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THE EFFECT OF WORKING DISCIPLINE ON PERFORMANCE OF EMPLOYEES IN PT KERETA API INDONESIA (PERSERO) DAOP 1 JAKARTA

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Abstract

In this study there are two variables namely X (Work Discipline) and Y (Employee Performance) variable. This research was conducted to determine the Performance of Employees and the effect of Work Discipline on Employee Performance at PT.Kereta Api Indonesia (Persero) DAOP 1 Jakarta. The method used in this study is a quantitative method of analysis to discuss the identification of the problem of how the Employee Performance of PT.Kereta Api Indonesia (Persero) DAOP 1 Jakarta and analysis to discuss the problem identification of how much influence the Work Discipline has on the Employee Performance of PT.Kereta Api Indonesia (Persero) DAOP 1 Jakarta. The data used are primary data collected through observation, questionnaire methods, interviews, and library methods. To measure the effect of these variables used the validity test, the reliability equation regression test, the coefficient of determination, the validity test and the reliability test with the help of a computer application program SPSS 23.0 Based on the results of data analysis using statistical methods namely the results of the validity test, the reliability test with valid and reliable results , Correlation Coefficient Test Results of 0.843 which means a strong and direct relationship between the independent variable (Work Discipline) with the dependent variable (Employee Performance). From the results of the Regression Analyst, the equation can be obtained, namely: $Y = 5,960 + 0,842 X$. So Y = Employee Performance, and X = Work Discipline. From the results of the calculation of the regression equation about the effect of Work Discipline on Employee Performance of PT.Kereta Api Indonesia (Persero) DAOP 1 Jakarta is having a positive or direct relationship between Work Discipline influencing Employee Performance.

Keywords: Work Discipline, Employee Performance, Train Company.

1. Introduction

Human Resources (HR) is the most important factor in a company or government agency. The purpose of the development of an organization can be seen as the importance of the role of human resources, the number of employees who work earnestly carry out all the tasks, regulations and responsibilities as well as possible, work quickly as expected, and behave well to be beneficial to the development of the company so as to produce employee employees good and optimal way to achieve company goals effectively and efficiently.

The work discipline is a supporting factor for the company's success and influences human resources. Work discipline has a very important role as a benchmark for the role of the leader or manager and the employee as a whole. Then employee work discipline is a form of training for all employees. There is a need for

communication between subordinates and office superiors to avoid misunderstandings regarding sanctions for violating employees who violate company regulations. Enforcement of employee work discipline is applied in the company to uphold the success of a company cooperatively in order to improve quality and work potential so that employee performance can improve.

Implementation of employee work discipline at PT Kerta Api Indonesia (Persero) DAOP I Jakarta. It is very important to play with the discipline of all employees will obey the rules, arrive on time and perform their duties and responsibilities in the company. Employee work discipline to be more enthusiastic and drive high employee performance to increase and be successful in the development of the company.

2. Literature Review

Work Discipline

Discipline is the most important thing in life, where discipline can reflect the nature of a person, group of people, or an organization one of which can be through behavior and way of thinking. Discipline itself can be seen from someone against obedience to the rules that have been set. According to (Siswanto 2003), states that: work discipline can be defined as an attitude of respect, respect, obedience, and obedience to the regulations that apply both in writing and unwritten and are able to carry out and do not shy away from receiving sanctions if violating duties and authority given to him.

In (Hasibuna, 2016) states that, "Discipline is the awareness and willingness of a person to obey all company regulations and social norms that apply. Good discipline reflects the amount of responsibility someone has for the tasks assigned to him "

Meanwhile according to (Singodimedjo, 2003), states that: Discipline is an attitude of willingness and willingness to obey and obey the norms of regulations that apply in the surroundings. Good employee discipline will speed up company goals, while declining discipline will become a barrier and slow down the achievement of company goals. According to (Riva'i 2004) "work discipline is a tool used by managers to change a behavior as well as an effort to increase awareness and willingness to obey all company regulations and social norms apply ".

Assumptions that the leader has a direct influence on the attitude of habits obtained by employees. Habits are determined by leaders, both with the climate or atmosphere of leadership and through personal example. But in reality many factors will affect a person's discipline. According to Singodimedjo in (Singodimedjo, 2003), factors that influence employee discipline:

1. The size of compensation.

The size of the compensation can affect the establishment of discipline. Employees will comply with all applicable regulations, if they feel they are guaranteed a compensation that is worth the effort they have contributed to the company. If he receives adequate compensation, they will be able to work calmly and diligently, and always try to work their best. However, if he feels that the compensation he receives is far enough, he will think ambiguously, and try to find additional income from outside, causing him to be absent, often asking for permission to leave.

2. The presence or absence of leadership in the company.

Leadership model is very important, because in a corporate environment, all employees will always pay attention to how the leader can enforce his discipline and how he can control himself from words, actions, and attitudes that can harm the established discipline rules.

3. The presence or absence of definite rules that can be used as a handle.

Discipline guidance cannot be carried out in a company, if there are no definite written rules to be able to hold together. Discipline is not possible to enforce if the rules made are only based on verbal instructions that can change according to conditions and situations.

4. The courage of the leader in taking action.

If there is an employee who violates discipline, then there needs to be courage in the leadership to take action in accordance with the level of violation he made.

5. *The presence or absence of leadership supervision.*

In every activity carried out by the company there needs to be supervision, which will direct the employees to be able to carry out the work appropriately and in accordance with what has been set.

6. *The presence or absence of attention to the employees.*

Employees are people who have different characters from one another. An employee is not only satisfied with receiving high compensation, challenging work, but also they still need great attention from their own leaders.

7. *Created habits that support the establishment of discipline.*

Positive habits include:

- a. Mutual respect, when met in the work environment.
- b. Give praise in accordance with the place and time, so employees will also feel proud of the praise.
- c. Often include employees in meetings, especially those that are related to their destiny and work.
- d. Tells if you want to leave a place for coworkers, by informing, where and for what business, even though subordinates.

Kinds of Work Discipline

There are 2 forms of work discipline proposed by (Mangkunegara, 2005), namely as follows:

1. *Preventive Discipline*

Preventive discipline is an effort to move employees to follow and adhere to work guidelines, rules that have been outlined by the company. The basic aim is to move employees to self-discipline. In a preventive way, employees can maintain themselves against company regulations. Preventive discipline is a system related to work requirements for all parts of the system in the organization. If the organizational system is good, it is hoped that it will be easier to uphold work discipline.

2. *Corrective Discipline*

Corrective discipline is an effort to move employees in uniting a rule and directing it to keep abiding by the rules in accordance with the guidelines that apply to the company. In corrective discipline, employees who violate discipline need to be sanctioned in accordance with applicable regulations. The purpose of sanctions is to improve violators' employees, maintain applicable regulations, and provide lessons to violators.

Indicators of Work Discipline

Basically, there are many indicators that affect the level of employee discipline in an organization. The indicators of discipline according to Hasibuan in (Hasibuan, 2016) are as follows:

1. *Purpose and Ability*

A person's goals and abilities influence the level of employee discipline. The goals to be achieved must be clear and ideally set and quite challenging for the ability of employees. This means that the goals (jobs) imposed on a person must be in accordance with the ability of the employee concerned, so that he works seriously and is disciplined in doing it.

2. *Modeling Leadership*

The exemplary of a leader is very important in determining employee discipline. Because leaders are role models and role models for their employees. Leaders must give examples, such as having good behavior, being highly disciplined, honest, fair, and their words and actions are appropriate. If someone has a bad personality (lack of discipline), then his subordinates will lack discipline.

3. *Reply Services*

Repayments (salary and welfare) also influence employee discipline, the remuneration will give employees satisfaction and love for the organization / agency. If the love of employees is getting better from day to day, their discipline will be better too. To realize good employee discipline, organizations must provide relatively satisfactory rewards. Discipline of employees may not be good if the remuneration they receive is not satisfactory to meet the needs of his life and family.

4. Justice

Justice contributes to the realization of employee discipline. Because ego and human nature always feel important and want to be treated the same and other human beings.

Justice that is used as the basis of policy in providing compensation (recognition) or punishment will stimulate the creation of good employee discipline. Managers who are capable in leading always try to be fair to all their subordinates. With good justice will also create good discipline. So, justice must be applied well in every company so that the discipline of company employees is also good.

5. Beware

Waskat (embedded supervision) is the real and most effective action in realizing the discipline of company employees. With caution, it means that the supervisor must be active and directly supervise the behavior, morals, attitudes, work enthusiasm, and work performance of his subordinates. This means that superiors must always be present at the place in order to be able to supervise and provide instructions if their subordinates have difficulty completing their work.

6. Penalty Sanctions

Penal sanctions play an important role in maintaining employee discipline. With sanctions that are increasingly severe, employees will be more afraid to break the rules so that disciplinary attitudes and behavior will be reduced. The severity of the sanctions to be applied also affects the merits of employee discipline. Penalties must be established based on logical, reasonable and clearly informed information to all employees. Penalty sanctions should not be too light nor too severe so that they continue to educate employees to change their behavior. Penalties should be reasonable and appropriate to the level of violation, be educational, and be a motivational tool to maintain discipline in the company.

7. Firmness

The firmness of the leader in taking action will affect the discipline of the company's employees. The leadership must be brave and firm, acting to punish every employee who is disciplined in accordance with the sanctions that have been set, so that the leader will be able to maintain the discipline of company employees. Conversely, if a leader is not assertive or does not punish employees who are disciplined, it is difficult for him to maintain the discipline of his subordinates, even the employee's disciplinary attitude is increasing because they assume that the rules and sanctions are no longer valid. Leaders who do not firmly crack down on or punish employees who break the rules, should not have to make rules or regulations on the company.

8. Human Relations

Harmonious human relationships among all employees contribute to creating good discipline in a company. Relationships both vertical and horizontal consisting of direct single relationships, direct group relationships, and cross relationships should be harmonious. Leaders must try to create an atmosphere of harmonious and binding human relations, vertically, and horizontally among their employees. The creation of a harmonious human relationship will create a comfortable environment and work atmosphere. This motivates good discipline in the company. So, employee discipline will be created if human relations in the organization are good.

Employee Performance

The realization of a company's goals are obtained from optimal employee performance, a leader also contributes in providing knowledge and skills to employees for the creation of a good performance. According to (Pabundu, 2006), states that performance is a work that is produced by an employee is interpreted to achieve the expected goals. Performance can also be interpreted as a result of the work function of a person's

or group's activities in an organization that is influenced by various factors to achieve organizational goals within a certain time period. This understanding will not emphasize individual performance but also group performance.

According to (Mangkunegara, 2017) The term performance comes from the word Job Performance or Actual Performance (work performance or actual achievement achieved by someone). "Understanding performance (work performance) is the work of the quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him." In (Riva'i 2004) "performance is the result or overall level of success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets, or criteria that have been determined in advance and have been agreed upon". According to (Mathis, 2002) "Employee performance is what influences how much they contribute to the organization. Improved performance for both individuals and groups is the center of attention in efforts to improve organizational performance.

Performance Assessment Indicators

In conducting performance appraisal it does require or requires an appropriate technique, so that the measurement results also produce the right and correct results. Not only that with a good measurement technique mechanism will provide a good picture of the company's actual performance results and overall, both individual performance and organizational performance. According to (Kasmir, 2016) to measure employee performance can be used several indicators of performance criteria namely: quality, quantity, timeliness, cost effectiveness, the need for supervision, and relationships between individuals. This indicator will be a benchmark in measuring employee performance. The explanation of each dimension above is as follows:

1. Quality

Performance measurement can be done by looking at the quality (quality) of the work produced through a particular process. In other words, quality is an action where the process or result of completing an activity approaches the point of perfection. The more perfect a product, the better the performance, and vice versa if the quality of the work produced is low then the performance is also low. In practice the quality of a job can be seen in certain values.

2. Quantity

To measure performance can also be done by looking at the quantity (amount) produced by someone in other words the resulting production can be shown in terms of units of currency, number of units, or the number of cycles of activity completed. Usually for certain jobs the specified quantity is achieved. The achievement of the expected quantity is the amount that matches the target or exceeds the target set.

3. Time

For certain types of work given a time limit in completing the work. This means that there is a minimum and maximum work deadline to be met (for example 30 minutes). If it violates or does not meet the provisions of the time, then it can be considered poor performance, and vice versa. In a broader sense, timeliness is where the activity can be completed, or a production result can be achieved within a predetermined time limit.

4. Cost reduction

Costs incurred for each activity of the company have been budgeted before the activity is carried out. This means that the budgeted costs are a reference so as not to exceed the budgeted ones. If the cost is more than the budget that has been set, there will be a waste, so the performance is considered poor and vice versa.

5. Supervision

Almost all types of work need to do and require supervision of work in progress. Basically the situation and conditions always change from good to bad or vice versa. Therefore, every work activity requires supervision so that it does not deviate from what has been set. With the supervision, every job will produce good performance

6. Relationships between employees

Performance appraisal is often associated with cooperation or harmony between employees and between leaders. This relationship is often also said to be a relationship between individuals. In this relationship measured whether an employee is able to develop feelings of mutual respect, goodwill and cooperation between one employee with another employee. Relationships between individuals will create a comfortable atmosphere and cooperation that allows each other to support each other to produce better work activities. This relationship between employees is a work behavior produced by an employee.

Meanwhile according to Bernadding and Russel in (Priansa, 2014) states the six main performance criteria that can be assessed from employees, namely as follows:

1. Quality, which is the level of process or the result of an activity that is perfect, in other words carrying out activities in an ideal way or in accordance with established goals, or in the most quality way.
2. Quantity, i.e. the amount generated in the form of value for money, a number of units or activities completed.
3. Timeliness, i.e. the level of activity completed, or the results completed in a time that is faster than specified and uses the time provided for other activities.
4. Cost effectiveness, namely the level of use of various resources owned by the company, both human resources, technological resources, raw material resources, as well as equipment and equipment used optimally to produce the best performance.
5. Supervision needs, which are circumstances that indicate how far employees need supervision to be able to obtain the desired results without making mistakes.
6. Interpersonal influence, which is the level of employees shows a sense of self-esteem, goodwill, and cooperation between fellow colleagues and with lower employees.

Factors That Affect Performance

Performance does not happen by itself. In other words, there are several factors that affect performance. These factors, according to (Armstrong, 2010), are:

1. Personal factors (individual factors). Individual factors related to expertise, motivation, commitment, and others.
2. Leadership factors (leadership factors). The leadership factor is related to the quality of support and direction given by the leader, manager, or work group.
3. Team factors (group factors / coworkers). The group / coworker factor is related to the quality of support provided by coworkers.
4. System factors (system factors). The system factor is related to the existing work method system and the facilities provided by the organization.
5. Contextual / situational factors (situation factors). Situation factors are related to environmental pressures and changes, both internal and external.

Purpose of Performance Assessment

Organizations conduct performance assessments for various purposes According to Kaswan in (Kaswan, 2012) including:

1. Appraisal provides an official organization justification for making work decisions, i.e. promotes employees who perform well; fostering underperforming employees; train, move, or discipline others; increase rewards (or not); and as a basis for reducing the amount of work. In short, appraisal serves as a key input for implementing an official system of organizational rewards and punishments.
2. Assessment is used as a criterion in test validation. That is, test results are correlated with assessment results to assess the hypothesis that test scores predict job performance. However, if the work is not done carefully, or if considerations outside of performance affect the performance results, the assessor cannot be used for that purpose.

3. Assessment provides feedback to employees and thus serves as a means for personal and career development.
4. Assessment can help identify employee development needs and also to establish goals for training programs.
5. Assessment can diagnose organizational problems by identifying training needs and personal characteristics to consider in hiring, and assessment also provides a basis for distinguishing between employees who are performing effectively and those who are not effective. Therefore appraisal describes the beginning of a process, rather than the final product.
6. Evaluation is motivating, that is encouraging initiative, developing a sense of responsibility, and stimulating efforts to perform better.
7. Assessment is a vehicle for communication, as a basis for discussion of matters relating to work between superiors and subordinates. Through discussion, both parties can get to know better.
8. Assessment can serve as a basis for HR planning and work, which provides valuable input for the inventory of HR skills and planning.
9. Assessment can be used as a basis for HR research, which is to determine whether the existing HR program is effective.

3. Methods

This research uses quantitative methods and descriptive analysis by interpreting existing data so as to provide an overview assisted with the help of the SPSS 23.0 application program. In this study the authors took a sample of employees at PT. Kereta Api (Persero) DAOP 1 Jakarta as many as 33 respondents, the statistical tests conducted included: Validity Test, Reliability Test, Linear Analysis, Correlation Coefficient Test, Determination Coefficient Test.

Variable Operational

Operational variable grid that the writer uses for compiling the list. The questionnaire statement in this study is illustrated in the following dimension and indicator table:

For the work discipline variables of the lattice preparation that the authors describe as follows (Hasibuan, 2016):

Table 1. Working Discipline Variable Indicator (VariableX)

Research variable	Dimension	Indicator	No
Work Discipline (Variable X)	Purpose & ability	Clarity of purpose	1 & 2
		Ideal ability	
	Exemplary leader	Decisive leader	3 & 4
		Leader Discipline	
	remuneration	Employee satisfaction and love	5
	Justice	Wise giving rewards and punishment	6
	Waskat	Supervision	7
	Legal sanctions	Obey the rules	8
	Firmness	Dare to act	9
	Relationship humanity	Good relationship with co-workers	10

Source: (Hasibuan, 2016)

Table 2. Employee Performance Variable Indicator (Variable Y)

Research Variable	Dimension	Indicator	No ears
Employee Performance (Variable Y)	Work result	Complete work with	1
		Pay attention to the quality of work	2
		Meet company targets	3
		Finish the job with timely	4
	Initiative	Anticipating problems that are might happen	5
		Make alternative solutions solve the problem	6
	Mental Dexterity	ability to understand direction leader	7
		Adjust themselves quickly against all changes in the environment	8
	Discipline of Time & Attendance	Attend regularly	9
		Always arrive on time	10

Source: (Hasibuan, 2016)

4. Results and Discussion

Test Instrument Research

Before conducting the calculation of the correlation test, Determination, and its regressions, the instrument testing is first performed to ensure that the data used is valid or reliable data. The research instrument test consisted of a validity test and a reliability test.

Table 3. Validation

Variable	Indicator	r count	r table	Information
Discipline Work	X1	, 525	, 3440	Valid
	X2	, 719		Valid
	X3	, 602		Valid
	X4	, 649		Valid
	X5	, 669		Valid
	X6	, 592		Valid
	X7	, 609		Valid
	X8	, 673		Valid
	X9	, 820		Valid
	X10	, 593		Valid
Employee performance	Y1	, 761	, 3440	Valid
	Y2	, 791		Valid
	Y3	, 696		Valid
	Y4	, 801		Valid
	Y5	, 780		Valid

	Y6	, 634		Valid
	Y7	, 458		Valid
	Y8	, 698		Valid
	Y9	, 767		Valid
	Y10	, 616		Valid

Source: Data processed by SPSS

The data table shows the value of *r* count all indicators is greater than *r* table means that all indicators are a reliable measurement tool to get valid data. Reliability is an indicator or questionnaire from calculations using SPSS can be seen from *Cronbach's Alpha*, then interpreted in the *Cronbach's Alpha* scale table . The results of SPSS output reliability can be seen as follows.

Table 4. Variable Reability Table X
Reliability Statistics

Cronbach's Alpha	N of Items
, 894	10

Source: Data processed by SPSS

Table 5. Variable Reability Table Y
Reliability Statistics

Cronbach's Alpha	N of Items
, 917	10

Source: Data processed by SPSS

Data from the above table can be concluded that the value of *Cronbach's Alpha* is greater ($>$) 0, 60 then the variable is included in the reliable category. So it can be concluded that the questionnaire used in the study is reliable as a variable measurement tool.

Correlation significance test is used to test whether there is a relationship between Work Discipline with Employee Performance and Employee Performance at PT Kereta Api Indonesia (Persero) DAOP 1 Jakarta

Table 6. Correlation Coefficient Test Table

Correlations		WORKING DISCIPLINE	EMPLOYEE PERFORMANCE
WORKING DISCIPLINE	Pearson Correlation	1	, 843 **
	Sig. (2-tailed)		, 000
	N	33	33
EMPLOYEE PERFORMANCE	Pearson Correlation	, 843 **	1
	Sig. (2-tailed)	, 000	
	N	33	33

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed by SPSS

From the correlation coefficient test table, the value obtained is 0.843 . This means that the variance that occurs in 84.3 % Employee Performance variable is determined by the Work Discipline . This understanding is often said also that the influence of work Discipline on Employee Performance is at 84.3% and the remaining 15.7 % is determined by other factors that still need further research. To predict the extent of changes in Employee Performance when the value of Work Discipline is changed, the regression equation test is used.

Table 7. Regression Equation Test

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	5,960	4,188		1,423	,165
	WORKING DISCIPLINE	,842	,097	,843	8,716	,000

a. Dependent Variable: PERFORMANCE OF PERSONNEL

Source: Data processed by SPSS 23.0

Based on the table of the significant level coefficient of 0,000 then H1 is accepted and H0 is rejected, then the conclusion is the regression equation is influence, so that the regression equation that can be formed is $Y = 5,960 + 0,842 X$. This means that if $X = 0$ or in the absence of Work Discipline Quality, Employee Performance is of 5,960 Regression coefficient X of 0.842 states that every time the service quality is added, then the Performance of Employees will increase by 0.842. And vice versa. From the results of the calculation of the regression equation above about the Effect of Discipline on Employee Performance of PT.Kereta Api Indonesia (Persero) DAOP 1 Jakarta, and has a positive or direct relationship between Work Discipline on Employee Performance.

The coefficient of determination (R2) essentially measures how the model's ability to explain the dependent variable. If R2 gets bigger (close to one), then it can be said that the effect of the independent variable (X) is large on the dependent variable (Y). This means that the model used is getting stronger to explain the effect of the independent variable under study on the dependent variable. Conversely, if R2 decreases (near zero), it can be said that the effect of the independent variable (X) on the dependent variable (Y) is getting smaller.

Table 8. Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,843 ^a	,710	,701	2,451

a. Predictors: (Constant), WORKING DISCIPLINE

Source: Data processed by SPSS 23.0

Based on the *summary model* table it can be known that the R value is 0.843 where R Square is 0,710 or it means that there is a strong influence on Employee Performance and the rest is determined by other factors that need further research .

5. Conclusion

Correlation Coefficient Test Results (R) of 0.843 which means that the strong relationship between the independent variable Work Discipline on the dependent variable Employee Performance variable Employee Performance is influenced by Work Discipline by 84.3%, it is shown from the calculation of the Determination Coefficient (R2) of 0.710 or 71 0%, meaning that Employee Performance is influenced by Work Discipline of 71.0%. While the remaining 29.0% is influenced by other variables such as other prices that require further research. From the results of the Regression Analyst, the equation can be obtained namely: $Y = 5,960 + 0,842 X$.. Where Y = