

THE INFLUENCE OF INCENTIVES AND SUPERVISION ON EMPLOYEE PRODUCTIVITY AT PT. PERKEBUNAN NUSANTARA VII BUSINESS UNIT PEMATANG KIWAH, NATAR SOUTH LAMPUNG REGENCY

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Abstract

The object of this research is PT. Perkebunan Nusantara VII Kiwah Business Unit is located at Jalan Raya No. 71. A. Tanjungrejo village, Natar sub-district, South Lampung regency. Engaged in agribusiness and crumb rubber agroindustry qualified Standard Indonesian Rubber (SIR) for domestic and International market. Problems faced by this company is the discipline and awareness of achievement is still low, the supervision function has not been done properly, so that employee productivity is not optimal as planned. The purpose of this research is; (1) To know the effect of incentives on employee productivity at PT. Perkebunan Nusantara VII Business Unit Pematang Kiwah Natar South Lampung Regency, (2) To know the effect of supervision on employee productivity (3) To know the effect of incentives and supervision on employee productivity. The number of samples is 70 respondents. The result of data analysis using multiple linear regression formula is $Y = 5,516 + 0,714 X_1 + 0,722 X_2 + e$. Test Result F significant level 95% is F count 24,47 > F Table 3.15. Result of t test of significant level 95% is t count 6,224 > t Table 1,667. Thus incentives and supervision significantly affect the productivity of employees at PT. Perkebunan Nusantara VII Business Unit Pematang Kiwah Natar South Lampung Regency.

Keywords: *incentives, supervision, productivity.*

I PRELIMINARY

A. Background

In the success of a business, both in the field of industry and services that later developed into a company, there is a huge contribution from the utilization of human resources and other resources in implementing the operational plan of a business.

The bigger the company manages its business, the human resource problem is also bigger and more complex, to minimize the various problems that will arise, personnel must compile the

material of human resources development program plan, that is education and skill. It is expected that the results can assist decision makers in analyzing future demand, technology, competition and risk comparisons from the economic consequences of each alternative, plans to be implemented or implemented.

The impact of the current era of economic globalization has entered all sides of society, both individuals and organizations, must be able to adapt

to technology as a means of work, marketing and supervision.

Supervision is an activity to assess the work, prevent, in order not to deviate or improve deviations, nonconformity of the standards in achieving organizational goals. Effective job oversight needs motivational support, in order to increase employee enthusiasm, consciously willing to comply with all regulations. One indicator of employee motivation is a fixed salary and incentive in a fair way so that employees can meet their needs properly.

PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah is located on Jalan Raya Natar No. 71A Tanjungrejo Village, Natar Sub-district, South Lampung District, Headquartered by directors at Jalan Teuku Umar No. 300, Kedaton Bandar Lampung.

PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Kecamatan Natar is a company engaged in agribusiness and agro industry especially rubber quality, type Standard Indonesian Rubber (SIR 10 & 20). The monthly production target is 850 tons for domestic and international markets. The number of employees as many as 230 people, mostly coming from the community around the company. Employee recruitment still uses a closed method system, still familial. The advantages are more adaptable to the work environment. The weakness of applicants is less and less selective, so personnel have not guaranteed discipline and awareness berprestasinya good.

Such personnel conditions will complicate the role of oversight, will result in less effective in preventing errors, deviations, and non-conformities of predetermined plans preventing misconduct. In addition to recruitment and supervision is also required motivation or thrust that can affect

employee productivity either one of them is to provide incentives are material and non material.

According Sarwoto, (2012: 144) incentives are as a means of encouraging work morale deliberately given to the workers, so that in themselves arise a greater spirit to excel for the organization.

Work productivity is one of the important issues that must be considered by the company to realize the objectives that have been outlined previously means the ability to produce something. While the work means doing something done to earn a living livelihood (Poerwadarminta, 2012: 70), work productivity is the ability to produce a work more than the usual size that has been common. (The Liang Gie, 2007: 3).

PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Kecamatan Natar for 3 years, namely; in 2014 - 2016 the average production target of crumb rubber is 674 tons or 79.3% per month. This shows not yet optimal as the production target set 850 tons per month.

Discipline and achievement problems are low, caused by lack of incentive and supervisory function that has not been good enough, so that employee work productivity has not been optimal in accordance with the previously planned targets. But this is still temporary. Further research is needed, through the correlation test of each variable X1 and X2 or partially.

B. Formulation of the problem

1. Does the incentive affect the productivity of employees at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah, Natar, South Lampung Regency?
2. Does the supervision affect the productivity of employees at PT. Perkebunan Nusantara

VII (Persero) Business Unit Pematang Kiwah Natar South Lampung Regency?

3. Do the incentives and supervision affect the work productivity of employees at PT. Perkebunan Nusantara VII (Persero) Business Unit PematangKiwah Natar South Lampung Regency?

C. Research purposes

1. To determine the effect of incentives on employee productivity at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Natar South Lampung Regency.
2. To determine the effect of supervision on employee productivity at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Natar South Lampung Regency.
3. To know the effect of incentives and supervision on employee work productivity at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Natar South Lampung Regency.

II. LITERATURE REVIEW

A. Incentives

The definition of incentives is the additional remuneration, awarded to employees who excel by an organization, is part of the compensation tool of the principle of fair support.

According to Malay SP Hasibuan, (2012: 38) compensation is divided into 2 (two), namely; directly (direct compensation), in the form of salaries and incentives, must be provided by the company to employees. Salaries are fixed at a priodic or monthly scale, while incentives are additional financial incentives.

Incentives are additional income that is given directly to employees of achievement of the work achieved in carrying out the task and the work is charged to him. (Alex S. Nitiseminto, (2011: 58).

According Sarwoto (2012: 144) The definition of incentives is as a means of encouraging morale deliberately given to the workers, so that in their presence arise a greater spirit to excel for the organization.

According to Alex S. Nitiseminto, (2011: 166) Types of incentives are:

- a. Financial incentives are a financial boost, not just covering a reasonable salary. But it includes the share of corporate profits and welfare issues, including; maintenance of old-age insurance, recreation, bonuses, medical benefits, job allowances, transportation allowances and others.
- b. Non-financial incentives are satisfactory employment conditions, including; workplace, working hours, duties and workmates, awards, career opportunities, spiritual needs, participation and others. Leadership attitude toward employee's desire, such as; job security, promotions, grievances, entertainments and relationships with superiors.

According to Sondang P Siagian, (2010: 152) Incentive Indicators are:.

1. Productivity

The magnitude of the incentive depends on the small number of results achieved in the employee's time. This can encourage less productive employees to be more productive in their work. Very profitable for employees working fast and highly capable.

2. Length of work

The amount of incentive is determined on the basis of the length of the employee performing

or completing a job. The calculations using hourly, daily, weekly or monthly.

3. Seniority

Based on years of service or seniority of employees in an organization, senior employees, showing loyalty and loyalty to the organizations in which they work. The disadvantage is, it is not necessarily senior has high ability to be leader because of work period.

4. Needs

Based on the level of urgency of decent living needs, it means that the incentive given is reasonable, can be used to meet some basic needs, not excessive, but not lacking. This allows employees to survive in the company / agency.

5. Justice and Feasibility

a. Justice

Related to the relationship between the sacrifice (input) with (output), the higher the sacrifice the higher the expected incentive, so it must be assessed is sacrifice on an expected position or output.

b. Appropriateness

Worth the understanding is to compare the magnitude of incentives with other companies engaged in similar business. If the incentives in the company concerned are lower than other companies, then the company / institution will get constraints, namely; in the form of declining performance of employees who can be known from various forms due to employee discontent about the incentives.

6. Job Evaluation

Enterprises determine and compare the value of a particular position with the value of other positions in an organization. This also means determining the relative value or price of a

position, in order to rank in the determination of incentives.

B. Supervision

The definition of supervision is an activity to assess the work, intended to prevent, in order to avoid irregularities or to improve irregularities, nonconformities of standards, waste, fraud, obstacles, errors and failures in achieving organizational goals. Controlling one of the functions of human resource management is the activity of controlling all employees to comply with company regulations and work in accordance with the plan.

