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THE INFLUENCE OF EMPLOYEE PLACEMENT ON PERFORMANCE AT THE INSTITUTE FOR EDUCATIONAL QUALITY ASSURANCE (LPMP) OF SOUTHEAST SULAWESI

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KEYWORDS: Population and Sampling, The History of The Institute for Educational Assurance, Regression and Correlation Test Result.

ABSTRACT

The research aim are: 1) To know whether the job placements have an effect on the performance of the employees at the Office of the institute for Educational Quality Assurance (LPMP) of Southeast Sulawesi Province, 2) and To know how big the effect of job placement on the performance of the employees at the Institute for Educational Quality Assurance (LPMP) Southeast Sulawesi Province.

Theoretical benefits of research in order that the results of research can be useful in providing knowledge to the author and reader about the influence of Employee Placement Against Performance. And the practical benefit is to provide useful inputs to the instansi in order to make the decision in employee entitlements according to their ability and skill in improving their performance

The method of this study is quantitative research, data analysis using techniques inferential statistical analysis intended to test the research hypothesis about whether the work placement effect on the performance of LPMP office in Southeast Sulawesi

The result of research shows that there is influence of Employee Placement on LPMP Performance of Southeast Sulawesi include: 1) Job placement affect to performance of employee of LPMP office of Southeast Sulawesi covering dimension: a) level of education, work experience and quality of work At dimension of education level with qualification of education level the majority of Strata Two, it can improve employee performance; (b) Work experience has an effect employee performance on LPMP, caused by the average of employees who work in LPMP office with long working period, besides that the work variation is not so complicated, the ability or skill to work as well as job type has been implemented and understood; (c) Interest in the performance of LPMP employees is due to the employee's office of LPMP Southeast Sulawesi has a sense of preferences and a sense of interest in the work without any affect so that its performance is good. 2) Regression test stated that employee placement effect on performance at the office of LPMP Southeast Sulawesi means the higher the value of job placement, the performance will also increase in a positive manner; 3) Based on Hypothesis Test The placement of employees has an effect on the performance of LPMP offices in Southeast Sulawesi meaning that in the implementation of work in accordance with the ability, skill and expertise of the employees so that the performance of LPMP office of Southeast Sulawesi increased from the correlation coefficient showed that the influence of Employee Placement on Performance (R) , 2% and 28.8% due to other factors.

INTRODUCTION

The success of an organization in achieving its objectives, including the government organization, is determined by the success of the employee in carrying out the work assigned to him or her work can be achieved if the organization can carry out the placement of employees in accordance with the applicable principles.

According to Musenif at Suwatno (2003: 13) the principles of employee placement include: a) The principle of unity of direction, this principle is applied in the company to every employee who work in order to carry out the tasks, required unity of direction, unity of task implementation, and the plan outlined; b) The principle of unity of purpose, this principle is closely related to unity of direction, meaning that the direction of the employee should be focused on the goals achieved; c) The principle of efficiency and work productivity, This principle is the key



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towards corporate goals because the efficiency and productivity of work must be achieved in order to achieve corporate goals.

Placement of employees in the organization is very influential on employee performance. Employee placement not only applies to new employees but also applies to employees who are in over the task or mutation. Unsuitable employee placement can result in low employee performance so employees tend to stop at the beginning of work.

The role leadership LPMP of Southeast Sulawesi Province in the utilization of employee workforce and job placement is not fully optimal. From the initial observations by researchers. That the leader has not done his role as a leader placed the employees in accordance with the principles of educational organization, work experience, interests or according to the field so that the low performance of employees. This fact is evidenced by there are still employees who placement is not in accordance with the ability and competence of the work in his possession or in other words his placement is not in accordance with the accuracy of educational background, work experience, interests, and appropriate fields.

Based on the above background description, the authors are interested to examine further by raising the title "The Influence of Employee Placement on civil servant Performance (PNS) LPMP Southeast Sulawesi."

Identification of The Problem

- 1) Does the work placement affect the performance of the employees at Institute for Educational Quality Assurance (LPMP) Southeast Sulawesi Province.
- 2) How much influence the Employee Placement on Performance at the Office of institute for Educational Quality Assurance (LPMP) Southeast Sulawesi Province.

The aimed research

The aimed research of this study are as follows:

- 1) To find out whether the work placements affect the performance of employees at the Office of the Institute Educational Quality Assurance (LPMP) Southeast Sulawesi Province.
- 2) To find out how big the effect of job placement on the performance of the employee at the Office of Institute for Educational Quality Assurance (LPMP) Southeast Sulawesi Province.

The Benefits of Research

The benefits of this research are as follows:

- 1) Theoretical benefits, the authors really hope that the results of this study can be useful in providing an overview and knowledge to the authors and readers about the effect of Employee Placement Performance at the Institute for Educational Quality Assurance (LPMP).
- 2) Practical benefits, this research is also expected to be a useful input for the institute so that in the future can be better in managing human resources so there is an increase in performance.

LITERATUR REVIEW

The Concept of Employee Placement

According to Wilson (2012), the placement of employees related to the adjustment of a person's talent with the work to be done. A manager's job assigns people according to their knowledge, skills and abilities in accordance with job requirements.

Benefits of Placement Employees by Saydam (2000: 151), argued that the placement of employees is a process of activities undertaken by the authorities in an institute to determine the location and position of an employee in this case the placement of employees include: 1) Educational background; 2) Experience; 3) Interests The criteria for employee placement, according to Siagian (2002), suggest that employee placement is the end of the selection process according to this view, if the whole process has been taken and an employee's application is accepted, then an employee will gain employment status and be placed in the right position according to their skills, Knowledge and ability. Employee placement includes: a) Promotion; b) assignment; c) Demotion. Another opinion expressed by Flippo (2002), suggests that to initiate personnel placement procedures, the following 3 preliminary requirements should be fulfilled: 1) There should be authority to place personnel from the list of



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personnel developed through labor analysis; 2) Must have standards used to compare job candidates; 3) Must have job applicants to be selected to be placed.

Performance Concept

Every employee in the organization is required to contribute positively through good performance, given the performance of the organization depends on the performance of its employees (Gibson, et al, 1997).

Performance is basically what the authorities do or do not do, according to Marthis and Jackson, (2006) suggests that the performance of employees affects how much contribution employees to the organization, among others:

1. Quality is the amount of output or output generated by employees in carrying out the work.
2. Quantity is an output quality produced by employee in doing their job
3. Attendance at workplace. (Work Dicipline)

Griffin (1987:67) stated, "performance is a total sum of the employee's working capability". Similar presumption also comes from Casio (1992:137) "performance refers to employee achievement on the task given" Donnelly, et al (1994:210) said that "performance refers to the level of success in doing the job and the ability to achieve the goal. Performance will be considered good and successful if the employee managed to achieve the goal very well."

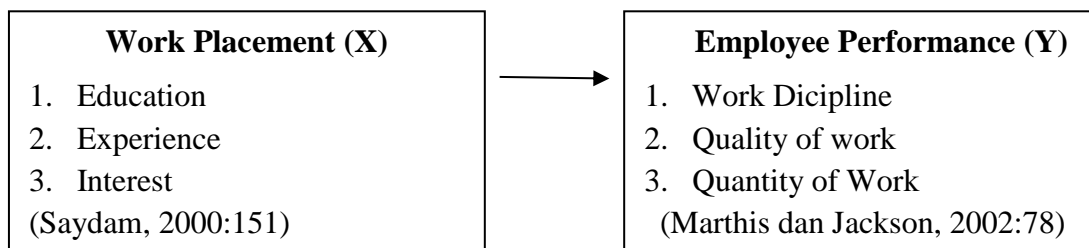
Influence of work placement towards employee's performance

Relation between work placement and employee's performance can refer from few opinions. A proper employee's placement according to the task will increase their performance. As Edwin B Filippo (2002:246) stated that work placement possess a vital role for an organization, because in this step, the result of work will be fit for the organization's goal. Hence, each employee will show their maximum performance, and by that, we can achieve organization's goal more effectively and faster.

Conceptual Frame

Placing an employee and their performance within the conceptual frame will be explained in picture 1 below:

Picture 1. Conceptual Framework



Hypothesis

According to the conceptual framing explained, the hypothesis formulated are:

- 1 The impact of employee placement towards employee performance at The Institute for Educational Assurance (Lembaga Penjaminan Mutu Pendidikan / LPMP) office, in Southeast Sulawesi province
- 2 It is suspected that there's a scale of impact of employee placement towards employee performance at The Institute for Educational Assurance (Lembaga Penjaminan Mutu Pendidikan / LPMP) office, in Southeast Sulawesi province.

RESEARCH METHOD

Population and Sampling

The population in this research is the entire Civil Servants employee in The Institute for Educational Assurance office, in Southeast Sulawesi province, 109 person.

The sample of this research scale calculated by using Slovin and Uma Sekaran's (2006) method, as follows:

$$n = \frac{N}{1 + N(e)^2}$$

n = Sample quantity



N = Population quantity

e = Percentage of looseness inaccuracy by sampling error tolerable or wanted = 5%
So, the scale of sample in this research is 85 persons

Data Collecting Method

Data collecting method used in this research as follows:

1. Questionnaire, by using list of question given to Civil Servants respondents at The Institute for Educational Assurance in Southeast Sulawesi province..
2. Documenting, by observing datas documented at The Institute for Educational Assurance office, in Southeast Sulawesi province.

Data Analysis Method

Correlation and regression test, to determine the relation between the variable of employee performance according to work placement variable. Simple linear regression by using the equation.

a) Correlation test using equation:

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{[n \sum X^2 - (\sum X)^2] \times [n \sum Y^2 - (\sum Y)^2]}}$$

Magnitude of the correlation coefficient $-1 \leq r \leq 1$

b) Regression test using the equation below:

$$\hat{Y} = a + bX$$

$$b = \frac{n \sum XY - \sum X \sum Y}{n \sum X^2 - (\sum X)^2}$$

$$a = \bar{Y} - b \bar{X} = \frac{\sum Y - b \sum X}{n}$$

Note: a) \hat{Y} = Predicted Values; b) a = Constant or if; c) prices $X = 0$; d) b = Regression coefficient; e) X = Independent variable values

1) Hypothetical Test

To test the hypothesis submitted, writer would like to use t test by the following formul:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

If $t_{hit} > t_{table}$, then H_0 rejected

$t_{hit} < t_{table}$, then H_0 accepted (Sugiyono, 2015 : 245)

The validity, reliability, correlation, regression, and hypothesis tests will be analyzed by using SPSS Version 20

RESULTS AND DISCUSSION

The History of The Institute for Educational Assurance

At the beginning, the Institute for Educational Assurance (Lembaga Penjaminan Mutu Pendidikan /LPMP) Southeast Sulawesi was named "Balai Penataran Guru (BPG) Kendari. BPG Kendari is the education Technical Executive at the National Education Departement as the lower structure of Directorate General of Primary and Secondary Education.

Administratively, chief of BPG Kendari is responsible to Directorate General of Primary and Secondary Education of the Ministry of Education and Culture. This matter is supported by the decree of the Ministry of Education and Culture Number : 024^a/O/1991 on May 2nd 1991 about Organization and Work System of Balai Penataran Guru which task is to upgrade teachers quality in various field of study. As for the function is the following:

1. To compose and implement quality upgrade program for the field of study chosen;
2. To support every effort to repair and to complement the education in the province;



3. To organize and to assess the implementation of the upgrading and to manage administration and household affairs

Respondents characteristic based on education level

The level of education meant is the last educational stage respondents have passed. The level of education greatly affects the perception and the assessment of the respondents. Because the level of education can differ a person's way of thinking and how they resolve conflicts occur.

