THE INFLUENCE OF EMPLOYEES' COMPETENCY AND ORGANIZATIONAL SUPPORT TOWARD EMPLOYEES' PERFORMANCE IN PRODUCTION DEPARTMENT OF PT CEGE ONE SEMARANG

Lina Ilfa Zakhiyatus Sa'adah, Jozef Bambang Trijoga, Yuli Sudarso
Business Administration Department, Semarang State Polytechnic, Semarang, Indonesia

Abstract

The purpose of this research is to analyze the influence of employees' competency and organizational support toward employees' performance in production department of PT CEGE ONE Semarang. This research uses multiple linear regression. There are 70 respondents participated in this research who given the questionnaire, the sampling technique is using proportionate stratified random sampling. The methods of data collection are observation, questionnaire, interview, and documentation studies. The result shows that analysis which is carried out by SPSS 16. The result shows that employees' competency and organizational support has significant positive influenced toward employees' performance. The contribution of employees' competency and organizational support toward employees' performance is 16.2 % and the rest 83.8 % is affected by other variables that aren't observed in this research.

Keywords: *employees' competency, organizational support, employees' performance*.

Introduction

In the era of technology development and business competition nowadays, the industry is required to continuously maintain their position and increase their target in competing in the same industry sector and in order to control their domestic and international markets as well.

One of the ways to maintain the position and to be the pioneer in the market is by continuously improving the quality and quantity of production through improving their performance. To achieve the maximum performance, the human factor should be the main focus. In this era of industrialization, human resources become particular concern in terms of quality and efficiency of the production process.

According to As'ad (in Suprihati, 2014: 2) Employee's performance will be not optimal if only relying on production machines regardless of human aspect. So, by having competent workforce, it'll be easier for companies to achieve targets and also to minimize the risk of work accidents that can lead to losses. Not only relying on employees' work ability and competence, the company must also be able to balance it by providing facilities and various support to employees, so it can motivate the employees in their work. Rhoades & Eisenberger (2002: 699) consider the perception of organizational support as the most important source of social-emotional element of organizational atmosphere because it can instill employee's engagement and organization. With the company's support, the employees will feel themselves prioritized and appreciated, then it will build the perception that the company is very concerned about their welfare, so they will spend as much as their ability as possible in the work. It will be very useful for companies to increase productivity by the improvement of the employees' performance. PT CEGE ONE Semarang is one of the furniture manufacturing companies that make their furniture from wood such as teak wood, mahogany, etc. PT CEGE ONE Semarang is located in Semarang, Central Java. The company always prioritizes the quality in manufacturing their products because the products will be traded abroad. Most of the demands come from various countries in the world such as USA, United Kingdom, Italy, China, Saudi Arabia and many more countries in Asia. In manufacturing process, the company always gives more attention in every detail of the process, both manual and mechanical ones to minimize the defective products or failed production. The table 1,shows the data of the defective product or product failure in 2014-2017 at PT CEGE ONE Semarang.

Table 1 Product Fail Rate (%) March 2014-February 2017

Year	Semester	Period	Department		
			Rough Mill	Machining	Assembling
2014/2015	I	March - August 2014	7.83%	21.83%	36.50%
	II	Sept 2014 - Feb 2015	18.33%	36.33%	44.33%
2015/2016	I	March - August 2015	5.67%	13.04%	7.69%
	II	Sept 2015 - Feb 2016	2.74%	4.74%	3.47%
2016/2017	I	March - August 2016	2.12%	4.70%	3.52%
	II	Sept 2016 - Feb 2017	3.56%	5.43%	3.12%
Average			6.71%	14.35%	16.44%

Source: Secondary data, 2017.

