

*THE INFLUENCE OF JOB PROMOTION, WORKING CONDITION AND
COMPENSATION ON LECTURER PERFORMANCE IN FACULTY OF ECONOMICS
MANADO STATE UNIVERSITY*

Octavia Diana Monica Tuegeh¹

Stevie Alan Lasut²

^{1,2} Faculty of Economics, Management Department
Manado State University

Abstract: The quality of Indonesian human resources is produced through the implementation high education quality. As an educational spearhead of high education quality creation lies in the performance of teachers and lecturers. In the Faculty of Economics, Manado State University as an object of research, there are several thing affected the lecturers performance such as the job promotion, working conditions and compensation. This study aims is to analyze the effect of job promotion, working conditions and compensation on lecturer performance in Faculty of Economics, Manado State University. The sampling technique in this study is using judgment sampling method. By using multiple regressions as a data analysis tool, it is found simultaneously, job promotion, working conditions and compensation have significant effect on lecturer performance, but partially, only working conditions and compensation have significant effect while the promotion has no significant effect on the lecturers' performance.

Keywords: Job Promotion, Working Conditions, Compensation, Lecturer Performance

INTRODUCTION

Research Background

In the construction of the National Long-term is relying on the creativity and productivity of human resources both in management development, management of government and community management, development of quality human resource capabilities in addition to an embodiment of the implementation of the Act of 1945 and the implementation of Pancasila, is also a demand that grows along with the development of increasingly rapid development. One of the mandates of the Constitution of the Republic of Indonesia Year 1945 is then further regulated in Law Number 20 Year 2003 on National Education System, which has the vision of the educational system as a social institution that is strong and authoritative to empower all citizens of Indonesia. Indonesian human quality is generated through the implementation of quality education. (Law No. 14 of 2005). Professor or educator a duty as stated in Law No. 20 Year 2003 on National Education System Article 39 paragraph 2. For that the perceived need to conduct research on the performance of lecturers as spearhead the success of national education. Thus, Lecturer performance issues are important, because in the achievement of organizational objectives determined by the performance of lecturers.

In a more specialized organization of the Faculty of Economics, Manado State University as an object of research, there are several that they can affect the performance of lecturers including the promotion, working conditions and compensation. Some of these factors are expected to be major problems in their influence on performance Lecturer at the Faculty of Economics, University of Manado.

The lecturer in performing their duties regardless of the motivation not to be career and rank. In the activities of the lecture at the Faculty of Economics of UNIMA, the lecturer is viewed will improve their performance due to functional and structural become their

additional duties. Structural positions often lead lecturers to improve their performance to be material for the leadership assessment for placement in a higher position again.

Not only on promotion or promotion, working conditions as well as one of the factors for Lecturers in improving performance. In this study working conditions is seen as a set of conditions or circumstances in the work of an institution that becomes a work of the lecturers who work in that environment. What is meant here is the good working conditions that is comfortable and supportive workers to be able to run the activities very well, covering everything in the environment Lecturers that can affect the performance and safety and job security, temperature, humidity, ventilation, lighting, cleanliness and other -Other (Stewart and Stewart, 1983). Working conditions associated with the scheduling of work, duration of work in a day and within a day or night for people to work. Therefore, working conditions consist of factors such as physical condition, psychological condition, and while the conditions of the working environment, must be taken to ensure that workers can feel comfortable in the work so as to improve labor productivity (Newstrom, 1996: 469). Faculty of Economics is part of Manado State University, located in the district of Minahasa, Tondano which is an area of the District is still beautiful and yet filled with the noise and bustle of the city. In terms of psychological conditions it can also be an obstacle for the lecturer to improve its performance because the distance to the work place quite far away from home for most of the lecturers who are domiciled in the City and County of Manado.

