
D. Research Limitations

CHAPTER V CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS

A. Conclusion
B. Implication
C. Suggestion

BIBLIOGRAPHY

APPENDIX

Appendix 20. Sample List of Tables

LIST OF TABLES

No	Description	Page
1
2
3
4

Appendix 21. Sample List of Figures

LIST OF FIGURES

No	Description	Page
1	Theoretical Framework Model.....
2
3
4

Appendix 22. Sample List of Appendix

LIST OF APPENDIX

No	Description	Page
1
2
3
4