

The Effect of Competency, Motivation, Compensation On the Employee Performance of Pt. Xyz Ciputat Timur

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Abstract

This objective of this research is to examine the influence of competency, motivation and compensation to the performance in the PT. XYZ Ciputat Timur. The research is causality using survey approach. Data was collected by distributing questionnaires to all employee servants who employee performance in the PT. XYZ as 40 people. Methods of data analysis using descriptive statistical analysis, classic assumption testing, validity and reliability testing and hypothesis testing by multiple regression analysis techniques were processed using by SPSS for Windows programs. Based on the results of testing the coefficient of determination resulted in adjusted R-Square of 0,839 or 83,9 %, demonstrating the influence of variable competency, motivation, compensation and work environment to the employee performance, where as 16,1 % are affected by other factors not examined in this research variables or other factors that have not been studied in this study such as work culture, incentives, leadership style, etc. These results showed that: (1) Simultaneously, competency, motivation and compensation to the performance have a effect to the performance in thePT. XYZ; and (2) Partially, competency, motivation and compensation to the performance have a effect to the performance in the PT. XYZ.

Keyword: Competency, Motivation, Compensation, Employee Performance PT. XYZ.

Preliminary

PT. XYZ is one of the governmental office in Indonesia where the scope of the business activities is engaged in implementing regional government at sub-district level. Subdistricts are led by Camat who the duties are responsible to the Mayor through the City Secretary. Sub-district head domiciled as the implementer of the regional government at the district level, who has the duty of implementing the authority of the government delegated by the Mayor and other government duties.

To achieve the company goals, it is needed an employees who are in accordance with the requirement desired by the company and have the ability to do the tasks which have been assigned by the company. The company will strive to

improve the performance of its employees, hoping that the employees are able to achieve the goals.

However, what happened at PT. XYZ is the problem employee performance. That is triggered by the lack of competence, motivation and compensation so that performance has decreases every year.

Theoretical Review

According to John Miner in Sudarmanto (2015) performance is the quantity of output, and two things related to the aspects of individual behavior, namely time utilization in work (levels of compliance on working hours), and cooperation.

According to AA, Anwar Prabu Mangkunegara (2017: 9) that "Employee performance" (work performance) is the work result both in quality and quantity achieved by an employee in accomplishing his duties in accordance with the responsibilities has given to him".

There are several indicators about working criteria which can be used to quantify the level of employee performance, namely: quality, quantity, time utilization in work, cooperation with others in work.

According to Edison et.al (2016: 17) Competence is the ability of individuals to implement a job correctly and having an excellence based on matters related to knowledge, skills, and attitude.

According to Edison et.al. (2016: 145) to fulfill the element of competency, an employee must have the criteria which are knowledge, skill, attitude.

According to George R. Terry in Sedarmayanti (2017: 257) motivation is the desire existed in an individual which stimulates to do an action.

Regarding to the types of motivation, the motivation theory which is quite popular among management practitioners is Maslow's Theory or often referred to as Maslow's Need Hierarchy Theory (AA Anwar Prabu Mangkunegara, 2017: 63): This theory basically states that someone behaves in a certain way because it is driven by various kinds of needs that must be fulfilled. Maslow classifies human needs into five types that are arranged in a hierarchy, namely physiological needs, security needs, belonging needs, self-esteem needs, the need to actualize themselves.

According to Mondy (2008: 4) compensation is the total of all benefits received by employees as a service price which they have provided. The general purpose of giving compensation is to attract, retain, and motivate employees.

Basically, there are many indicators that affect employee compensation for an organization. According to Mondy and Noe (2008: 211) explained that compensation has several dimensions, namely: Direct Compensation (consisting of salary, wages, incentives, bonuses) and Indirect Compensation which consists of *payment for time not worker*, *Hazard Protection*, *Legally required payment*.

Theoretical Framework

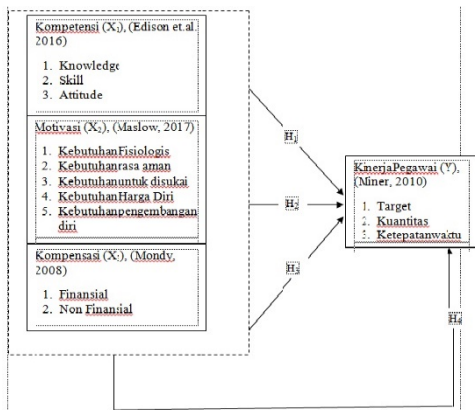


Figure 1 Theoretical Framework

Research Hypothesis

Based on the formulation of the problem and associated with the theoretical foundation used, the researcher can express the following hypothesis:

- H1: Competency affect employee performance.
- H2: Motivation affect employee performance.
- H3: Compensation has as effect on employee performance.
- H4: Compensation has an effect on employee performance.

Research Method

The population of respondents who will be reviewed in this study are all PNS (government employee) at PT. XYZ with a total population of respondents are 40 employees and the *sampling* technique which used in this study is using *sample jenuh* is the entire population in this study used as a sample.

Result & Discussion

Tabel 1. Deskriptif Total Skor Variabel Kompetensi (X₁), Motivasi (X₂), Kompensasi (X₃), dan Kinerja Pegawai (Y)

Descriptive Statistics					
	N	Minimu m	Maximu m	Mean	Std. Deviation
Kompetensi	40	20.00	40.00	30.2750	4.83570
Motivasi	40	42.00	57.00	50.3000	5.21438
Kompensasi	40	40.00	63.00	54.5250	7.04559
Kinerja Pegawai	40	13.00	35.00	29.5500	6.39691
Valid N (listwise)	40				

Based on table, the *descriptive statistic* above is obtained an illustration of the description of each dimension of the Competency variable (X₁) indicating the minimum value of the respondent's answer is 20 or 2.5 (3) which means low neutral, maximum value of 40 or 5 means strongly agree, the average value of the respondent's answer is 30.28 (4) which means agreeing with the standard deviation value of 4.835 (the standard deviation is very low).

For Motivation variable (X₂) shows the minimum value of respondent's answer is 42 or 3 means very neutral, maximum value of 57 or 4 means agree, the average value of the respondent's answer is 50 or 4 which means agree with the standard deviation value of 5.215 (deviation the default is very low).

And for Employee Performance variable (Y) shows the minimum value of the respondent's answer is 2 means disagree, the maximum value of 5 means strongly agree, the average value of the respondent's answer is 4 means agree with the standard deviation value of 0.196 (the standard deviation is very low).

1. Instrument Test Validity Test

Tabel 2. Hasil Perhitungan Uji Validitas Skala Kinerja Pegawai (Y)

Pertanyaan	Nilai r hitung	Nilai r tabel	Kriteria
KP1	0,452	0,312	Valid
KP2	0,398	0,312	Valid
KP3	0,648	0,312	Valid
KP4	0,574	0,312	Valid
KP5	0,409	0,312	Valid
KP6	0,369	0,312	Valid

The results of validity test above, it reveals that all items in the employee performance in this study are valid, showing by r value, calculating from each questions has a *pearson correlation positive* value and is is greater than the r value. (Table 0.312). So it was concluded that every question concerning competency, motivation, compensation, and employee performance was able to reveal something that could be quantified in the questionnaire in this study

Reliability test

Tabel 3. Rangkuman Reliabilitas Kompetensi (X₁), Motivasi (X₂), Kompensasi (X₃) dan Kinerja Pegawai (Y)

No.	Variabel	Nilai Cronbach Alpha	Nilai Standar	Keterangan
1.	Kompetensi (X ₁)	0,894	0,700	Reliabel
2.	Motivasi (X ₂)	0,802	0,700	Reliabel
3.	Kompensasi (X ₃)	0,913	0,700	Reliabel
4.	Kinerja Pegawai (Y)	0,871	0,700	Reliabel

Sumber : Data diolah oleh penulis (2018)

It can be noticed that the *Cronbach's Alpha* value obtained by competency is 0.894, the motivation variable is 0.802, compensation variable 0.913 and employee performance variable 0.871. So it can be concluded that the *cronbach's alpha* from each variable is greater than 0.70 and this indicates that all variables are reliable. In other words, competency, motivation, compensation, and employee performance variables are reliable due to the respondent's answer from the statement in the questionnaire are consistent and stable time to time