The table 1 shows the production fail rate data per sub department (rough mill, machining, and assembling) from 2014-2017. it can be concluded that the level of production failure in each sub department are fluctuating. There was a significant increase of productions fail rate n the first semester of 2014-2015 periods with the second semester in the same period. In Rough Mill sub department, the production fail rate increased 10.5%, in Machining sub department increased about 14.55% and in Assembling sub department also increased 7.83%. After 2014-2015 periods the production fail rate could be minimized to be lower than the previous period and increase slowly until the first semester 2016-2017. But in the next semester, the production fail rate increased slightly in 2 departments there are 1.44% in Rough Mill sub department and 0.73% in Machining sub department, while in Assembling sub department is decreased by 0.4% from 3.52% to 3.12%. The failure or disability of the production result is influenced by the inability or lack of skills of the production operator. It is also influenced by the employees' work spirit due to lack of organizational support to the employee effort for the work. The employees' performance is strongly influenced by employees' skills as well as how the company appreciates for employees' effort. The appreciation can be in the various supports such as salary, incentives, bonuses, trainings, compensation, etc.

Theory Framework
Human Resource Management
Human resource management is a management field that specifically studies the relationship and the role of humans in an organization. Human resource management is the science and art of managing relationships and the role of effective workforce to help the realization of corporate goals, employees and society (Hasibuan, 2009: 10).
According to Guest (in Priyono & Marnis, 2016:10) there are 4 main policies in HR:
1. Employees' Influence

2. Human resource flow
3. Rewards systems
4. Work systems

The four points of focus in human resource policy can be understood as a strategy in influencing the employee to direct them to the goals of the organization. As a process in achieving goals, the organizations organize human resources in a systemic mechanism of human resource flow from planning, recruitment, selection, job analysis formulation and so on.

Performance
Rivai and Sagala (2009:548) state that performance is the real behavior that is shown by every person as employees' performance in accordance with their roles in the company. Employees' performance is a very important thing to achieve company's goals.
Moeheriono (2012:95) states that the definition of performance is a figure of achievement level in implementation of an activity or policy program in realizing the goals, objectives, vision and mission through the strategic planning of an organization. Performance can be known and measured if the individual or employee group has the criteria or success standard from the organization. Therefore, without goals or setting target in measurement, someone's performance or organizational performance never be known when there is no benchmark for success.

Competency
Performance is a function of competence, attitude and action. Competence describes the characteristics of knowledge, skills, behavior, and experience to perform a certain job or role effectively (Wirawan, 2009: 9). According to Spencer (in Moeheriono, 2009: 3) Competence can be defined as the underlying characteristic of a person with regard to the effectiveness of the individual's performance in his job, or the basic characteristics of an individual having a

causal or causal relationship with criteria made reference, effective or excellent performance or superior in the workplace or in certain situations.

Competency of knowledge and skills or expertise is more easily developed if it will increase or increase that competence, which is by adding educational programs and training for employees who are still considered less competence. While the competence of self-concept, character, and motives are in personality iceberg, more hidden so quite difficult to develop. Competence can be analogous to "icebergs" where skills and knowledge form the peak that is above the water. The underside of the water does not visible, but it becomes the foundation and has an effect on the shape of the part that is above the water. The role of social and self-image is in the "consciousness" of a person, while the motive of a person is in the subconscious.

Figure 1 Iceberg Model by Sigmunt Freud

Source: Spencer & Spencer in Wulandari (2013)

Based on the figure 1, it appears that knowledge and skills as observable or instrumental tend to be more visible and relative to the surface. While the self-concept, character (traits), and motive tend to be under, invisible, or hidden or called intermediate skills, which can be applied in various situations (vocational). When applied in everyday life, competent employees are individuals who have the knowledge, skills, attitudes and behaviors appropriate to work so they can actively participate in the workplace.

Organizational Support
The perception of the support organization is influenced by various aspects of the employee treatment by the Organization, which in turn will affect the interpretation of the employees against the Organization's underlying motives of the treatment (Eisenberger et al., in Kurnianingrum 2015:22).

Organization Support Theory in Eisenbergeret. Al., (2002) considers that organizational support generates a mandatory feeling for employees to help the organization achieve its goals, increase commitment to the organization and expect that high performance will be recorded and rewarded. Organizational support also generates a mandatory feeling for employees to maintain the well-being of the organization manifested in actions that can help the organization achieve its goals. Therefore, organizational support provides positive results for employees and organizations.