As for the respondents level of education shown in Table 1:

Table 1. Respondents Characteristic Based On Education Level

Education Level	Employee Frequency	Precentage
Highschool	22	25,88%
Diploma-3	2	2,35 %
Bachelor	41	48.24 %
Master	20	23,53%
Total	85	100%

According to the table shown above, we can see that the education level with the highest percentage is on the Bachelor Degree with 41 respondents (48,24%), the second is the Master Degree with 20 respondents (25,88%), and the third is Highschool Degree with 22 respondents (23,53%), and the last is 3rd-Diploma with 2 respondents (2,35%)

Respondents Characteristic Based on Years of Service

Years of service indicates employee working experience during their service at certain instance. Employee at the Institute for Educational Assurance years of service will be shown in the following table.2:

Table 2. Respondents Characteristic Based on Years of Service

Years of Service (years)	Employee Frequency	Percentage
1-9	23	21%
10-25	62	78%
Total	65	100%

As shown in table 2 whereas the longest years of service is 10-25 years with 62 respondents (72,94%), much larger compared to 1-9 years long of service with 23 participants (27,06%). Result of this research indicates that employee years of service at the Institute for Educational Assurance, Southeast Sulawesi province, is relatively high.

RESEARCH RESULT

Regression and Correlation Test Result

In previous discussion we have explore that to solve the problem and the hypothesis submitted in this research which is the impact of free variable related both simultaneously and partially by a simple regression analysis. Summary of the double regression analysis result in this research is shown in the following table:

Summary of Partial Regression Analysis Result

Research Variables			unstandarized coefficient (B)	T _{count}	Sig	alpha (5%)	Result
Work Placement	→	Employee Performance	2,942 0,263	4,957	0,000	0,05	Significant
R	=	0,843	F-count	4,385			
R-Square	=	0,712	Sig.F	0,000			
Constant	=	2,671	Sample	52 employee			

Source : Data Processing Result via SPSS (Attachment 1)



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Based on the simple linear regression analysis on the table above we can find that::

$$Y = 2,942 + 0,263x$$

From the equation above and from data analysis result we can assume that:

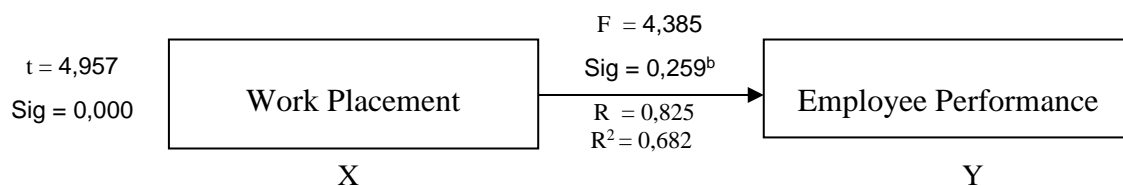
- 1) If work placement given value by 1 (one) then employee performance value is 3,20
- 2) If work placement given value by 2 (two) then employee performance value increased to 3,48
- 3) If work placement (X) given value by 3 (three) then employee performance value increased to 3,73
- 4) If work placement (X) given value by 4 then employee performance value increased to 3,99

Based on elucidation above, can be concluded that if work placement value (X) increased then employee performance (Y) will positively escalate as shown in the following table:

In addition to regression test above we can also see correlation coefficient (R) is 0,843 show that free variable of correlation / relation in work capability and work characteristic towards employee performance is strong, because its value is between 0,70 – 1,00. Next, determination coefficient value (R^2) = 0,712. It means that employee performance is simultaneously affected by employee performance for 71,2% as for the rest is 27,8% affected by other variable aside from this research model. Determination coefficient Value (R^2) in this reseach model giving a good accuracy or accuracy model because the value is between 0,70 – 0,95 (Riduwan, 2003:228)

Regression analysis result can visually shown at picture 6 below:

Picture 6. Empirical Model of Reseach Output



Source : Analysis Result, 2017.

