


The Influence Of Training, Employee Placement, And Compensation On The Work Performance Of PT. Employees. Astra International Honda, Tbk. Branch In Pinrang

Abdurrahman Achmad

Faculty of Economics, Universitas Wira Bhakti Makassar, Makassar, Indonesia

Article Info	ABSTRACT
<p>Keywords: Training, Employee Placement, Compensation, Employee Work Performance.</p>	<p>The purpose of this research is to find out and analyze the influence of training on the work performance of PT employees. Astra International Honda, Tbk. Pinrang, to find out and analyze employee placement which influences the work performance of PT employees. Astra International Honda, Tbk. Pinrang, to find out and analyze the influence of compensation on the work performance of PT employees. Astra International Honda, Tbk. Pinrang, to find out and analyze which factors dominantly influence the work performance of PT employees. Astra International Honda, Tbk. Pinrang. This research uses a quantitative approach, and the respondents in this research are all employees of PT. Astra International Honda, Tbk. Branch in Pinrang. The conclusions of this research are 1). Training has a weak positive effect on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch, 2). Employee placement has a weak positive effect on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch, 3). Compensation has a strong positive effect on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch, 4). It is compensation that has a dominant positive influence on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch.</p>
<p>This is an open access article under the CC BY-NC license</p> 	<p>Corresponding Author: Abdurrahman Achmad Faculty of Economics, Universitas Wira Bhakti Makassar abdurrahman.achmad@rocketmail.com</p>

INTRODUCTION

In the current era of globalization, competition is getting tighter, there are some things that are difficult to predict, and even do not guarantee that planning will go according to expectations. This really demands quality human resources. Quality human resources are really needed in a company because they overcome competition, overcome things that are difficult to predict, and even overcome plans that go according to expectations. Therefore, companies need people who are tough and able to adapt quickly to any changes that may occur and are able to work hard with new ways of carrying out their duties.

Companies must have advantages in order to survive in the era of globalization which is full of challenges. The company's advantages come from materials (raw materials), operating machines, human resources, capital (money and assets). Among several factors,

human resources need to be given special attention. The important human resources of a company are its workers. Workers are a resource rich in advantages that are ready to be used. Of all the advantages, human resources are the only advantage that has great potential for increasing productivity and attracting large profits for the company. Humans as workers in company activities have a very important role.

Discussing human resources, researchers are interested in the human resources available at PT. Astra International Honda, Tbk. which we all know is one of the biggest companies in the automotive world, namely Honda. Researchers are interested in researching the largest automotive company at PT. Astra International Honda, Tbk. which is located in Pinrang due to PT. Astra International Honda, Tbk. Pinrang is a branch company of PT. Astra International Honda, Tbk. which is located in the district, where vehicle sales have almost reached 260 units entering March 2024, so when compared with company branches in the districts of South Sulawesi, Pinrang Regency is the one with superior unit sales. This information was obtained by researchers from the results of pre-research interviews with Mr. Ilham, S.E. as head of finance administration.

According to researchers, basically, company goals will be achieved if employees can carry out their duties and develop their abilities well. Regarding the implementation of duties, this is closely related to the quality of an employee in a company. In this regard, researchers assume that the success of tasks carried out well and correctly is the same as employee work performance. Researchers assume that the achievements of PT employees. Astra International Honda, Tbk. Pinrang is influenced by several factors, such as: employee placement, training, and compensation.

Talking about the influence of employee placement. Employee placement at PT. Astra International Honda, Tbk. Pinrang is carried out based on the experience and educational background of prospective employees. The placement of employees is carried out through several stages. The first stage is administrative selection and then continues with selection through psychological tests and managerial tests. Prospective employees who can pass this stage will then be selected based on the field of education, work experience and interests of the prospective employee. From the results of this selection, prospective employees who are recruited will then be placed according to their field of education and experience. For example, employees with a Bachelor's degree in Economics will be placed in the financial sector or in the administrative sector.

However, researchers looked at the placement of employees for employees who had worked, in fact they were no longer included as new employees, by PT. Astra International Honda, Tbk. When placing employees who have worked for a long time, if the company carries out some kind of promotion, the company tends not to look at the employee's education level. Researchers see that there is a tendency that only employee length of service (employee loyalty) is an indicator. For example: a Bachelor's degree or equivalent level of education may result in a higher position compared to a Master's degree. However, if you look at the interval (length of work) between the two employees, it is not very far apart. Especially in terms of education, it is no longer ethical to compare.

According to researchers, apart from employee placement in improving work performance, training is also inseparable from increasing work performance. Talking about training means we are talking about human resource development efforts. Human resource development can be seen from two aspects, namely: quantity and quality. The definition of quantity in human resource development is related to the number of human resources. Quantity of human resources without good quality will become a burden on the organization. Meanwhile, quality concerns the quality of human resources which involves abilities, both physical abilities and non-physical abilities (intelligence and mental). Which means, if the quality of human resources is good, but the quantity of human resources is small, then the company's desired goals will be slow to achieve. Therefore, quantity and quality of human resources must go hand in hand.

Therefore, efforts to improve the quality of human resources can be directed at these two aspects. To determine physical quality, efforts can be made through welfare and nutrition improvement programs. Meanwhile, to improve non-physical quality, education and training efforts are very necessary. This effort is what is meant by human resource development. Thus, it can be said that what is meant by human resources development broadly is a process of improving human quality or abilities in order to achieve national development goals. The improvement process here includes development planning and human resource management.

Meanwhile, in a specific sense in terms of the environment of a work unit (department or organization), human resources are the workforce or employees in an organization, who have an important role in achieving success. Sophisticated and complete facilities are not a guarantee of the success of an organization without being balanced by the quality of the people who will use these facilities.

Researchers obtained information in employee training provided by PT. Astra International Honda, Tbk. many kinds of. For mechanics the training is Technical Training Level 1 to Technical Training Level 3, for administration the training is the PSSHSO system, and for marketers the training is Customer Service and Winning Marketing Executive. Researchers also saw that in the field of work of marketers (marketing), quite a few of them were getting consumers/users (selling products) similar to the sales results of the previous period. The training that was attended seemed to have only a small impact on the expected achievements. Researchers also assume that it may have something to do with providing rewards or services.

Every company must be aware of the work carried out by employees and the added responsibilities of the employee's position, this can also be a workload that can trigger fatigue and even stress. Researchers assume that to overcome and avoid this situation, a leader should be aware of the needs of the employee concerned, where the company provides rewards or employee services that have been provided for the progress of the company, these rewards are a stimulus that has provided motivation to have good performance.

Management theorists and study experts argue that employee work performance will increase if employees are given compensation. Companies and leaders must not ignore all

aspects related to increasing work performance. What the researchers mean is that training, employee placement, and compensation must become an integrated form of the company's efforts to increase the work performance of its employees.

Providing compensation is expected to improve employee work performance so that employees are enthusiastic about working in an effort to achieve company goals by offering financial incentives and exceeding basic wages. What must be considered is that compensation must be implemented in a timely manner, so that it can encourage each employee to work better than before and improve their performance.

Researchers looked at the giving of awards in the form of compensation carried out by the company PT. Astra Internasional Honda, Tbk., to its employees is carried out based on two components, such as direct financial payments in the form of salaries, and incentives or bonuses/commissions and indirect payments in the form of allowances and insurance. Below in Table 1, the researcher summarizes the results of the work performance of PT employees. Astra International Honda, Tbk. in Pinrang, namely:

Table 1. Evaluation of Job Performance for the 2023 Period

Division of Work	Period 2023			
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Community Development Center	7%	11%	14%	18%
Public Services Division	7%	7%	12%	14%
Internal audit	4%	4%	4%	4%
HR Division	5%	9%	9%	9%
Bureaucracy Information Center	5%	7%	9%	10%
Directorate of Compliance and Risk Management	5%	9%	10%	13%
Consumer-Sales Division	5%	5%	8%	10%

Source: HR 2023 Internal Documentation

Seen from table 1 above, each work division in each quarter (quarterly) experienced an increase from the previous assessment. However, it has been identified that the work performance results in the division are at a fixed level, which means that the results of the current work performance assessment are the same as the results of the previous work performance assessment.

