



Effect on job promotion and competence to organizational performance through organizational commitments Pt. Harapan Mulia Berkah Tangerang regency

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Abstract

This study aimed to determine the effect of promotion and competence to organizational performance simultaneously, determine the effect of promotion to organizational performance partially, the effect of competence to organizational performance partially determine the effect of organizational commitment on organizational performance partially determine the effect of promotion and competence on performance through commitment to the organization of work. The study was conducted on the organization of PT. Harapan Mulia Berkah Tangerang Regency. Sampling using saturated samples involving 93 employees in all parts of the organization. Analysis of data using path analysis.

Based on data analysis known that the promotion and competence variables affect the performance of the organization simultaneously. Job promotion and competence variables affect the performance of an organization partially. Organizational commitment variables affect the performance of an organization partially. The direct effect of job promotion and competence to performance through organizational commitment is smaller than the indirect effect so that it can be said that the organizational commitment variable as an intervening variable.

Keywords: job promotion, competencies, organizational commitment, organizational performance

Introduction

Job promotions affect the performance of the organization. Competence is the nature of being owned or part-depth personality and inherent to the person and behavior that can be predicted in a variety of circumstances and the job duties as an encouragement for achievement and a desire to have tried to carry out tasks effectively. Discrepancies in competencies is what distinguishes a superior perpetrators of actors who excel limited.

Competence is power on a set of knowledge, skills, values and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with the profession. Based on research Rina, Mus, astrologer and Sukmawati (2013) [1], concluded that the employee competence variable impact on performance.

Job promotions also have an impact on organizational performance. Job promotion is the displacement of a position to another position that has a status and a higher responsibility. Promotion is the transfer of authority and responsibility that increase employee to a higher position in an organization that obligation the rights, status and income increases. According to Flippo (2002: 382) [4]. That the promotion is a change from one job to another that has better terms in terms of position and responsibilities.

Job promotions are very important for the company, for the sale means the stability of the company and employee morale will be more secure. Job promotions will always be followed by the duties, responsibilities higher than the position occupied previously. In general, the promotion is also followed by the increase in revenues as well as other facilities.

However, this promotion itself actually has value because it is a proof of recognition, among others towards achievement. The better the promotions are applied, it is expected to increase organizational performance.

Organizational commitment is also expected to affect the performance of the organization. According to Spencer and Spencer (2007) [14]. Competence are the basic characteristics that are owned by an individual related causally to meet the criteria necessary to occupy a position. Competence consists of five types of characteristics, namely the motive (consistent willingness as well as a cause of action), congenital (character and consistent response), the concept of self (self-image), knowledge (information in a particular field) and skills (the ability to carry out tasks).

Literature Review

Job Promotion

Job promotion is the displacement of a position to another position that has a status and a higher responsibility (Martoyo, 2007: 71) [7]. Meanwhile, according Hasibuan (2008: 108) [7]. Is a transfer promotions that increase the authority and responsibility of employees to a higher position in an organization that obligation the rights, status and income increases. According Hasibuan (2008: 108) [7]. Is a transfer promotions that increase the authority and responsibility of employees to a higher position in an organization that obligation the rights, status and income increases.

From these definitions it can be concluded that the promotions are very important for the company, for the sale means the stability of the company and employee morale will be more

secure. Promotions will always be followed by the duties, responsibilities higher than the position occupied previously. In general, the promotion is also followed by the increase in revenues as well as other facilities. However, this promotion itself actually has value because it is a proof of recognition, among others towards achievement.

Nitisemito, (1992: 134) ^[2]: "Promotion is the process of transfer of employees / employee, from one office / place to office / other place of higher and followed by the duties, responsibilities, and authority higher than previously occupied positions. And in general promotion followed by an increase in income as well as other facilities. "

Competence

Competence according to Spencer and Spencer (2007) ^[14], are the basic characteristics that are owned by an individual related causally to meet the criteria necessary to occupy a position. Competence consists of five types of characteristics, namely the motive (consistent willingness as well as a cause of action), congenital (character and consistent response), the concept of self (self-image), knowledge (information in a particular field) and skills (the ability to carry out tasks).

In contrast to Fogg (2004: 90) ^[6]. That divides the competence competency into two (2) categories: basic competence and basic competencies that differentiate (threshold) and distinctive competencies (differentiating) according to criteria that are used to predict the performance of a job. Basic competence (threshold competencies) are the main characteristics, which is usually in the form of knowledge or basic skills such as the ability to read, while the differentiating competencies are competencies that make a person different from another.

The above statement implies that the competence is characteristic of the person relating to the effective performance and or excel in a particular work situation. Competence is said to be the basic characteristics for the individual characteristics are part of deep and attached to the personality of a person that can be used to predict a variety of specific work situation. Then it was said on the association between the behavior and performance due to competence cause or can predict the behavior and performance.

Organizational Commitment

According to Robbins and Judge (2008: 100) ^[12]. Organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin (2013: 73) ^[10], organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2015: 165) ^[9], that reflects the organization's commitment to recognize the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust

and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

Organizational Performance

According to Richard *et al* (2010) ^[3]. The performance of the organization is generated by an organization that includes the results of that financial performance such as profit, as measured by return on assets, return on investment and so on, the performance of markets such as the expansion of market share, and sales. Besides the return of shareholders a return of shareholders and increase the economy of shareholders.

Measuring the performance of the organization according to the concept of PBM SIG (the performance-based management special interest group is to perform monitoring and reporting programs, and pay attention to objectives achieved. Performance is measured based on the activities of the program run, products, and services result. Effectiveness achievement of performance that the organization must be able to answer questions:

- a) How the project is implemented well
- b) The achievement of organizational goals
- c) Satisfaction of consumers who served
- d) The process must be controlled
- e) Development organization

Besides, according to Kaplan and Norton (1992) ^[8]. The organization's performance should be measured only in terms of concept *tdak* finance but also of non-financial. Performance can be measured by productivity, quality, consistency and so on. On the other hand measure organizational performance outcomes, behavioral and normative level, education and concepts generated including management development (Richard, 2010) ^[3].

Research Methods

Population and Sample

Population is a generalization region consisting of the objects / subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2005). Samples were towing the majority of the population to represent the entire population, (Surakhmad, 2010). The sample used by the author in this study were employees of PT. Harapan Mulia Berkah Tangerang Regency. The total number of employees as many as 93 people in the field of organization. Employees are entirely included in the data analysis. This sampling included in the sample collection by using purposive sampling method. This sampling in an analysis unit with the same attention to the characteristics of the sample. Overall samples taken at the organization's use saturated sampling.

Quality Test Data

The questionnaire will be used in research, to produce a valid and reliable instrument first tested the validity and reliability of the instrument. According Sugiyono (2007: 219) ^[15]. "Validity is a state that describes the level of the relevant instruments able to measure what should be measured". While reliability is a value indicating a measure of consistency in

measuring the same symptoms (Riduwan, 2003: 86) [11]. By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

Results and Discussion
Validity and Reliability

Variable promotion includes 5 questions compiled from the numbers 1 to 5. The question is then submitted to 93 employees. Before further analyzed the results of the questionnaire seen its validity and reliability. The validity of the test results can be seen in the following table.

Table 1: Questions Validity Promotion Position

Variable	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1	16.1398	13.165	, 897	, 918
X2	15.1828	8.151	, 825	, 484
X3	15.2258	8.112	, 805	, 489
X4	15.6022	11.829	, 366	, 685
X5	15.1828	8.151	, 825	, 484

Based on the above table it is known that the correlation between multiple items with a total greater than the value 0.2028. This value is taken from table r with the level $df = 93 - 2 = 91$. This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable. Calculating Cronbach's alpha using SPSS version 21 with the following results.

Table 2: Results of the reliability of Questions Promotion Position

Cronbach's Alpha	N of Items
, 698	5

Based on the above data it is known that Cronbach Alpha value of 0.698. The value of greater than 0.6 so that it can be said that the question of promotion variables is reliable.

Variable competency includes seven questions drawn from number 6 to 12. The question is then submitted to 93 employees. Before further analyzed the results of the questionnaire seen its validity and reliability. The validity of the test results can be seen in the following table.

Table 3: In the Variable Competence Question Validity

Variable	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X6	18.2796	26.986	, 837	, 805
X7	18.5591	22.597	, 609	, 729
X8	18.9140	27.514	, 855	, 796
X9	18.3763	21.368	, 773	, 694
X10	18.3763	21.368	, 773	, 694
X11	18.9677	27.401	, 878	, 791
X12	18.3978	22.764	, 654	, 721

Based on the above table it is known that the correlation between the items with a total greater than the value 0.2028.

This value is taken from table r with the level $df = 93 - 2 = 91$. This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable. Calculating Cronbach's alpha using SPSS version 21 with the following results.

Table 4: Calculation Results Cronbach Alpha Variable Competence

Cronbach's Alpha	N of Items
, 780	7

Based on the above data it is known that Cronbach Alpha value of 0.780. The value is greater than 0, 6 so that it can be said that the question of competence variables are reliable.

Organizational commitment variable includes 12 questions drawn from number 13 to 24. The question is then submitted to 93 employees. Before further analyzed the results of the questionnaire seen its validity and reliability. The validity of the test results can be seen in the following table.

Table 5: Results of Validity Question on Variable Organizational Commitment

Variable	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X13	37.5484	30.142	, 539	, 566
X14	38.3548	29.166	, 531	, 561
X15	38.3548	29.166	, 531	, 561
X16	38.5054	37.796	, 830	, 706
X17	37.5484	30.142	, 539	, 566
X18	37.9677	34.814	, 847	, 620
X19	38.6129	30.218	, 898	, 588
X20	38.9677	33.423	, 821	, 624
X21	37.5484	30.142	, 539	, 566
X22	38.8280	32.144	811	, 607
Y23	38.2903	34.969	, 896	, 646
Y24	38.1613	40.137	, 893	, 689

Based on the above table it is known that the correlation between multiple items with a total greater than the value 0.2028. This value is taken from table r with the level $df = 93 - 2 = 91$. This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable. Calculating Cronbach's alpha using SPSS version 21 with the following results.

Table 6: Calculation Results Cronbach Alpha Variable Organizational Commitment

Cronbach's Alpha	N of Items
, 634	12

Based on the above data it is known that Cronbach Alpha value of 0.634. The value of greater than 0.6 so that it can be said that the question on the variable commitment

organization variables are reliable.

Organizational performance variables included 12 questions drawn from number 25 to 36. The question is then submitted to 93 employees. Before further analyzed the results of the questionnaire seen its validity and reliability. The validity of the test results can be seen in the following table.

Table 7: Results of Validity Question on Variable Organizational Performance

Variable	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y25	39.0645	29.626	,803	,663
Y26	38.2581	25.998	,897	,583
Y27	39.0108	25.946	,329	,594
Y28	38.9355	33.148	,883	,687
Y29	38.7634	27.617	,851	,597
Y30	39.8602	29.056	,866	,645
Y31	39.1720	25.340	,842	,591
Y32	39.2151	24.692	,385	,581
Y33	38.4516	24.229	,507	,556
Y34	39.0215	25.804	,342	,591
Y35	38.7634	26.552	,492	,577
Y36	38.8065	25.788	,549	,565

Based on the above table it is known that the correlation between the items with a total greater than the value 0.2028. This value is taken from table r with the level $df = 93 - 2 = 91$. This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable. Calculating Cronbach's alpha using SPSS version 21 with the following results.

Table 8: Results of calculation of Cronbach Alpha variable Organizational Performance

Cronbach's Alpha	N of Items
0.626	12

Based on the above data it is known that Cronbach Alpha value of 0.626. The value of greater than 0.6 so that it can be said that the question on organizational performance variables are reliable.

Discussion

1. Influence Job Promotion and Competence On Organizational Performance

Linear analysis model can be based on calculations using SPSS program as follows.

Table 9: Results of the analysis of the first equation

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
(Constant)	17,495	2,239		7.813	,000
Promotion	,678	,099	,461	6.845	,000
Competence	,549	,066	,556	8.256	,000

a. Dependent Variable: Performance

Based on the tables above, the simultaneous structural equations can be described as follows

Table 10: F Calculate the simultaneous equations

Model	Sum of Squares	df	mean Square	F	Sig.
Regression	1719.182	2	859.591	67.979	,000b
Residual	1138.043	90	12.645		
Total	2857.226	92			

a. Dependent Variable: Performance

b. Predictors: (Constant), Competence, Promotion

Based on the above table it is known that calculated F value of 67.979 and significance of 0.00. This value is less than 0.05. This means that job promotion and competence variables affect the performance of the organization simultaneously.

Table 11: r squared value regression model first

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,776a	,602	,593	3.55597	1,278

a. Predictors: (Constant), COMPETENCE, PROMOTION

b. Dependent Variable: PERFORMANCE

Based on the above table it is known that the value of r squared of 60.2% means that promotions and competence variables affect the performance of the organization amounted to 60.2% while the rest influenced by other variables that are not incorporated into the model equations.

2. Analysis of Effect of Job Promotion on Organization Performance Partial

The analysis results of job promotion to organizational performance can be partially seen in the following table.

Table 12: Results of the analysis of the second regression equation

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
(Constant)	26.908	2.541		10.590	,000
Promotion	,806	,129	,548	6.245	,000

a. Dependent Variable: PERFORMANCE

Based on the chart above analysis it is known that the coefficient of 0.548 for promotion. T value of 6.245. The significant value of 0.00. The significance value smaller than 0.05. This means that the variable promotion effect on organizational performance partially. Job promotions amount of influence on organizational performance can be seen in the following table.

Table 13: Value r squared second equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,548a	,300	,292	4.68808

a. Predictors: (Constant), Promotion

Based on the above table it can be seen r squared value of 0.300. This means that the effect on the performance variables job promotions and the remaining 30.0% is influenced by other variables that are not incorporated into the model equations.

3. Influence Analysis of Competence on Organizational Performance Partial

The analysis results of competence to organizational performance can be partially seen in the following table.