Furthermore, the improvement of faculty performance, compensation is also seen as important and has a strategic role. The expectations of the lecturers is that they get more attention from the government about the benefits they will get according to the performance and workload obtained as a lecturer. If it has been achieved, the performance of lecturers by itself will increasingly be felt and its impact. Compensation system as a very important factor in realizing the best job performance. In other words, the provision of adequate and fair compensation is an important factor in creating a productive and quality employment (effectively and efficiently) for workers in the field of each work. Compensation received by each lecturer in touch with rank and a conducive working field can create a harmonious relationship and cooperation among all members of the organization. With the remuneration to the employees of the center and not the faculty felt can cause jealousy between lecturers and employees where the lecturers are required to make a performance report at each end of the semester, the number of teaching loads often in excess of 16 credits per semester and not only that, the professors often required to do Tridarma college professors often time consuming even on a holiday or weekend is a time for professors to gather with family. Functional benefits are low and lecturer certification system should wait quotas are often deemed less effective and can cause decreased performance of the lecturer. This happens because the lecturers are no longer focused on personal development but often other businesses outside the campus that they are time-consuming. Compensation is deemed important in order to create an organizational environment that is conducive, in particular the employment relationship between the employee with each other in the relationship between leaders and subordinates, directed the establishment of cooperation matching, besides the relationship between students and professors is also very important so as to prevent the rise gratuities between Students and lecturers where the good relations it is the duty of a lecturer will be done well.

From a series of background and problems that we can see above, the research on " The influence of job promotion, working conditions and compensation on lecturer performance in Faculty of Economics, Manado State University " very interesting to study. Based on the above background, the purpose of this research is to analyze the influence of job promotion, working conditions and compensation on lecturer performance in Faculty of Economics, Manado State University, simultaneously and partially.

THEORETICAL REVIEW

Human Resources Management

Dessler (2008: 5) human resource management policies and practices are decisive aspects of "human" or human resources management positions including recruiting, filter, member awards and judgments. It can be said that the management of human resources within the organization in order to increase productivity in achieving something objectives or goals. The use of optimal attainment levels will be achieved if the management or the management can provide a sense of security and satisfaction to its employees.

Job Promotion

Basically promotion is one part of a program implemented by the placement of a university. Definition of promotion according to Hasibuan (2006: 108) is a transfer promotions that increase the authority and Responsibility of employees to a higher position in an organization so that the rights, status, and their earnings will be even greater.

According to Edwin B. Fkipo:

"A promotion in solves a change from one job to another job that is better in terms status and responsibility. Ordinary the change to the higher job his accompanied by increased pay and privileges, but not always".

Conclusions from the above definition, promotion is the transfer from one position to a higher position, authority and greater responsibility, status and income of increasingly steeper. With indicators of performance, experience and responsibility Nitisemito Alex S. (2002: 112-113). Experience, with more expected to experience higher ability, the idea that more and so on. While the performance, in general, every company always include the conditions for achieving it works and can be seen from the records of achievement that has been done. For responsibilities, sometimes often a company needed a responsibility that is quite large, so the issue of responsibility is a major requirement for promotion.

Working Condition

According to Stewart and Stewart (1983: 53) as a series of working conditions is a condition or state of the working environment of a faculty that becomes a work of the lecturers who work in that environment. What is meant is that good working conditions are comfortable and supportive workers to be able to carry out its activities properly. Includes everything in the environment that can affect the performance of lecturers, as well as the safety and security of employment, the temperature, humidity, ventilation, lighting, cleanliness and others.

According Newstrom (1996: 469) working conditions associated with the scheduling of work, duration of work in a day and within a day or night for people to work. Therefore, working conditions consist of factors such as physical condition, psychological condition, and while the conditions of the working environment, must be considered to bear on the lecturer can feel comfortable in the work so as to increase productivity.

Lecturer Performance

Robbin (2003) in Thoyib (2005: 10) argues that the other terms of the performance is human output that can be measured on productivity, absenteeism, turnover, citizenship, and satisfaction. The same thing argue by Baron and Greenberg (1990) in Thoyib (2005: 10) suggests that the performance of the individual is also called job performance, work outcomes, task performance. Dessler (2000: 87) argues that the actual performance of the lecturer is a Lecturer achievement compared with the expected achievement of the lecturer.