Researchers assume that the factors that influence work performance include the aspects of knowledge, skills, professional attitudes, rewards and social interactions. Therefore, researchers combine several of these aspects in training as developing worker resources, as well as placing employees as delegates, and providing compensation as a form of reward and motivation for workers. . Astra International Honda, Tbk. Pinrang Branch.

METHODS

This research uses a quantitative approach, and the research respondents are all employees. The number of respondents was 60 employees. Data collection methods in this research were interviews and questionnaires. The data analysis methods in this research are: Frequency Distribution Analysis of Variable Indicators, and Inferential Analysis.

RESULTS AND DISCUSSION

Frequency Distribution Analysis of Variable Indicators

Job Performance Variables

Table 2. Frequency of Questionnaires for Job Performance Variables

Indicator	very not true (1)	not true (2)	doubtful/ possible (3)	true (4)	very true (5)	Average
Can do more work than before	0%	1%	3%	58%	32%	4.31
The work done has better results than before	0%	1%	3%	59%	36%	4.30
Takes own initiative in work without waiting for orders	0%	1%	9%	72%	17%	4.06
Utilize all your abilities at work	0%	1%	5%	76%	19%	4.12
Take advantage of the situation at work	0%	0%	5%	77%	19%	4.14

Source: Primary Data from Questionnaire

Based on the data above, the indicator with the largest average is the 1st indicator, namely: the amount of work done is more than before, followed by the 2nd indicator, namely: the work done is better than before. This means that the indicators with the greatest contribution to the formation of work performance variables are indicators of work quantity and quality. Paying attention to the results of this data processing, the work performance of PT employees. Astra International Honda, Tbk. The Pinrang branch is considered good. However, there are symptoms that can have an impact on the slow success of an organization/company, namely that there is a tendency for employees to be less able to take their own initiative in carrying out work. If this tendency is not recognized by leaders from an early age, it is feared that employees will find it difficult to improve their performance at work.

Training Variables

Table 3. Questionnaire Frequency of Training Variables

Indicator	very not true (1)	not true (2)	doubtful/ possible (3)	true (4)	very true (5)	Average
Relations between employees are getting wider and better	0%	0%	13,3%	71,7%	15%	4.02
Make work effective	0%	0%	10%	70%	20%	4.10
Career opportunities are getting bigger	0%	0%	18,3%	71,7%	10%	3.92
Provides the ability to make good decisions	0%	0%	13,3%	73,3%	13,3%	4.00
Streamline working time	0%	0%	8,3%	75%	16,7%	4.08

Source: Primary Data from Questionnaire

Based on the data above, the indicator with the highest average is the 2nd indicator, namely with training, employees can make their work more effective with an average score of 4.10, followed by the 5th indicator, namely making working time efficient with an average score of 4.08. This means that the biggest impact of training is that employees can make their work more effective and efficient so that work performance also increases.

Employee Placement Variables

Table 4. Frequency of Questionnaires for Employee Placement Variables

Indicator	very not true (1)	not true (2)	doubtful/ possible (3)	true (4)	very true (5)	Average
Placements are made by looking at the level of education and experience	0%	0%	3,3%	45%	51,7%	4.48
Placement is done by looking at the connections	0%	0%	0%	50%	50%	4.50

Placement is done by looking at skills	0%	0%	5%	60%	35%	4.30
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Source: Primary Data from Questionnaire

Based on the data above, the indicator with the largest average is the 2nd indicator, namely: placement is done by looking at connections, with an average score of 4.50. This means that the indicator that has the greatest contribution to the formation of employee placement variables is the indicator that refers to cronyism. After that is followed by the 3rd indicator, namely: placement is carried out by looking at the level of education and experience, with an average value of 4.48. What this means is that the company also apparently adheres to the right man in the right place system, even though the tendency that occurs is cronyism.