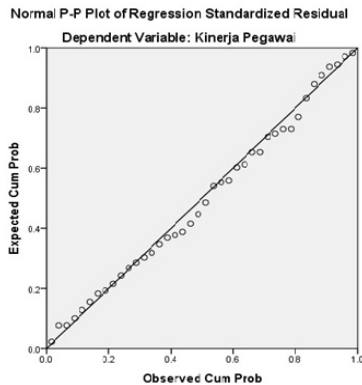
2. Classical Assumption Test
Normality Test

Tabel 4. Uji Normalitas Unresidual Data Regresi Berganda Variabel Kompetensi (X₁), Motivasi (X₂), dan Kompensasi (X₃) terhadap Kinerja Pegawai (Y)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.56306777
Most Extreme Differences	Absolute	.066
	Positive	.066
	Negative	-.045
Test Statistic		.066
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		
Sumber Output : SPSS 22		

Based on table 4, it shows that the Kolmogorov Smirnov value is 0.066 and the *Asymp.sig* value is 0.200. Because the value of *Asymp.Sig* 0.200 is greater than $\alpha = 0.05$, then H_0 is accepted. This means that the data in multiple regression are normally distributed or the unresidual value of multiple regression models is normally distributed.

While the proving of normality of multiple regression models with graphs can be presented as follows:



Gambar 3. Grafik Linieritas Data Regresi Berganda Variabel Kompetensi (X₁), Motivasi (X₂), dan Kompensasi (X₃) terhadap Kinerja Pegawai (Y)

The data on the histogram graph follows the normal line, and the distribution of data on the normal p-plot graph is located around the diagonal line. It can be concluded that the tested data has **normal data distribution**

Multicollinearity Test

Tabel 6. Uji Multikolinieritas Variabel Kompetensi (X₁), Motivasi (X₂), dan Kompensasi (X₃) terhadap Kinerja Pegawai (Y)

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Kompetensi	.865	1.156
Motivasi	.521	1.921
Kompensasi	.582	1.718

a. Dependent Variable: Kinerja Pegawai
Sumber Output : SPSS 22

It can be noticed that the competency variable (X₁) shows a tolerance value of 0.865 and a VIF value of 1,156. The motivation variable (X₂) shows a tolerance value of 0.521 and a VIF value of 1.921. The compensation variable (X₃) shows a tolerance value of 0.582 and a VIF value of 1.718 so that it can be concluded that the three independent variables used show tolerance values > 0.10 and VIF values < 10, this means that there is no multicollinearity between compensation, leadership, and environment work used in the regression model.

Heteroscedasticity Test

Tabel 7. Uji Heterokedastisitas dengan Uji White antara Variabel Kompetensi (X₁), Motivasi (X₂), dan Kompensasi (X₃) terhadap Kinerja Pegawai (Y)

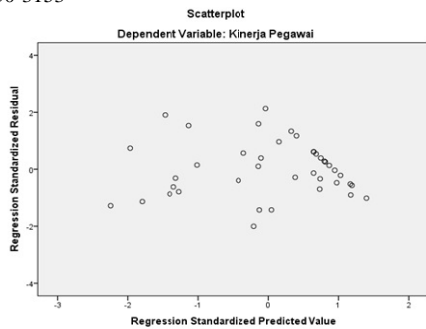
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.471 ^a	.222	.051	1.77233

a. Predictors: (Constant), Kompetensi*²Motivasi², Kompensasi Di Kuadratkan, Motivasi Di Kuadratkan, Kompetensi, Kompetensi Dikuadratkan, Kompensasi, Motivasi

Sumber Output : SPSS 22

Based on table 6, the summary model above shows the R² value of 0.222 with the number N = 40, then obtained the value of C² = 40 x 0.222 = 8.88 and the value of C² table with df = 40 and a significant level ($\alpha = 0.05$) obtained C² value is 55, 76. Because the value of C² count is 8.88 < C² table which is 55.76, then this means that H_0 is accepted or the multiple regression equation model between Competency variables (X₁) and Motivation (X₂) Against Employee Performance (Y) is linear. So that it can be concluded that the multiple regression model is free from the problem of heteroscedasticity.