According to Malayu S.P. Hasibuan, (2011: 59) supervision is the measurement and improvement of the implementation of subordinate work, so planned that has been set to achieve the goals of the company can be done. Full oversight function is the responsibility of every leader, to assess and correct the work performed by subordinates, intended to gain confidence or ensure that the company's goals and plans are used to achieve them.

According to Handyaningrat, (2012: 69) there are 2 indicators of supervision:

1. Direct supervision

Direct supervision is done by the leadership of the organization by using direct observation can take the form of direct inspection, on the spot observation and on the spot report as a monitoring technique, that managers see directly the implementation of operational activities organized by subordinates are psychological in the sense subordinate will feel cared for by his superiors.

2. Indirect supervision

Remote control is carried out through written and oral reports or by phone, submitted by

subordinates, then studying the results of reports relating to the progress reports of the implementation of the work, compared to the schedule of the implementation plan and the report on the results of the implementation of work with the pre-determined plan. Then it is analyzed against differences, environmental factors that can influence the assessment of the results of implementation of work including the responsible.

According Kusnadi, (2010: 41) indicators of supervision of employee work discipline are:

- a. Increased attendance rate
- b. Job arrears are reduced
- c. The plan is organized as expected
- d. The tasks are in accordance with the plan, whether viewed from the physical aspect or cost.
- e. The achievement of the task objectives, overtime work is reduced.

C. Work productivity

Understanding productivity basically includes a mental attitude that always has the view that life in the day better than yesterday and tomorrow is better than good from today (Sinungan, 2005: 12). Technically productivity is a comparison between the outcome (out put) with the overall

required resources (in put). Productivity implies a comparison between the results achieved with the role of unity labor time (Riyanto, 2003: 22).

From the above understanding can be concluded that work productivity is the ability of employees in production compared with inputs used, an employee can be said productive if able to produce goods or services in accordance with the expected in a short time or precise.

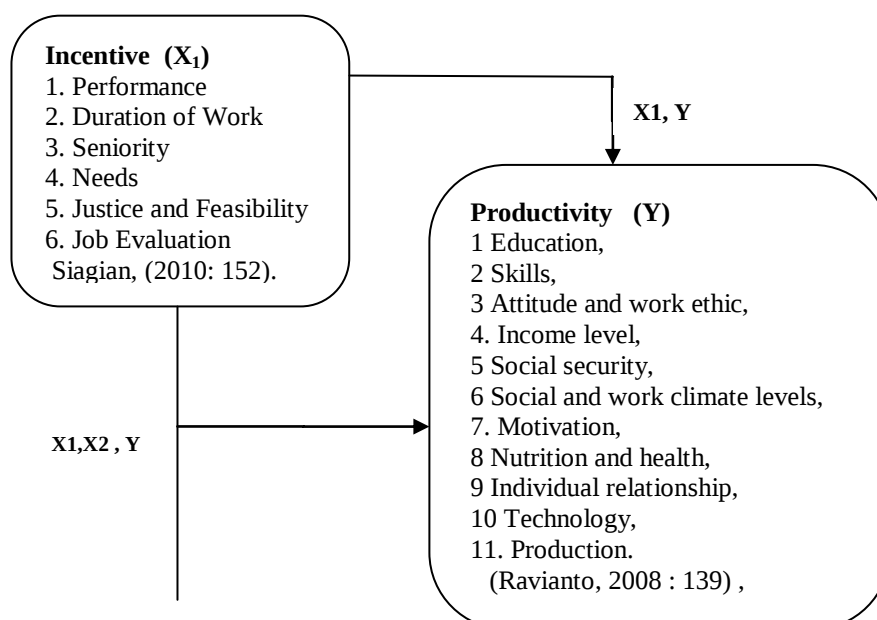
Factors - Factors Affecting Work Productivity

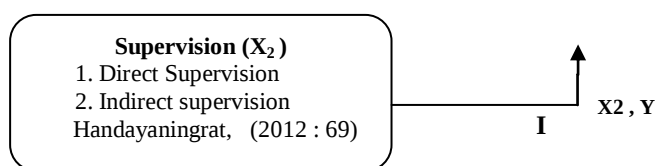
To achieve a high productivity of a company in the production process, in addition to raw materials and labor must also be supported by the following factors: (1) Education, (2) Skills, (3) Attitude and work ethic, (4)), (5) social and work climate, (7) Motivation, (8) Nutrition and health, (9) Individual relationship, (10) Technology, (11) Production (Ravianto, 2008: 139).