Research Methods
Data Collecting Methods

Albert Kurniawan (2014: 80) states that the process of data collection is an important process in research. Data collection method is a step done by the authors to obtain data in an effort to solve research problems. The method of data collection in this research using:

a. Interview

    In this research, the interviews will be conducted to HRD managers and production employees. The things that will be questioned are about employees' welfare programs, wage system, compensation and employees' skills development programs or competencies at PT CEGE ONE Semarang. The Interview in this research aims to determine employees' perceptions of various support or company facilities provided to employees of PT CEGE ONE Semarang.

b. Observation

    In this research, the observation technique is used to observe directly the attitude of the production employee in following the development program held by the company, and the attitude of the production employee of PT CEGE ONE Semarang in working.

c. Questionnaire

    According to MohNazir (2013: 203) questionnaire is a list of questions sent directly to respondents to collect data in research. This method will produce data in quantitative data in the form of numbers or numeric obtained from the results of filling questionnaires from respondents. Questionnaires in this research will be distributed to 70 respondents who come from production employees of PT CEGE ONE Semarang by providing questions about employee competence, company support and employee performance. Questionnaires contain questions relating to the facts and opinions from respondents, and the questionnaire use closed questions. The questionnaire in this research uses likert scales. According to Sugiyono (2011:

107), likert scale is used to measure the attitude, opinion and perception of a person or group of people about social phenomena. There are three alternative models in the use of likert scale: three options model (three scales), four options model (four scales) and five options model (five scales). In scale is arranged in a statement and followed by choice of the responses that show levels (Widoyoko, 2012:104).

d. Documentation Study

    In this research, the writer also used literature study techniques to collect data, literature etc. which relevant with the variables that used.

Data Source

According to Widoyoko (2012:22) there are 2 types of data based on the source:

a. Primary Data Primary data are data obtained from the first source, or in other words data collected by the writer themselves directly, such as the results of interviews and the results of questionnaires (questionnaires).

b. Secondary Data Secondary data are data that has been processed further, such as in tables or diagrams or data collected by other people or institutions, in other words the data are not collected by the writer themselves.

Data Types

a. Qualitative Data According Widoyoko (2012: 18) qualitative data are data that show the quality or quality that exist, whether circumstances, processes, events/other events expressed with a statements or words. Qualitative data in this research are company history and organizational structure of the company.

b. Quantitative Data Quantitative data are the data numbers as result of observation or measurement (Widoyoko, 2012: 21). Quantitative data in this research are the number of employees, and scaled interval

numbers that obtained from the questionnaire.

Theoretical Framework

Theoretical framework of this research is described as Figure 2.

Figure 2 Theoretical Framework
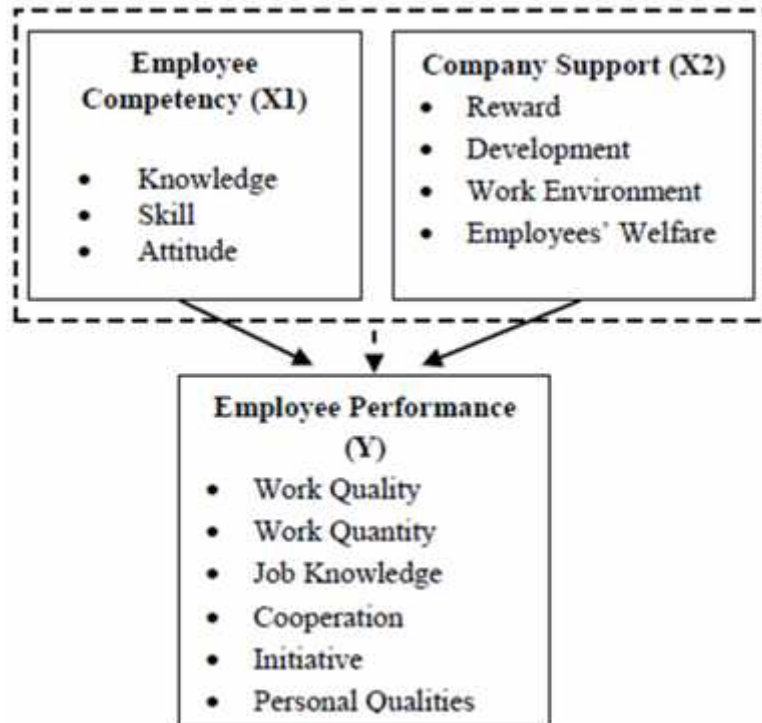
Source: Thoha (2008); Kurnianingrum (2015); and Santoso (2010).