While the graphic proof of the heteroscedasticity of multiple linear regression models can be presented as follows:



Gambar 4. Grafik Heteroskedastisitas Data Regresi Berganda Variabel Kompetensi (X₁), Motivasi (X₂), dan Kompensasi (X₃) terhadap Kinerja Pegawai (Y)

Based on the results of the scatter plot in Figure 4, it can be noticed that the points do not clearly form patterns and the points scatter above and below 0 number on the Y axis, it can be concluded that there is no heteroscedasticity. This means that the variables of competence, motivation, and compensation have a scattering of data which from time to time is always consistent and can be said that the data has similarities in variance or commonly called as homoskedasticity.

3. Multiple Linear Regression Test

Table 7 Multiple Linear Regression test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-28.079	4.474		-6.276	.000
Kompetensi	.216	.095	.163	2.277	.029
Motivasi	.420	.114	.343	3.701	.001
Kompensasi	.549	.079	.605	6.910	.000

a. Dependent Variable: Kinerja Pegawai

Source: Output SPSS 22

In Table 7 can be seen that the regression coefficient obtained is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon$$

$$Y = -28,079 + 0,216X_1 + 0,420X_2 + 0,549X_3 + \epsilon$$

In table 7, it can be explained that when the Competency variable (X₁), Motivation (X₂), and Compensation (X₃) are constant, then the value of Employee Performance (Y) is -28,079. The amount of influence contained in the Competency variable (X₁) on Employee Performance (Y) is 0.216 and has a positive effect, where the addition of Competency (X₁) of one unit will affect the increase in Employee Performance (Y) of 0.216. The dimension of the effect contained in the Motivation variable (X₂) on Employee Performance (Y) is equal to 0.420 and has a positive effect. With the increase of Motivation (X₂) of one unit will affect the increase in Employee Performance (Y) of 0.420 on the Compensation variable (X₃) on Employee Performance (Y) is 0.549 and has a positive

effect, where the Compensation Increase (X₃) of one unit will affect the increase in Employee Performance (Y) of 0.549.

It can be concluded that Compensation (X₃) is the most dominant variable affecting the employee performance variable (Y) which is equal to 0.549, then the Motivation variable (X₂) on Employee Performance (Y) with the dimension of influence is 0.420 and then the Competency variable (X₁) against Employee Performance (Y) with the dimension of the influence is equal to 0.210.

a. Coefficient of Determination Test (R²)

Tabel 10. Uji Koefisien Korelasi antara Kompetensi (X₁), Motivasi (X₂), dan Kompensasi (X₃) terhadap Kinerja Pegawai (Y)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.916 ^a	.839	.826	2.66773	1.723

a. Predictors: (Constant), Kompensasi, Kompetensi, Motivasi

b. Dependent Variable: Kinerja Pegawai

Sumber Output : SPSS 22

Based on the Model Summary table, obtained the strength correlation value (R) between Competency variables (X₁), Motivation (X₂), and Compensation (X₃) on Employee Performance (Y) is equal to 0.916 (91.6%). This shows that the correlation between Competency variables (X₁), Motivation (X₂), Compensation (X₃) to Employee Performance (Y) is very strong due to the range of 0.80 - 1.00 and with the direction of correlation between Competence (X₁), Motivation (X₂), and Compensation (X₃) on Employee Performance (Y) is positive, simplifies that if the Competency variable (X₁) and Motivation (X₂) is improved up, then Employee Performance (Y) will increase as well.

b. F Test

Tabel 11. Uji Simultan (Uji F) antara Variabel Kompetensi (X₁), Motivasi (X₂), dan Kompensasi (X₃) terhadap Kinerja Pegawai (Y)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1339.697	3	446.566	62.748	.000 ^b
	Residual	256.203	36	7.117		
	Total	1595.900	39			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Kompensasi, Kompetensi, Motivasi

Sumber Output : SPSS 22

The jointly test of the effect of independent variable on the dependent variable is done by using the F test. The result of statistical calculation shows the value of F count is equal to

62.748. Using a significance limit of 0.05, the significance value is smaller than 0.05. This means that the hypothesis which states that simultaneously the Competency, Motivation, Compensation variables have an influence on employee performance.