Based on some opinions about the performance can be concluded that the notion of performance-containing substance achievement of the work by someone. Thus that the performance is a reflection of the results achieved by a person or group of people. Individual

performance with the performance of institutions or the performance of the Faculty there is a close relationship. In other words, when the performance of Lecturer (individual performance) either it's likely performance of the Faculty (corporate performance) is also good.

Previous Research

Previous research conducted by Keke Arita in 2005 resulted in that the compensation Kersa greatly affect the performance of teachers in Christian SMP BPK Penabur Jakarta. Even compensation is a factor that affects the performance of teachers. Differences of this study lies in the independent variables that affect performance. While the similarities with this study is the object which is at a junior high school teacher while this study was Lecturer. Both professions have in common which is spearheading the success of national education (Arita, 2005).

Further research conducted by Mudrati about the factors that affect the performance of lecturers in conducting the lecture. In this study, it can be seen that the individual variables that are dominated by the motivation to compensation received, the dominant variable affecting performance lecturer. The study also revealed that lecturers get less compensation can lead them out of focus in their work because it is busy looking for another part-time job outside the university.

Djumaidi in 2006 in a study entitled Effect of Working Conditions and Job Satisfaction on the Performance of Non-Formal Education in East Java found that working conditions greatly affect the performance of teachers. The similarities between this study and the author is equally examines the working conditions on the performance of lecturers / teachers.

RESEARCH METHODOLOGY

Type of research Based on the method used, this research is a quantitative research.

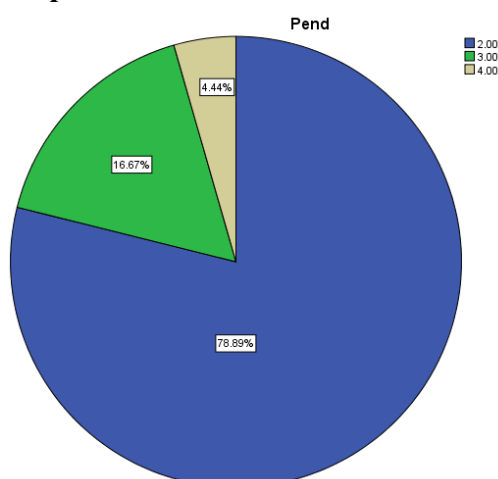
Place and time of research Place of this research at the Faculty of Economics, University of Manado between June - September 2015.

Population and Sample The population in this study is a lecturer at the Faculty of Economics, University of Manado. Samples taken from a population that is 50 respondents.

Data Analysis Method The analytical method used in this research is to test the validity and reliability of data, test the classical assumption of multicollinearity test, test linearity and test heterocedastisity, multiple regression analysis, test correlation and determination and hypothesis testing using the F test and t test.

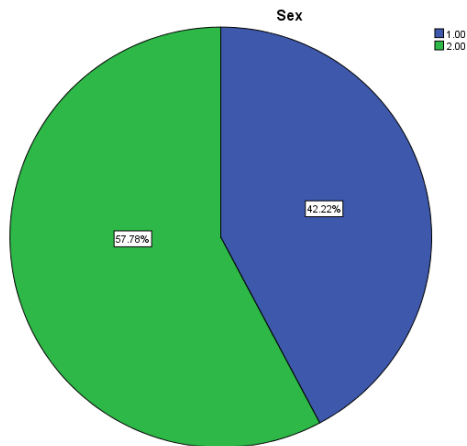
RESULT AND DISCUSSION

Respondent Characteristic



Source: SPSS output, 2015

From the diagram above it can be seen that the majority of respondents have a Master or equivalent level of education by the number of percentage as much as 78.89% while the number of 21:11% is a lecturer with a doctorate and 4:44% are professors.



Source: SPSS output, 2015

Based on the picture above pie chart can be seen that the majority of respondents were women with the percentage amount of 57.75%, more 15:56% of the total percentage of male professors are just as much 42.22%.

Validity and Reliability Test

Validity Test Table

Variable	Pearson Correlation
X _{1.1}	.514
X _{1.2}	.712
X _{1.3}	.612
X _{1.4}	.444
X _{2.1}	.606
X _{2.2}	.651
X _{2.3}	.499
X _{2.4}	.640
X _{2.5}	.709
X _{2.6}	.707
X _{2.7}	.695
X _{2.8}	.389
X _{2.9}	.320
X _{2.10}	.683
X _{2.11}	.709
X _{2.12}	.288
X _{2.13}	.670
X _{2.14}	.709

Variable	Pearson Correlation
X _{2.15}	.646
X _{2.16}	.625
X _{2.17}	.310
X _{3.1}	.294
X _{3.2}	.435
X _{3.3}	.531
X _{3.4}	.549
X _{3.5}	.503
X _{3.6}	.424
Y _{.1}	.806
Y _{.2}	.551
Y _{.3}	.345
Y _{.4}	.246
Y _{.5}	.254
Y _{.6}	.823
Y _{.7}	.808
Y _{.8}	.604

Source: SPSS output, 2015

In the table above, we see that all indicators of Job Promotions (X1), Working Conditions (X2) and Compensation (X3) on the Lecturer Performance (Y) is said to be valid because it has a correlation value above 0.3.

Reliability Test Table

Variable	Alfa Cronbach's
X ₁	0.800
X ₂	0.852
X ₃	0.724
Y	0.696

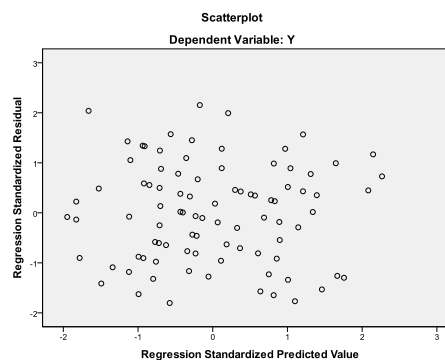
Source: SPSS output, 2015

From the above data it can be seen that the Cronbach's Alpha value is greater than 0.6 then the entire variable in this study can be said to be reliable.

Classical Assumption

Heteroskedasticity Test

Figure X₁, X₂, dan X₃ on Y in Heteroskedastisitas Test



Source: SPSS output, 2015

Based on the above picture can be seen that there is no pattern is formed, in other words a graph depicting plots spread. This proves that the independent variable on the dependent variable freed from Heteroskedastisitas.

Multikolinearity Test

Multikolinearity Test Table

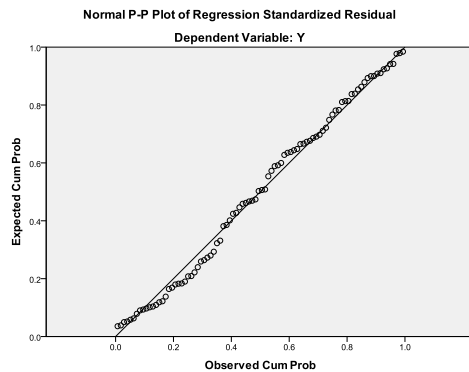
Variable	VIF
X ₁	3.997
X ₂	4.168
X ₃	1.102

Source: SPSS output, 2015

From the above table can be seen no symptoms multikolinearitas because VIF were around numbers <10, this means that there is connection between the X₁, X₂ and X₃ to Y. thus, assuming multikolinearitas met (free from multicollinearity).

Normality Test

Figure X₁, X₂, dan X₃ on Y in Normalitas Test



Source: SPSS output, 2015

From the picture above it can be seen that the points spread around a diagonal line and spread following the direction of the diagonal line. This proves that Influence X₁, X₂ and X₃ on Y has met the test of the normality assumption has been fulfilled.

Multiple Regression Analysis

Table of Multiple Regression Analysis

Variabel	Unstandardized Coefficients	
	B	Std. Error
(Constant)	2.817	.313
X ₁	-.211	.119
X ₂	.283	.123
X ₃	.163	.069

Source: SPSS output, 2015

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 2,817 - 0,211 X_1 + 0,283 X_2 + 0,163 X_3 + e$$

From the multiple linear regression equation above, it can be informed that:

- Constant value of 2.817 means that if the variables examined in this case X₁, X₂ and X₃ constant or equal to 0, then Y will increase by 2,817, assuming other factors being equal (ceteris paribus).
- Coefficient of X₁ to Y for - 0,211 which means that if X₁ increased by one scale or one unit of the respondents, it will reduce the variable Y for 0,211 assuming other factors being equal (ceteris paribus).
- The value of the regression coefficient of 0.283 X₂ to Y which means that if X₂ increased by one scale or one unit of the respondents, it will increase the variable Y at 0.283 assuming other factors being equal (ceteris paribus).
- The value of the regression coefficient of 0.163 X₃ to Y which means that if X₃ is increased by one scale or one unit of the respondents, it will increase the variable Y at 0.163 assuming other factors being equal (ceteris paribus).

Interpretation of the result above it can be seen that in this case the independent variable X₁, X₂ and X₃ effect on the dependent variable Y.

Coefficient Correlation (R) and Coefficient Determination (R²)

R	R Square
.968 ^a	.857

Source: SPSS output, 2015

Based on the analysis of correlation (r) in the amount of 0.968 indicating that the relationship Influence of X1, X2 and X3 Against Y has a strong relationship.

To determine the contribution Influence variables X1, X2 and X3 Against Y can be seen that from the determinant coefficient (R²) in the 0.857 table. R² values in this study can be interpreted that the contribution of variable Effect of X1, X2 and X3 Against Y by 85.7% while the remaining 14.3% is influenced by other variables not examined in this study.

Hypothesis Test

F Test

Table F Test
ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.796	3	.599	5.357	.002 ^a
Residual	9.608	86	.112		
Total	11.404	89			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: SPSS output, 2015

Calculate the F value of 5.357 0.002 significant. Because Calculate the F value is greater than the value F_{table} and $sig > 0.05$ mean H_0 rejected H_a accepted. Thus the formulation of the hypothesis that X₁, X₂ and X₃ simultaneously significant effect on Y unacceptable and reject the hypothesis that X₁, X₂ and X₃ simultaneously no significant effect on Y.

t test

Tabel t test

Variable	t	Sig.
X ₁	-1.781	.079
X ₂	2.306	.024
X ₃	2.385	.019

Source: SPSS output, 2015

Based on the calculation results in the above table is obtained:

- The value of t for the Variable variable X1 to Y is smaller than the value that is equal to -1.781 t_{table} with a value of 0.05 means $\alpha \leq X_1$ variable has no significant effect on Y, it means H_a rejected.

- The value for the variable X_2 t_{value} on Y is greater than the value that is equal to 2.306 t_{tabel} amounting to the value of $\alpha \leq 0.05$ means variable X_2 significant effect on Y, it means H_a accepted.
- Value of the variable X_3 t_{value} on Y is greater than the value that is equal to t_{tabel} of 2,385 with a value of 0.05 means $\alpha \leq X_3$ Variable variables significantly influence Y, it means H_a accepted.

Discussion

Job promotion, working conditions and compensation simultaneously significant effect on the performance of a lecturer at the Faculty of Economics, University of Manado. This is evident from the value of F larger than F table with a confidence level of more than 95%. So it can be said that when the addition of variables simultaneously on a promotion, working conditions and compensation will increase performance variables lecturer at the Faculty of Economics, University of Manado. Promotion, working conditions and compensation is a variable that affects the performance of the lecturers, as the faculty considers that the availability of working conditions and compensation are well accompanied with a good leveling position will greatly affect the performance of the lecturers at the Faculty of Economics, University of Manado.

It is also supported by the results of testing the correlation coefficient and the coefficient of determination which found that job promotion, working conditions and compensation have a strong influence on the performance lecturer at the Faculty of Economics, University of Manado, the percentage of influence promotion, working conditions and compensation for the performance of the lecturer is amounted to 85.7%, while other factors affecting the performance of the lecturer is only a small relative that is equal to 14.3%, which was not examined in this study. This is in line with research conducted by Keke Arita 2005 on the performance of teachers in Christian SMP BPK Penabur Jakarta.

Partially promotion does not significantly affect the performance of lecturers with t value smaller than the value t table and confidence levels are still relatively low at under 95%. Promotion at the Faculty of Economics, University of Manado can be divided into two parts, namely, rank hierarchy functional and structural positions. Functional hierarchy of rank positions assumed by the lecturer at the Faculty of Economics, University of Manado not overly affect their performance because the system hierarchy refers to the promotion of civil servants leveling system that is based on assessment of credit rate. So this is less a trigger for professors to improve its performance. While opinions on the structural promotion is always based on the trust factor against the leadership of subordinates, so it is not always absolute structural position because of performance achieved by the lecturers. These findings are consistent with research conducted by Tukimin, 2014 saying that work performance is not always a major factor in the promotion, so that direct promotion has no significant effect on the performance of lecturers, even in the data analysis results indicates the amount of regression promotion effect on the performance of lecturers have a negative influence. Thus, it can be said that the higher the rank of the functional and structural lecturer performance decreases, but this result was not significant.

Slightly different from promotion, partially working conditions have a significant influence on the performance of lecturers. This is evidenced by t count greater than t table with a confidence level greater than 95%. This is because the lecturers assume that working conditions both in terms of working conditions, physical and non-physical greatly affect their performance. Physical working conditions such as cool air circulation due to the geographical conditions of the Faculty of Economics, University of Manado which is a highland area which causes circulation, humidity and air temperature were both professors make love to work so as to improve their performance. In addition, the ambient conditions such as cleanliness, free of odor, quality of facilities such as chairs and tables and space to make the teachers more comfortable working so as to improve their performance. Faculty of Economics, which is located a little away from the crowd, makes this Faculty noise free from motor vehicles bustle that can interfere with the work of the lecturers.

Be reviewed from non-physical working conditions such as relationships with superiors and co-workers were good also creates a healthy work environment that can trigger a lecturer performance. Other matters relating to working conditions as well as the appropriate workload is one indicator of the assessment of non-physical conditions that affect the performance of lecturers. In performing its duties, the lecturers are educated personnel who deal directly with students who have diverse characteristics and properties that make the lecturers at the Faculty of Economics, University of Manado never get bored with their jobs, unlike when they face daily monotonous and repetitive.

In partial compensation has a significant influence on the performance of a lecturer at the Faculty of Economics, University of Manado. It can be seen from the value of the t test, where t value greater than t table with a confidence level that exceeds 95%. Significant influence on the performance faculty compensation because the faculty was pleased with the compensation given by the leadership of the faculty and the university. Gap between employees who received remuneration as compared with the lecturers at the forefront of higher education who received only the lecturers' certification is groundless. Through descriptive analysis can be seen that the tendency of the lecturers answered on average in grades 4 which illustrates that the lecturers satisfied / agree with the compensation given by the leadership. Although a far distance workplace, did not dampen the performance of the lecturers at the Faculty of Economics, University of Manado because it is supported by the compensation that is high enough so that their welfare level of surplus slightly higher when compared to similar occupations jobs in North Sulawesi. This is because the lecturers at the Faculty of Economics, University of Manado, in addition to getting the lecturers' certification they also receive funding to carry out the task Tridarma them evenly, and almost all the lecturers have the same opportunity to the funding together to develop their creativity through research and / or dedication funded by the University.

These findings are consistent with research conducted by Keke Arita in 2005 in his research that produced that labor compensation greatly affect the performance of teachers in Christian SMP BPK Penabur Jakarta. Even labor compensation is dominant factors that affect the performance of teachers.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of data processing and the discussion in chapter IV, this study can conclude several things:

1. Simultaneously job promotion, working conditions and compensation have significant influence on the performance lecturer Faculty of Economics, University of Manado.
2. Job promotions has a significant influence on the performance of a lecturer at the Faculty of Economics, University of Manado.
3. Working conditions have a significant influence on the performance of a lecturer at the Faculty of Economics, University of Manado.
4. Compensation has a significant influence on the performance of a lecturer at the Faculty of Economics, University of Manado

Recommendation

1. For the leadership of the Faculty of Economics, University of Manado should still continue to pay attention to even continue to be developed on a promotion, working conditions and compensation, because these three variables has a significant influence on the performance of lecturers.
2. For further research would be able to increase the number of objects in research studies so that the population can be expanded and will eventually result in more accurate data.