Table 14: Results of the analysis of the third regression equation

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	29.069	1,801		16.145	,000
1 Competence	,620	,081	,628	7.697	,000

a. Dependent Variable: Performance

Based on the chart above analysis it is known that the coefficient of 0.628 competence. T value of 7.697. The significant value of 0.00. The significance value smaller than 0.05. This means that the competence variables affect the performance of an organization partially.

Table 15: Value quadratic equation r third

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,628a	,394	,388	4.36079

a. Predictors: (Constant), Competence

Based on the above table it can be seen r squared value of 0.394. This means that the effect of variable competence to organizational performance amounted to 39.4% and the rest influenced by other variables not included in the model equations.

4. Influence Analysis of Organizational Commitment on Organizational Performance Partial

The analysis results organizational commitment on organizational performance can be partially seen in the following table.

Table 16: Results of the fourth regression equation analysis

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	9.815	2,030		4.835	,000
1 Commitment	.783	.048	,863	16.265	,000

a. Dependent Variable: Performance

Based on the chart above analysis it is known that the coefficient of organizational commitment at 0.863. T value of 16.265. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational commitment variables affect the performance of an organization partially.

Table 17: Value r squared fourth equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,863a	,744	,741	2.83480

a. Predictors: (Constant), Commitment

Based on the above table it can be seen r squared value of 0.744. This means that the effect of variable organizational

commitment to organizational performance amounted to 74.4% and the rest influenced by other variables not included in the model equations.

5. Analysis of Effect of Job Promotion on Organizational Performance through Organizational Commitment Variables

Coefficient job promotion effect on organizational performance through organizational commitment can be seen in the following table

Table 18: Effect of job promotions on organizational performance through organizational commitment

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	20.658	2,476		8.343	,000
1 Promotion	1,088	,126	,672	8,657	,000

a. Dependent Variable: Commitment

Based on the previous table it can be seen that the effect of job promotions on organizational performance is 0,548. Job promotions influence on organizational performance through organizational commitment is $0,672 \times 0,863 = 0.579$. In this case the indirect effect is greater than the direct effect so that it can be said that the variables of organizational commitment as an intervening variable.

6. Analysis of Effect on Competence through Organizational Performance through Organizational Commitment Variables

Table 19: Coefficient of influence competence on organizational commitment

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	23.834	1,657		14.385	,000
1 Competence	,825	,074	,760	11.140	,000

a. Dependent Variable: Commitment

Based on the previous table it can be seen that the direct effect of competence to organizational performance is 0.628. While the effect of competence to organizational performance through organizational commitment is $0,760 \times 0,863 = 0.655$. In this case smaller than the direct influence indirect influence so we can say that the variables of organizational commitment as an intervening variable.

Conclusions and Recommendations

Conclusion

Job promotion and competence variables affect the performance of the organization simultaneously. F value calculated at 67.979 and significance of 0.00. This value is less than 0.05. R squared value of 60.2% means that promotions and competence variables affect the performance of the organization amounted to 60.2% while the rest influenced by other variables that are not incorporated into the model equations.

Job promotion variables affect the performance of an

organization partially. T value of 6.245. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.300. This means that the effect of promotions on performance variables to 30.0% and the rest influenced by other variables not included in the model equations.

Competence variables affect the performance of an organization partially. T value of 7.697. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.394. This means that the effect of variable competence to organizational performance amounted to 39.4% and the rest influenced by other variables not included in the model equations.

Organizational commitment variables affect the performance of an organization partially. T value of 16.265. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.744. This means that the effect of variable competence to organizational performance amounted to 74.4% and the rest influenced by other variables not included in the model equations.

Effect of job promotion to organizational performance is 0,548. Effect of job promotions on organizational performance through organizational commitment is $0,672 \times 0,863 = 0.579$. In this case the indirect effect is greater than the direct effect so that it can be said that the variables of organizational commitment as an intervening variable.

The direct effect of competence to organizational performance is 0,628. While the effect of competence to organizational performance through organizational commitment is $0,760 \times 0,863 = 0.655$. In this case smaller than the direct influence indirect influence so we can say that the variables of organizational commitment as an intervening variable.

Recommendations

Organizational performance needs to be improved by the promotion, competence and increase the organizational commitment of employees. promotion is the transfer of authority and responsibility that increase employee to a higher position in an organization that obligation the rights, status and income increases. Meningkatkan competence necessary for improvements to the employee experience, level of education, loyalty, honesty, responsibility and social skills. Besides, it also pays to employee performance, initiative and creativity of employees.

Competence should also be improved by increasing the ability of employees to work, increase employee understanding of the vision and mission of the company and increase the awareness of employees to produce a good performance.

Commitment organizations: a situation in which an employee favoring a particular organization as well as the goals and desires to retain membership in the organization can be improved through increased employee awareness of the organization in the form of employee participation to decision making of the company, the activities of a togetherness and personality enhancement training activities.

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