Research Variable and Operational Definition of Variable

Independent Variables

According to this research, there are two independent variables which are employees' competency (X1) and Organizational Support (X2). Here is the explanation of indicator on each independent variable:

a. Employees' Competency

Employee Job competency is a characteristic of the individual who becomes the basis of attitude and behavior in carrying out the tasks that his responsibility as a measure of success or failure in carrying out the work. There are indicators of employees' competency (X1) by Hutapea and Thoha (2008:28):

1) Knowledge, the information owned by employees in carry out their duties and responsibilities according to their certain job,

2) Skill, is an effort to carry out the duties and responsibilities that provides to an employee with maximum performance, and

3) Attitude, The employee's behavior performing their duties and responsibilities is accordance with the company regulations.

b. Organizational Support

Organizational support is the response or action of an organization in interpreting the contribution of their employees in support both morally and materially in order to create alignment of relationships between employees and companies. There are indicators of

organizational support (X2) by Eisenberger et al. (In Kurnianingrum, 2015: 23):
1) Awards; Awards; the company gives rewards for the achievement of employee work,
2) Development; Companies gives pay attention to capabilities and provide promotional opportunities for employees,
3) Working conditions; about the physical and non-physical work environment, and
4) Employee welfare; Companies care about the welfare of employees

Dependent Variables
The dependent variable that used in this research is employees' performance (Y). Employee performance is an output or work that can be achieved by employees as a target achievement of an organization for organizational goals both quantitatively and qualitatively according to their respective responsibilities. The indicator of employees' performance (Y) by Robbins (in Santoso 2010:44) are:
1) Quantity of work, the amount of work performed within a specified time period,
2) Quality of work, quality of work achieved on the terms of conformity and readiness,
3) Job knowledge, breadth of knowledge about work and skills,

4) Cooperation, willingness to cooperate with others (fellow members of the organization),
5) Initiative, the spirit to carry out new tasks in enlarging responsibilities, and
6) Personal qualities, concerning personality, leadership, hospitality and personal integrity.

Result And Discussion
Validity and reliability, classical assumption test, coefficient determination, F-test, t-test and multiple regression analysis was used in this research and this research use SPSS 16.0 to speed up the data processing.

Validity Test
Validity test is used to measure the validity or validity of a questionnaire. The questionnaire is said to be valid if the question on the questionnaire is able to reveal something to be measured (Imam Ghozali, 2011). To test the validity of this instrument used product moment correlation method with SPSS 16.0. Then the instrument grains are valid if the coefficient correlation product moment >rtabel (; n-2) n = number of samples, rtable in this research obtained from rtable number for significance 0.1 two way with df = 33 and n =35 i.e0.3338 or if the significant value is less than 0.05. The results of the validity test in this research are described in the Table 2.

Table 2 Validity Test Result

No	Pearson Correlation	Sig.	No	Pearson Correlation	Sig.	No	Pearson Correlation	Sig.
A1	0.385	0.022	B1	0.656	0.000	C1	0.589	0.000
A2	0.525	0.091	B2	0.701	0.000	C2	0.645	0.000
A3	0.429	0.012	B3	0.007	0.000	C3	0.899	0.000
A4	0.603	0.000	B4	0.752	0.000	C4	0.774	0.000
A5	0.713	0.000	B5	0.795	0.000	C5	0.715	0.000
A6	0.636	0.000	B6	0.755	0.000	C6	0.876	0.000
A7	0.587	0.000	B7	0.655	0.000	C7	0.842	0.000
A8	0.479	0.004	B8	0.748	0.000	C8	0.868	0.000
A9	0.476	0.004	B9	0.794	0.000	C9	0.869	0.000
A10	0.626	0.000	B10	0.681	0.000	C10	0.874	0.000
A11	0.724	0.000	B11	0.825	0.000	C11	0.869	0.000
A12	0.610	0.000	B12	0.790	0.000	C12	0.854	0.000

Source: SPSS 16.0 Output, 2017

Table 2 shows that all questions of all variables have the significant value is less than 0.05. It means that all the items on the questionnaire for all variables is valid and can be used as a benchmark in the research.