Compensation Variables

Table 5. Questionnaire Frequency of Compensation Variables

Indicator	very not true (1)	not true (2)	doubtful/ possible (3)	true (4)	very true (5)	Average
Providing compensation has provided a guarantee of life security	0%	0%	20%	67%	13%	3.97
The compensation received creates enthusiasm for work	0%	0%	14%	66%	20%	4.02
The compensation received creates satisfaction at work	0%	0%	24%	60%	15%	4.13

Source: Primary Data from Questionnaire

Based on the data above, the indicator with the highest average is the 3rd indicator, namely: compensation received, satisfaction at work, with an average score of 4.13, followed by the 2nd indicator, namely: compensation received, create enthusiasm for work, with an average score of 4.02. This means that the compensation employees receive tends to make employees feel satisfied, thereby creating enthusiasm for work. However, employee satisfaction and enthusiasm cannot be interpreted as meaning that the compensation currently given to employees has made employees calm (there is a guarantee of life in the future). It turns out that there are employees who still feel that the current compensation cannot guarantee their future life.

Inferential Analysis

Table 6. Inferential Analysis Results

Model	Unstandardized		Standardized	R	R Square	F	Sig.	t	Sig.
	Coefficients	Coefficients	Coefficients						
	B	Std. Error	Beta						
(Constant)	1,862	,369						5,043	,000
Training X1	,006	,134	,007					,047	,962
Employee Placement X2	,159	,116	,192	,749	,561	23,852	,000	1,373	,175
Compensation X3	,413	,126	,585					3,290	,002

Sumber: Data Primer dari Angket

Multiple Regression Analysis

- Value $\alpha = 1.862$
 The regression equation above has a constant value (α) of 1.862. This means that if the independent variable (variable X) does not exist or is not paid attention to by the PT company. Astra International Honda, Tbk. Pinrang Branch, the employee work performance value (Y) is only 1,862.
- Value X1 = +0.007
 The relationship between training (X1) and work performance (Y) is if the variable X1 is held by or paid attention to by the company PT. Astra International Honda, Tbk. Pinrang Branch, the employee work performance value (Y) increased by 0.007.
- Value X2 = +0.192
 The relationship between employee placement (X2) and work performance (Y) is if the variable X2 is held by or paid attention to by the company PT. Astra International Honda, Tbk. Pinrang Branch, the employee work performance value (Y) increased by 0.192.
- Value X3 = +0.585
 The relationship between compensation (X3) and work performance (Y) is if the variable X3 is held by or paid attention to by the company PT. Astra International Honda, Tbk. Pinrang Branch, the employee work performance value (Y) increased by 0.585.

Analysis of Multiple Correlation Coefficients and Determination

From the results of these data, a multiple correlation coefficient was obtained for the training, employee placement and compensation variables on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch is (R) = 0.749. This means that the independent variables (training, employee placement, and compensation) together have a strong positive relationship.

The coefficient of determination (R Square) = 0.561 or 56.1%, meaning that the independent variables (training, employee placement, and compensation) seen from a general or broad perspective, apparently only have an impact of 56.1% on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch, meanwhile, to achieve a 100% level of perfection in influencing or producing employee work performance still requires a value of 43.9% of the other X variables (X variables other than training, employee placement and compensation variables).

Partial (t) and Simultaneous Regression Testing (F)

Partial Regression Testing (t)

In partial regression testing (t), the researcher relies not only on looking at the results of the t calculated significant level, but comparing the calculated t results with the t table results (Student's t distribution). The steps for partial regression testing of training, employee placement and compensation variables are as follows:

1. Determine H_0 and H_a

$H_0 : 0 = 0$ (This means that there is no significant influence between training, employee placement and compensation on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch).

$H_a : 0 \neq 0$ (meaning that there is a significant influence between training, employee placement and compensation on the work performance of employees of PT. Astra Internasional Honda, Tbk. Pinrang Branch).

2. Determine the level of confidence.

In this research, a confidence level of 95% or alpha (α) = 5% is used.