Note : * = Significant Value

Hypothetical Test

According to the result of double regression analysis test and to solve the problem of the research, then the hypothetical test is as follows:

H1. Simultaneous Significant Impact Found Between Work Placement and Employee Performance

Simultaneous significant impact of Work Placement towards Employee Performance can be proven with test value F_{count} as much as 4,385 > F_{table} as much as 4,03 with probability value (significant) 0,05. Test result proves that hypothetical test on the impact of work placement towards employee performance is significantly affecting, meaning that the work placement variable which consist of multiple dimension such as education, experience, and interest are significantly affecting employee performance at the Institute for Educational Assurance in Southeast Sulawesi province.

H2. Working Capabilities Greatly Affecting Employee Performance.

Scale of impact given by working capability towards employee performance can be seen at correlation coefficient value (R) which shown the level between variables (0,825). Rsquare or determination coefficient is 68% , means that working capability affects employee performance in a scale of 68% dan the rest, 32% is affected by other factor.

Discussion

Based on the research conducted, the next step is to discuss the result of the analysis. By discussing relation of causalities happen as the proof of the hypothesis submitted in this research. Theoretical or empirical research done before by writer will be used in discussing the result of reasearch, whether the theory or the result supports or against with the result of hypothetical test conducted in this research.



Impacts of Work Placement towards Employee Performance

Based on the result of the simultant impact analysis, Employee Placement towards Employee Performance shown positive and significant impact, then the hypothesis of the research which stated that work placement is simultaneously affecting the employee performance has been proven and therefore, acceptable. This finding shown that the work placement variable is simultaneously capable of explaining the increase of employee performance at the Institue for Educational Assurance in Southeast Sulawesi province. Hence, variables of work placement consist of :

The Level of Education

The result of research shown above describe that work capability is affected by the level of education, for the average statement of respondents is good (3,99), we can also see in the partial test of the education level towards employee performance giving a positive level of significancy. This also supported by the expert such as Herlinda (2004;45) that education is basically a condition and status of each individual who have a chance to study, formal or informal, means that education is the indicating factor for the employee in finishing their work. Similar opinion also stated by Gomes (2003), "Employee placement is a series of activities accomplished to decide whether it precise or not when employee placed in certain position within the organization". An error in employee placement may cause an aftermath such as:

- 1) Employee absence is rising.
- 2) Conflicts .
- 3) Increasing amount of Workplace accident.
- 4) Increasing amount of labor turnover.
- 5) Lowering working spirit

Based on opinion above, we can conclude that one of important indicator to increase employee performance is measured by education level because education level will help employee to figure out how to finish their task, working management, and the ability to analyze work and to solve problems that may occur, in addition, the majority of employee education level at the Institute for Education Assurance office in Southeast Sulawesi region is Bachelor Degree by 36% and Master Degree by 38%. This also underlies the statement that performance rate of the Institute for Education Assurance in Southeast Sulawesi province is good and affected by 74% of the education level which is divided between Bachelor Degree and Master Degree.

Working Experience

The result of one research about working experience dimension shows the average of respondents is 3,99 which means that working experience of employee is above the average. Besides that, the performance is also measured by hypothesis test which significantly affect the employee's performance with signification level as much as $t_{count}0,23 < t_{table}0,279$.

The description above is strongly supported by (Herlinda, 2000:58), working experience is frequently used by most company to recruit any job seeker, working experience will guarantee the quality of one worker and how long they have been working in certain job field.

Another presumption from (Rivai, 2010) is that working experience and worker's placement should be able to convey their performance to a better path. Theoretically, if one worker has two things as the basic which are experience and a good placement, it will obviously affect the performance at work. Moreover, Hitzman says in Robin (2006), "the experience that could predispose how one organism behave, it can be taken as an opportunity to learn"

Posit to the notions above, it can be concluded that a good experience will effect a good performance of employee in LPM Southeast Sulawesi as well. The experience itself can be seen from their participation in structural and functional assessment. Another aspect to be considered is the working period of one employee whether they have been a permanent worker or a new worker (honorer? Hahahaha).



Interest

Research of interest dimension shows the average respondents is 3,91 which means that the interest in working, decent feeling, and optimism of employee in LPM Southeast Sulawesi is good. Besides that, it is also measured by coefficient level is as much as $t_{count} 1,46 > t_{table} 0,279$ and signification level is as much as $t_{count} 0,14 < t_{table} 0,279$. This shows that working interest will affect to how significant a performance of a worker will do.

The data above is found appropriate with the expert's opinion (PandjiAnoraga, 1992:11), interest is based on a fond feeling towards one activity without any intervention. Interest itself should be started from a decent feeling and positive attitudes which covers three characteristic as follows:

- a. Interest will raise positive figure of one object
- b. Interest is a pleasure that comes from one object
- c. Interest contains appreciation element that cause a willingness and eagerness to gain what is wanted

Relying on the presumption, it can be concluded that interest is a source of employee's motivation that push most people to do their job. In another word, interest could improve the performance of employee in LPM Southeast Sulawesi.

Besides partial test, simultaneously placement affect the performance of the worker and it can be seen from regression test that shows the higher the working placement, the higher their performance will be. This is strongly supported by (Prawirosentono, 2004:12), human resources is a prominent source that will open any possibilities of value added. Their ability to do some kind of assessment, experience, training, and having various potential of creativity. In other words, through a precise selection for new employee, it can fulfill the expectation to get more employees with a high quality of performances.

We can conclude that working placement will have an effect in how good or bad the quality of their performance since it can be measured from the expertise of the worker when doing a job, more experience, and simultaneously training, also potential creativity so it will result a great output.

Hypothesis test on working placement towards the performance of LPMP Southeast Sulawesi is showing received linear model which means placement will affect performance of workers.

According to Siswanto in Suwatno (2010:138), employees' placement has the aim to gain more workers with capacity and capability. Wilson (2012:159) also said that one placement has a close relation with the reconciliation of someone's capability and the work he will be doing.

The final conclusion is that there is a significant improvement in LPM Southeast Sulawesi employee either in the enforcement of a work or their capability and capacity.

CONCLUSION AND SUGGESTION

Conclusion

According to the description of the result and the discussion of *the effect of the placement of employee to the performance of the employee Southeast LPMP* the following statements could be concluded as:

1. The placement of the job gives an effect to the performance of the employee of Southeast LPMP which involved the dimensions of education quality, job experience and the quality of work, such as:
 - a) On a dimension level of education with the majority qualification that is the 2nd level of education, could improve the performance of the employee.
 - b) The work experience do an effect to the performance of LPMP's employee because the average employees who work at LPMP office with a long years of service, intermediate job variations, and the advanced hard skill of the job yet the type of the job that has been done and understood.
2. The interest, influenced the performance of LPMP employee is because of the employee of The office of LPMP Southeast Sulawesi has more intention to the job with no other reasons but their interest, so they could show a well performance to the job.
3. Based on Regresion Theory, job placement gives a significant effect to the performance of the employee of



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LPMP Southeast Sulawesi, which means the higher the score of the placement of the job, the higher the performance as well.

4. According to the hypothesis test, the placement of the employee do a significant influence to the performance of the LPMP Southeast Sulawesi, which means on the implementation of the job based on the ability, the proffesionalitydan the skill of the employee so the performance of the office of Southeast Celebes LPMP could show a better result, which is the correlation coefficient shows that the the placement LPMP's employee gives an effect to the performance of the employee (R) as big as 71,2% and for the 28,8% is caused of another factor.

SUGGESTION

Posit to the conclusion above arises some suggestions, those are:

1. To improve the performance the employee of southeast LPMP so the placement of the LPMP is based on *the right man on the right man-theory*, exactly based on the individual skill.
2. The increased of the complexity of the job makes the functionary employee just like 1st functionary and 2nd functionary employee could be placed as the leader, and increasing the 3rd and 4th functionary employee so the promotion of the employee could be increased.
3. For the next researcher is expected to emphasize and deepen the study about the effect of the placement of the employee. So they could add or rising another dimention. Another one is increasing the quantity of the samples to answer another factors which could influence the placement of the job to the performance of the employee as well.

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