Reliability Test
Reliability test is used to measure the reliability of a questionnaire. The

questionnaire is reliable if one's response to a statement is consistent or stable over time (Imam Ghozali, 2011). This reliability test uses SPSS 16.0 program through statistical test of cronbach alpha. A construct is reliable if it gives a value of cronbach alpha > 0.70 (Imam Ghozali, 2011).

Table 3 Reliability Test Result

Reliability	Cronbach Alpha	Description
Employees' Competence (X1)	0.804	RELIABLE
Organizational Support (X2)	0.918	RELIABLE
Employees' Performance (Y)	0.944	RELIABLE

Source: SPSS 16.0 Output, 2017.

Based on table 3, it can be seen that the value of Cronbach's Alpha of all variables more than 0.7 which means all the variables used in this research is reliable.

Classical Assumption Test
a. Normality Test
Testing to determine the normal distributed data or not with number of sample more than

50, can use Kolmogorof Smirnov test. If the analysis result shows Sig < 0.05, it means that data is not normally distributed, or different from normal curve. Conversely, if the analysis results have a Sig > 0.05 then the data is normally distributed (Lupiyoadi and Ikhsan, 2013: 138). The results of the normality test with Kolmogorov-Smirnov are as Table 4.

Table 4 Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		70
Normal Parameters[a]	Mean	.0000000
	Std. Deviation	4.67623576
Most Extreme Differences	Absolute	.123
	Positive	.123
	Negative	-.059
Kolmogorov-Smirnov Z		1.029
Asymp. Sig. (2-tailed)		.240

a. Test distribution is Normal.

Source: SPSS 16.0 Output, 2017.

From table 4., it can be concluded that the result of normality test by Kolmogorov Smirnov test has sig value 0.240 that is higher than 0.05 so H0 that stated in page 45 is accepted. It means that the data are normal distributed.

b. Multicollinearity Test

The multi-correlation test aims to determine the relationship between the independent variables which has a multi-correlation problem or not. Multi-correlation is a very high or very low correlation that occurs in relationships between independent variables. To detect the presence or absence of multicollinearity in the regression model is to look at the value of tolerance and Variance Inflation Factor (VIF). According to Wijaya (in Sarjono and Julianita, 2011: 70) If the tolerance value > 0.1 and the VIF value <10, then it can be concluded there is no multicollinearity among independent variables in the regression model.

Table 5 Multicollinearity Test Result

Coefficients[a]

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Kompetensi_Karyawan	.716	1.396
Dukungan_Organisasi	.716	1.396

a. Dependent Variable: Kinerja_Karyawan

Source: SPSS 16.0 Output, 2017.

From table 5 above, all independent variables of the model have tolerance value more than 0.1 and VIF value less than 10 which shows that there is no multicollinearity on the model. In other word, it means that between

independent variable there is no relation and give different information.

c. Heteroscedasticity Test
Kurniawan (2014:158) states the heteroscedasticity test is to see if there is a uniformity of variance from one residual to another observation. The statistical test used in this research is the Glejser test. The Glejser test is performed by regress the independent variable with its residual absolute value (RES2). If the value of significance between independent variables with absolute residual is more than 0.05 then there is no problem of heteroscedasticity, in otherwise if the value of sig is less than 0.05 then the assumption of heterocedasticity happen.

Table 6 Heteroscedasticity Test Result

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-5.540	2.987		-1.855	.068
Kompetensi_Karyawan	.138	.073	.253	1.890	.063
Dukungan_Organisasi	.064	.048	.176	1.319	.192

a. Dependent Variable: RES2

Source: SPSS 16.0 Output, 2017.

From table 6, SPSS output results clearly show all the independent variable has a value of sig > 0.05. So there is no independent variables are statistically significant influencing dependent variables. Regression models can be summed up does not contain heteroscedasticity.

d. Linearity Test

Table 7 Linearity Test Result

Variable	Sig	Description
Employees' Competency (X1)	0.994	LINEAR
Organizational Support (X2)	0.915	LINEAR

Source: SPSS 16.0 Output, 2017.