3. Test criteria

Table t value = $t(\alpha / 2; n-2)$. So, $t(5\%/2; 60-2)$ is $t(2.5\%; 58) = 2,000$.

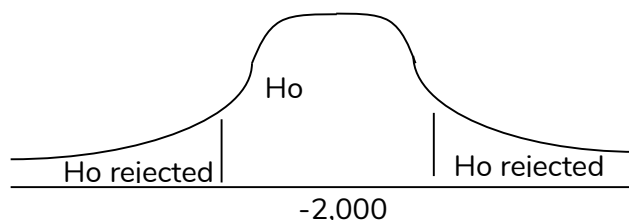


Figure 2. Partial Regression Testing Criteria (results)

H_0 is accepted if t is between $-2,000$ and $+t$ table or H_a is rejected.

H_0 is rejected if $-t$ count $< -2,000$ or t count $> +2,000$ or H_a is accepted

4. Calculations for t count.

From the comparison between the calculated t value for the training variable of 0.047 which is between the t table value (Student's t distribution) = $+2,000$ and $-2,000$, then H_0 is accepted. This means that there is no significant influence between training and the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch.

From the comparison between the calculated t value for the employee placement variable of 1.373 which is between the t table value (Student's t distribution) = $+2,000$

and -2,000, then H_0 is accepted. This means that there is no significant influence between employee placement and the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch.

From the comparison between the calculated t value for the compensation variable of 3.290 which is between the t table value (Student's t distribution) = +2,000 and -2,000, then H_a is accepted. This means that there is a significant influence between compensation and the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch.

Simultaneous testing (F)

Simultaneous regression testing (F), researchers rely not only on looking at the results of the calculated F significant level, but comparing the results of the F calculation with the results of the F table (Critical Value of the F Distribution). The steps for simultaneous testing (F) of training, employee placement and compensation variables are as follows:

1. Determine H_0 and H_a

$H_0 : 0 = 0$ (This means that there is no simultaneous influence between training, employee placement and compensation simultaneously on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch).

$H_a : 0 > 0$: (meaning that there is a simultaneous influence between training, employee placement, and compensation simultaneously) on the work performance of employees of PT. Astra Internasional Honda, Tbk. Pinrang Branch).

2. Determine the level of confidence.

In this research, a confidence level of 95% or alpha (α) = 5% is used.

3. Test criteria

The table F value (Critical Value of F Distribution) is found by determining the degree of freedom (df), numerator, and denominator (denominator df).

Where:

Numerator (m) = Number of Independent Variables (X)

Denominator = N- m-1

N = Number of All Respondents

So, F table = F(α): df (Numerator) (Denominator).

It is known that F table = F (5%; df (3) (56) = 2.76

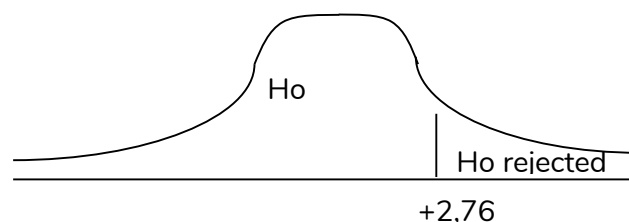


Figure 3. Multiple Regression Testing Criteria (results)

H_0 is accepted if the calculated F is less than or equal to $+2.76$, while H_0 is rejected if the calculated F is greater than the F table ($\dots > + 2.76$).

4. Calculations for t count.

By comparing the calculated F with the F table, it is found that the calculated $F = 23.852 > 2.76$ (F table) so H_0 is rejected. H_a means that it is accepted that there is a simultaneous influence of training, employee placement and compensation simultaneously on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch.

Operational Discussion Regarding Variables

Discussion of the Effect of Training on Job Performance

Researchers assume that training is a pattern of shared basic assumptions learned by a group to solve problems of external adaptation and internal integration that function well enough and are considered valid. The research indicators rely on theory, namely: Innovation, Detailed Attention, Results Orientation, Employee Orientation, and Aggressiveness. In this study, researchers observed that training in companies tends to be process and results oriented. This is in accordance with the researchers' findings, namely the following training held by the company: Building A Culture of Passion I

1. Technical Training Level 1
2. Build Loyalty at Work
3. Technical Training Level 2
4. The Good Word, The Good Mouth
5. system PSSHSO
6. Building A Culture of Passion II
7. Technical Training Level 2
8. Winning Marketing Executive
9. Development and Manufacturing Quality Control I
10. Development and Manufacturing Quality Control 2
11. Enlightenment of the Heart by ESQ

It's just that researchers received information regarding the frequency of training which turned out that training was only held a few times a year. This is why in this research the training variable did not have a significant effect. Judging from the frequency distribution table based on indicators, the results of the indicator data from the training variable show that from the training organized by the company, employees can make their work more effective and work time more efficiently.

Judging from the results of statistical data calculations, it shows that training has an insignificant effect. Researchers see this because the company only holds it a few times a year, and not all employees have the desire or interest to take part in training due to several factors and this is not paid enough attention by the company. The results of this research are also supported by the results of research conducted by Silvi (2010) regarding the Effect of Employee Placement and Employee Training on Employee Work Performance at PT Boma

Bisma Pasuruan with the research results showing a positive influence of training on employee work performance.

Discussion of the Effect of Employee Placement on Work Performance

Researchers assume that placement is the beginning of giving a mandate in the form of assignments or work to employees. Employee placement is an effort to channel human resource capabilities as well as possible by placing the right employees or the most suitable positions. Judging from the frequency distribution table based on indicators, the indicator data results from the employee placement variable, it turns out that from the employee placement system organized by the company, tends to look at connections, the tendency that occurs is cronyism. After that, the placement indicator is followed by looking at the level of education and experience, which the researchers assume is that the company also adheres to the right man on the right place system, even though this indicator is in second place.

Judging from the results of statistical data calculations, it shows that employee placement does not have a significant effect but still has a positive effect in improving work performance. In this study, researchers observed that this phenomenon was because PT employees tended to. Astra International Honda, Tbk. The Pinrang Branch felt that employee placement still adhered to cronyism (connections due to insider acquaintances resulting in positions being obtained). The results of this research are also supported by the results of research conducted by Isdarmadi (2002) regarding the Influence of Effectiveness of Employee Placement, Motivation, Compensation, and Leadership Style on Employee Work Performance with the research results showing a significant positive influence of employee placement on employee performance.

Discussion of the Effect of Compensation on Work Performance

Researchers suggest that compensation is any form of appropriate payment or reward given by a company/organization to an employee as a result of what the employee has done or done. Judging from the frequency distribution table based on indicators, the results of the indicator data from the compensation variable show that the compensation received makes employees satisfied at work and makes employees enthusiastic about working. This means that the compensation employees receive tends to make employees feel satisfied, thereby creating enthusiasm for work. However, employee satisfaction and enthusiasm cannot be interpreted as meaning that the compensation currently given to employees has made employees calm (there is a guarantee of life in the future). Because, there are indicators that it turns out there are employees who still feel that their current compensation cannot guarantee their lives in the future.

Judging from the results of statistical data calculations, it shows that compensation has a significant effect on employee work performance. Researchers see that the determination and even the provision of compensation is quite fair. The results of this research are also supported by the results of research conducted by Hestin Mutmainnah (2013) regarding the Influence of Compensation, Training and the Role of Managers on Performance Mediated by Job Satisfaction in Employees of the laweyan Batik Society of Surakarta with the research results showing a positive influence of compensation on employee performance.

CONCLUSION

This research aims to examine the influence of training, employee placement and compensation on employee work performance. Based on the results of data analysis and discussions that have been carried out, the following conclusions can be drawn: Training has a weak positive effect on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch. Employee placement has a weak positive effect on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch. Compensation has a strong positive effect on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch. Compensation is the dominant positive influence on the work performance of PT employees. Astra International Honda, Tbk. Pinrang Branch.

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