There are two kinds of productivity measurement tools:

- a. Physical productivity, ie productivity quantitatively, such as size, length, weight, number of units, time, and labor cost.
- b. Value productivity, ie productivity measures using the value of money expressed in rupiah, yen, dollar and so on. (Ravianto, 2008: 21).

E. Framework





II. RESEARCH METHODOLOGY

A. Types of research

This type of research is a survey or research field to obtain data, through interviews openly and the spread of questionnaires as a means of collecting samples from the population or all employees at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah, located on Jalan Raya Natar No. 71. A Tanjungrejo Village, District Natar, South Lampung District. This research uses qualitative and quantitative analysis approach.

B. Operational definition

Operational definition is an indicator of each research variable, data relevance, directed in accordance with the method of measurement. According Singarimbun and Effendi (2010: 167) operational definition is a clue how a variable is measured by reading the operational definition of research, it will be known whether or not the variable is good to use.

C. Variable Indicators

- Inscentine (X_1) :

1. Productivity
2. length of service,
3. seniority,
4. needs
5. justice and feasibility.

- Supervision (X_2) :

1. Direct supervision,
2. Indirect supervision.

- Productivity (Y).

1. Education,
2. Skills,
3. Attitude and work ethic,
4. Income level,
5. Social security,
6. Social and work climate levels,
7. Motivation,
8. Nutrition and health,
9. Individual relationship,
10. Technology,
11. Production

D. Measurement Indicators

No	Variables	Indicatorr	Measurement scale
1.	Incentive	Productivity, duration of work, justice and equity seniority, job evaluation	Likert
2.	Supervision	Direct supervision Indirect supervision	
3.	Productivity	Education, Skills, Attitudes and work ethics, Level of income, Social	

		security, Level of social and work climate, Motivation, Nutrition and health, Individual relationship, Technology, Production.	
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E. Measurement Scale

Research data obtained from the results of questionnaire answers variables, measured using Likert scale 5 (five), the provisions as follows:

Strongly Agree (SA)	score 5
Agree (A)	score 4
Neutral (N)	score 3
Disagree (D)	score 2
Strongly Disagree (SD)	score 1

F. Sample and Population Determination

Method

As Sugiyono's opinion, (2012: 147) large sample of research taken from some populations and used as a respondent using a particular technique.

According to Amirin T (2011: 14) determination of research samples, can be taken from some population at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah, using Slovin formula;

$$n = \frac{N}{N \cdot d^2 + 1}$$

Information :

n = Size of sample

N = Population

d = Precision value (10%)

1 = Constant numbers

Based on the calculation of Slovin formula, in order to determine the sample size of the study of some of the population as follows :

$$n = \frac{230}{230(0,1)^2 + 1} = \frac{230}{230(0,01) + 1}$$

$$= 69,69 \approx 70 \text{ Samples}$$

The results of questionnaires from each variable to 70 samples or research respondents, will test the validity and reliability as follows:

a. Validity test

Testing the validity of the instrument of this study, can be done using product moment correlation formula as follows; Sugiyono (2010: 50)

$$r_{xy} = \frac{n \cdot \sum X_i Y_i - (\sum X_i)(\sum Y_i)}{\sqrt{\{n \cdot \sum X_i^2 - (\sum X_i)^2\} \{n \cdot \sum Y_i^2 - (\sum Y_i)^2\}}}$$

Information ;

Rxy = Value

X = Total variable items

Y = Total variable items

n = Number of samples tested

The result of calculation of product moment correlation (r arithmetic), then done comparison of r table value, if $r \geq r$ table, hence item of question submitted is valid and if value $r \leq r$ table value, hence item of question asked is not valid. Test item question is valid or will not be used also software program SPSS version 21.

b. Reliability Test

According to Arikunto Suharsimi, (2011: 93) reliability test is a questionnaire is said to be reliable

if, the questionnaire has a high level of trust and has the stability or accuracy.

Meanwhile, to measure the reliability level of the questionnaire, in order to obtain the score value of each independent variable X_1 , X_2 and Y dependent variable, used the formula (Cronbach Alpha), ie ;

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum \sigma^2_i}{\sigma^2_t} \right)$$

Keterangan :

A = Reliability Value

K = Number of questions

$\sum \sigma^2_i$ = Total variance of each item

σ^2_t = Varians total

Furthermore, after the coefficient value of alpha obtained, then the results of r arithmetic compared with the value of the table. If the alpha value of the table $\geq r$ counts, then the question is reliable. Conversely, if the value of alpha $\leq r$ count, then the question is not reliable. The next test is using SPSS version 21 software program.

G. Analysis Method

1. Qualitative Analysis

Research data is analyzed qualitatively, in order to know the influence of incentives and supervision on employee productivity at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah of South Lampung Regency. The human resource management and human resource management approaches are used, the result is descriptions.

2. Quantitative Analysis

Research data is analyzed quantitatively is intended to know the effect of incentives and supervision on employee work productivity, used

multiple linier regression calculation formula as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + Et$$

Informations :

Y = Productivity of Employees

X_1 = Incentive

X_2 = Supervising

a = Intercept Value

b = Regression Coefficient

Et = error term

The magnitude of the value of the influence of the acquisition of each variable will be interpreted by the criteria:

0.801 - 1.00 Very strong

0.601 - 0.80 Strong

0.401 - 0.60 Strong enough

0.201 - 0.40 Weak

0.001 - 0.20 Very weak

a. Hypothesis testing

Hypothesis testing on each regression coefficient, then used t-student with 95% confidence level and degrees of freedom $df = (n - k1)$ with the following criteria :

1. H_0 is rejected and H_a accepted, if $t \text{ count} > t \text{ table}$; $-t \text{ count} < -t \text{ table}$.
2. H_0 accepted and H_a rejected, tied count $< t \text{ table}$; $-t \text{ count} > -t \text{ table}$.

According to Sugiyono, (2011: 154) If, H_0 is rejected, the independent variables tested have a significant effect on the bound variables. If, H_0 accepted, the independent variables tested have no significant effect on the bound variable.

Meanwhile, according to Sugiyono, (2011: 203) for testing the overall hypothesis or testing the

coefficient of determination (R^2), then used the formula statistical F-count (Fisher Test) at 95% confidence level and degrees of freedom $d.f_1 = (k-1)$ and $d.f_2 = (nk)$ with the following test criteria:

1. H_0 is rejected and H_a accepted. If $F \text{ count} \geq F \text{ Table}$,
2. H_0 accepted and H_a rejected. If $F \text{ count} \leq F \text{ table}$.

If, H_0 is rejected the independent variables tested have a real effect on the bound changes. If, H_0 is accepted, the free modes tested have no significant effect on the bound variables.

Testing validity and reliability is intended to measure the level of validity and level of trust, stability or accuracy of 20 questions (questionnaires), consisting of; 8 incentive variable questions (X_1), 4 questions of supervisory variables (X_2), and 8 questions of employee productivity variables (Y).

Validity test was conducted on 70 samples, by comparing correlation value ($r \text{ count}$) for each question item (Appendix 3) with correlation criterion value ($r \text{ table}$) at $df = 70$ and 95% confidence level was 0.2319.

Result of calculation of validity and reliability for 20 questions.

IV. DISCUSSION

Research result

Qualitative Analysis

Validity and Reliability Testing Results Research

Instruments:

Item	r_{hitung} Corrected Item-Total Correlation	r_{tabel} on 95% confidence rate	Validity Result	Alfa Corrected Item-Total Correlation	Reliability Result
Incentive 1	0.797	0.2319	Valid	0.907	Reliable
Incentive 2	0.920	0.2319	Valid	0.903	Reliable
Incentive 3	0.849	0.2319	Valid	0.904	Reliable
Incentive 4	0.900	0.2319	Valid	0.903	Reliable
Incentive 5	0.605	0.2319	Valid	0.916	Reliable
Incentive 6	0.830	0.2319	Valid	0.905	Reliable
Incentive 7	0.797	0.2319	Valid	0.907	Reliable
Incentive 8	0.900	0.2319	Valid	0.903	Reliable
Supervising 1	0.787	0.2319	Valid	0.859	Reliable
Supervising 2	0.807	0.2319	Valid	0.854	Reliable
Supervising 3	0.772	0.2319	Valid	0.864	Reliable
Supervising 4	0.774	0.2319	Valid	0.862	Reliable
Productivity 1	0.857	0.2319	Valid	0.917	Reliable
Productivity 2	0.855	0.2319	Valid	0.918	Reliable
Productivity 3	0.919	0.2319	Valid	0.913	Reliable
Productivity 4	0.696	0.2319	Valid	0.929	Reliable
Productivity 5	0.930	0.2319	Valid	0.912	Reliable
Productivity 6	0.697	0.2319	Valid	0.926	Reliable
Productivity 7	0.700	0.2319	Valid	0.925	Reliable

Productivity 8	0.761	0.2319	Valid	0.922	Reliable
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Qualitative Analysis

1. Provision of incentives have a significant effect on employee productivity at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Natar South Lampung Regency with a value of 71.4%.
2. Supervision has a positive effect on employee productivity at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Natar South Lampung Regency with a value of 72.2%.

productivity.

Double Linear Regression Statistics	Values
Constanta Intercept (<i>a</i>)	5,516
Regression coefficient variable X_1 , (b_1X_1)	0.714 (X_1)
Regression coefficient variable X_2 , (b_2X_2)	0.722 (X_2)
Regression equation	$Y = 5,516 + 0.714 X_1 + 0.722 X_2$
R (Correlation)	0.758
R^2 (R Square)	0.574
F_{Count}	24.47
F_{Tabel} 95% Significant rate	3.15
Df_1 F Test ($k-1$) = (3-1)	2
Df_2 F Test ($n-k$) = (70-3)	67

a) Multiple Linear Regression Equation

The result of calculation of multiple linear regression equation shows that $Y = 5,516 + 0,714 X^1 + 0,722 X^2$ its meaning; provision of incentive and supervision have a significant and positive effect on work productivity of employees with value of influence 57,4%. The remaining 42.6% is influenced by various other factors. The effect of each independent variable (incentive and supervision) on the dependent variable (employee work productivity) is positive, that is: if incentives and supervision are improved, employee work productivity will also increase.

b) Correlation coefficient

3. Incentives and supervision together have a significant effect on employee productivity at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Natar South Lampung Regency with a value of 57.4%.

Quantitative Analysis

Results of multiple linear regression calculations, the influence of incentives and supervision on employee

The value of the influence of variable incentives and supervision on employee productivity is shown by the value of R (correlation), namely; 0.758 or 75.8% (included in strong / high criteria). The effect is positive, meaning; the value of incentive and supervisory variables affect the employee productivity.

c) Coefficient of Determination

The magnitude of the influence of incentives and supervision on employee productivity at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Kecamatan Natar Lampung Regency shown by the value of R^2 (R Square) is 0.574 or 57.4%.

The influence is positive, that is; employee work productivity is significantly affected by

incentives and supervision of 57.4%. While the rest of 42.6% influenced by various other factors that are not discussed in the researchers.

- d) Test Result F Test and T Test, as follows:
the comparison between F arithmetic with F Table at a significant level of 95% is F count $24.47 > F$ Table 3.15. Thus, incentives and supervision significantly affect the productivity of employees.
- e) Comparison between t value with t table, at a significant level of 95%. is t count $6.224 > t$ Table 1.667. Thus incentives and supervision significantly affect the productivity of employees at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Kecamatan Natar South Lampung regency.

V. CONCLUSIONS

Conclusions

1. That incentives affect the productivity of employees at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Natar South Lampung Regency.
2. That supervision effect on employee work productivity at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Natar South Lampung Regency.
3. That incentives and supervision have an effect on to work productivity of employees at PT. Perkebunan Nusantara VII (Persero) Business Unit Pematang Kiwah Natar South Lampung Regency.

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