So it can be concluded that Competency, Motivation and Compensation have a simultaneously positive and significant effect on employee performance.

c. Hypothesis Test (T Test)

Tabel 12. Uji Parsial (Uji T) antara Variabel Kompetensi (X₁), Motivasi (X₂), dan Kompensasi (X₃) terhadap Kinerja Pegawai (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-28.079	4.474		-6.276	.000
Kompetensi	.216	.095	.163	2.277	.029
Motivasi	.420	.114	.343	3.701	.001
Kompensasi	.549	.079	.605	6.910	.000

a. Dependent Variable: Kinerja Pegawai

Sumber Output : SPSS 22

Based on the Coefficients table above shows that:

1. The value of t-count Competency variable (X₁) is 2,277 > the t-table value is 1.68 (n-k = 40-3 = 37) and the significant value is 0.029 < α = 0.05. Due to the value of the Competency t-score (X₁) is 2,277 > t-table value = 1.68 and a significant value of 0.029 < α = 0.05, then Ho is rejected and H₁ is accepted. This means that the Competency variable (X₁) has a significant and positive effect on the Employee Performance variable (Y).
2. The value of t-count Motivation variable (X₂) is equal to 3.701 > t-table value 1.68 (n-k = 40-3 = 37) and a significant value is 0.001 < α = 0.05. Due to the value of Motivation t-count (X₂) is 3.701 > t-table value = 1.68 and a significant value of 0.001 < α = 0.05, then Ho is rejected and H₁ is accepted. This means that the Motivation variable (X₂) has a significant and positive effect on the Employee Performance variable (Y).
3. The value of t-count on Compensation variable (X₃) is equal to 6.910 > t-table value 1.68 (n-k = 40-3 = 37) and the significant value is 0,000 < α = 0.05. Due to the value of Compensation t-count (X₃) is 6.910 > t-table value = 1.68 and a significant value of 0,000 < α = 0.05, then Ho is rejected and H₁ is accepted. This means that the variable Compensation (X₃) has a significant and positive effect on the Employee Performance variable (Y).

4. Matrix Interdimensional Correlation Test

Tabel 13. Hasil Korelasi antar Dimensi Masing-Masing Variabel

	Kinerja Pegawai		
	Dimensi Target	Dimensi Kuantitas	Dimensi Ketepatan Waktu
Kompetensi (X₁)			
Dimensi Knowledge	0,322*	0,313*	0,203
Dimensi Skill	0,252	0,309	0,179
Dimensi Attitude	0,388*	0,429**	0,273
Motivasi (X₂)			
Dimensi Kebutuhan Psikologi	0,415**	0,522**	0,486**
Dimensi Kebutuhan Rasa Aman	0,535**	0,522**	0,599**
Dimensi Kebutuhan Untuk Disukai	0,697**	0,690**	0,722**
Dimensi Kebutuhan Untuk Harga Diri	0,526**	0,604**	0,481**
Dimensi Kebutuhan Untuk Pengembangan Diri	0,479**	0,914**	0,891**
Kompensasi (X₃)			
Dimensi Normatif	0,772**	0,802**	0,771**
Dimensi Kebijakan	0,801**	0,803**	0,801**

Sumber Output : SPSS 22

Based on table 13 above, it is noticed that the correlation value of each dimension between variables are as follows.

1. In the Competency variable; the strongest correlation dimension is *attitude* toward the quantity of the Employee Performance dimension variable with a correlation coefficient value of 0.429 ** (the correlation is quite strong because it is in the range of 0.400 - 0.599).
2. In the Motivation variable; the most powerful correlation of the dimension is need for self dimension toward the quantity dimension of the employee performance variable with a correlation coefficient of 0.914 ** (the relationship is very strong because it is in the range of 0.80 - 0.1000).
3. In the Compensation variable; the most powerful correlation of the dimension is the policy dimension towards the quantity dimension of the employee performance variable with a correlation coefficient value of 0.803 ** (the relationship is very strong because it is in the range 0.80 - 0.1000).

Conclusion & Suggestion

Conclusion

Based on the result of the research and discussion on the of competency, motivation, and compensation on the performance of employees of PT. Ciputat East XYZ, some conclusions can be drawn, which are:

1. Competency has a positive and significant effect on Employee Performance. The better of the Competency, it will improve the Employee Performance at PT. Ciputat East XYZ as well. The inter-dimensional correlation that has the strongest correlation between competency and employee performance is the dimension of *attitude*.
2. Motivation has a positive and significant effect on Employee Performance. The better of the Motivation, it will improve the Performance of PT. Ciputat East

XYZ as well. Based on the interdimensional correlation on the motivation variable with employee performance, the one has the strongest influence is the dimension of self-development needs.

3. Compensation has a positive and significant effect on Employee Performance. The better of the Motivation, the more Employee Performance of PT. Ciputat East XYZ will increase as well. Based on the intrdimensional correlation on the compensation variable with employee performance, the one which has the strongest influence is the policy dimension.
4. Competency, Motivation, Compensation together affect the Performance of Employees of PT. XYZ or can be interpreted that the regression coefficients of Competency, Motivation and Compensation together have a significant effect on employee performance.

Suggestion

The results of the research which have been conducted on the variables of Competence, Motivation and Compensation on the employee performance of PT. XYZ, the researcher gives the following suggestions:

1. Competency plays a very important role in PT. Ciputat East XYZ, in accordance with the main tasks of PT. XYZ in implementing its duties, which is responsible to the Mayor through the City Secretary. Leaders domiciled as an implementer of Regional Governments at the District level has the role of carrying out the authority of the government delegated by the Mayor and other government duties, these tasks require competency for implementing their work. Technical competency requires the ability of individuals to do a job correctly and have excellence based on matters relating to *knowledge*, *skills* and *attitude*. Competent employees usually have a character of attitude and behavior or willingness and ability to work which relatively stable when facing a workplace situation which is also formed from the synergy between character, self-concept, internal motivation and capacity of contextual knowledge. So that it can quickly overcome the problem faced in work, do work calmly and full of self-confidence, seeing work as an obligation that must be done sincerely, and openly improving the quality of self through the learning process. Therefore, it is expected that the government further will improve the attitude quality of human resources so that is becoming a good category. Based on the interdimensional correlation which has the strongest relationship between competence and employee performance is the dimension of *attitude* towards the quantity dimension of the Employee Performance variable (the correlation is quite strong).
2. Motivation is needed by the employees to improve their performance, because employees in an organization are the main role of all activities to achieve organizational goals. In motivating employees, it is necessary to have a motivator or also someone who is able to become a leader for the labor. Leader must have the ability to influence and motivate employees to do the thing which is needed

to achieve the goal. To improve employee performance, leader must be able to motivate employees well. This motivation is largely determined by the attitude and action of leader in implementing it. However, if the motivation is not as desired by the employee it will cause a decrease in employee performance. Giving motivation by leader is very important to encourage employees to be more accomplished in work. Therefore, the support and facilities of the leadership for employee self-development are very necessary. The availability of adequate work facilities for employees can foster employee performance. Facility is an infrastructure to facilitate and supporting all works.

On the Interdimensional Correlation, the strongest influence is the need for self-development dimension towards the quantity dimension of the employee performance variable (the correlation is very strong).

3. Compensation is very important for employees as individuals, because the amount of compensation is a gauge of the employee's work value. Otherwise, the compensation gauge can affect the performance of an organization. Compensation is not only important for employees, but important for an organization as well, because compensation policy is the reflection, so that the organization can improve its performance. Religious Holiday Allowance (THR), is a non-wage income that must be paid by the owner to Workers / Laborers or their families before the Religious feast. The strongest influence interdimensional correlation on the compensation variable with performance is the policy dimension towards the quantity dimensions of employee performance variables. Therefore, it is recommended that the organization in providing compensation must be fair and balanced by making an objective assessment of each employee and truly based on the resulting performance, also be carried out family gatherings in a year, both for employees themselves and with families. This compensation is not compulsory, but is very useful in building the togetherness and the employees will increasingly feel the part of the organization, so it can improve the Performance of Employees of PT. Ciputat East XYZ. Therefore, the leader must put the concern to the compensation received by the employee, so that the performance will increase. Among other things: Providing a holiday / religious allowance in accordance with statutory provisions. Providing food allowance at each entry to work. Giving the Transportation allowance every time in work, awarding an initiative allowance, annual day-off, having an annual vacation for all the employees and family.
4. For the further researchers who want to conduct the research on matters that affects performance, it is recommended that they will use other variables

besides this study, such as organizational climate, organizational culture, leadership style.

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