From table 7, shows that between variables x and y each has a value of sig > 0.05. It can be concluded that there is a significant linear relationship between the variables x (employee competence, organizational support) and variable y (employee performance).

Coefficient Determination (R2)
Basically, coefficient determination is used to measure how far the model's ability is in explaining dependent variable variants.

Table 8 Coefficient Determination Test Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.429ª	.184	.162	5.03922

a Predictors: (Constant), Dukungan_Organisasi, Kompetensi_Karyawan

Source: SPSS 16.0 Output, 2017

From table 8, adjusted R2 value of the model is 0.162 (16.2%). It means that the influence of employees' competency and organizational support toward employees' performance is 16.2% and the rest 83.8% is affected by other variables outside of this research such as creativity, work satisfaction, compensation, leadership, etc.

Hypothesis Test
a. F-Test

To know the influence of independent variables toward dependent variable simultaneously, this research uses F test. The requirement in determining the results of F test with significance level 5% is if the significant value is more than 0.05, so H0 accepted and Ha rejected. In reverse, if the significant value is less than 0.05 so H0 rejected and Ha accepted. The result of F test on this research could be seen on Table 9:

Table 9 F-test Result

ANOVAᵇ

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	365.208	2	182.604	7.457	.001ª
	Residual	1640.660	67	24.487		
	Total	2005.868	69			

a. Predictors: (Constant), Dukungan_Organisasi, Kompetensi_Karyawan

Source: SPSS 16.0 Output, 2017

From table 9 show the significant value 0.001 is less than 0.05. So, it can be concluded that H0 rejected and Ha accepted, it means that independent variables (employees' competency and organizational support) has a significant influence toward dependent variable (employees' performance).

b. t-Test

The t test is a test in the statistic used to test the influence of all independent variables partially to the dependent variable. If the result of significant value is less than 0.05 it can be concluded that there is significant influence between independent variable to dependent variable (H0 rejected and Ha accepted), and if the result of significant value is more than 0.05 it can be concluded that there is no significant influence between independent variable to dependent variable (H0 accepted and Ha rejected). This test uses SPSS version 16.0. T test results can be seen in the table 10.

Table 10 t-Test Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	25.503	5.584		4.567	.000
	Kompetensi_Karyawan	.277	.131	.253	2.119	.037
	Dukungan_Organisasi	.179	.087	.245	2.048	.044

a. Dependent Variable: Kinerja_Karyawan

Source: SPSS 16.0 Output, 2017.

From table 10 can be seen that the sig value is 0.044. Because the significant value is less than 0.05, so H02 rejected and Ha2 accepted. The conclusion is organizational support has significant influence toward employees' performance in production department of PT CEGE ONE Semarang. In other word, if there is an increase or decrease on organizational support it will be affect to employees' performance.

Multiple Regression Analysis

From table 11, we obtained the model of multiple regressions in this research is as follow: Y = 25.503 + 0.277 X1 + 0.179 X2

The model above show that all independent variables has positive influence, it can be concluded that if the employees' competency and organizational support partially or simultaneously increases, then there is a tendency that employee performance will also increases.

Table 11 Multiple Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig
1	(Constant)	25.503	5.584		4.567	.000
	Kompetensi_Karyawan	.277	.131	.253	2.119	.037
	Dukungan_Organisasi	.179	.087	.245	2.048	.044

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 16.0 Output, 2017.

Conclusion

a. Majority of respondent give their opinion and approval that all indicator of employees' competency have strongly affect, and for indicators of organizational support respondents valued that company care about employees' need. And for response of respondent about employees' performance thought that the employees' performance level is high enough.

b. The coefficient determination result shows the value of adjusted R^2 is 0.162 (16.2%), it means that the influence of employees' competency and organizational support toward employees' performance is 16.2% and the rest 83.8% is affected by other variables outside of this research such as creativity, work satisfaction, compensation, leadership, etc.

c. From the regression model, it can be interpreted that the independent variables (employees' competency and organizational support) have a positive influence on the dependent variable (employees' performance). It can be concluded that if the employees' competency and organizational support partially or simultaneously increases, then there is a tendency that employees' performance will also increases.

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