References

- A.A Anwar Prabu Mangkunegara (2004), "*Manajemen Sumber Daya Manusia*", PT. Remaja Rosdakarya, Bandung.
- Allen N.J. & Meyer, J.P, 1997. *Commitment in The Workplace Theroy Research and Application*. Saga Publications, California.
- Ashkanasy, et al (2000) *Manajemen Sumber Daya Manusia :Teoridan Penerapan*. PT. Gramedia, Jakarta.
- Begley dan Czajka, (1993) *Manajemen Perusahaan*. PT. Bumi Aksara, Jakarta.
- Dessler (1994) *Human Resource Management: Gaining Competitive Advantage*, Illinois: Richard D. Irwin Inc.
- Gary, 2003. *Manajemen Sumber Daya Manusia*. Jilid I, Edisi Kesepuluh.
- Gomes F. Cardoso, 2003. "*Manajemen Sumber Daya Manusia*". Catatan Keempat, penerbit Andi, Yogyakarta.
- Handoko (2002) *Organisasi dan Motivasi*, PT Bumi Aksara. Jakarta
- Hariandja (2002) *Manajemen Sumber Daya Manusia*, Edisi Revisi PT Bumi Aksara, Jakarta.
- Hasibuan, Malayu, (2002) *Manajemen Sumber Daya Manusia*, Edisi Revisi PT Bumi Aksara. Jakarta
- Katz (1989 : 152) *Human Resources Management*, Six Edition, Penerbit Pearson Boston.
- Kinggudu (2000) *Manajemen Personalia*. Penerbit Ghalia, Jakarta.

- Kotler Philip (1997) *Manajemen Personalia*. Penerbit ANDI Yogyakarta
- Luthans, Fred, 1995. *Organization Behavior, Sevent Edition*. McGraw-Hill, Inc., New York.
- Meyer, (1997) *Management*. Andi, Yogyakarta.
- Moekijat, (2001). *Manajemen Pegawai*, PT MandarMaju, Bandung
- Mathieu, J.E & D.M. Zajak, 1990. *A Review and Meta Analysis of The Antecedents, Correlates, Consequences of Organizational Commitment*. Psychological Bulletin, Vol. 108. p. 171-194.
- Mowday, R.T., Porter L.W., and Steers, R., 1982. *Organizational Linkages : The Psychology of Commitment, Absenteeism and Turnover*. Academic Press, San Diego, California.
- Muchlas, Makmuri (1999) *Perilaku Organisasi*, PT aditya Media, Yogyakarta
- Natsir, 2001, *Metode Penelitian cetakan Pertama*, Penerbit Ghalia Indonesia.
- Robbins Stephen, 2002, *Prinsip-Prinsip Perilaku Organisasi*, Edisi ke-5 Erlangga Jakarta.
- Sastohadiwiry Siswanto (2005) *Manajemen Tenaga Kerja Indonesia*. PT. Bumi Aksara, Jakarta.
- Siagian S.P (2005) *Teori Motivasi dan Aplikasinya*. Bina Aksara, Jakarta.
- Sugiyono (2002) *Statistika Untuk Penelitian*. Bandung ; CV. Alfabeta.
- Subiyanto, Ibnu (1997) *Metodologi Penelitian* Tarsito Bandung
- Taylor (2001) *Management*. Alih Bahasa Ismangil (2003). PT. Prenhalindo, Jakarta.
- Tjiptono Fanly dan Syakhora (2000) *Manajemen Sumber Daya Manusia*. Penerbit Bumi Aksara.
- Yammani Taro (2002) *Metodologi Penelitian*. PT. Prahalingo, Jakarta.
- Wexley, K.N. & G.A. Yulk, 1977. *Organizational Behavior and Personal Psychology*. Richard D. Irwin, Inc, Home Woods, Illinois.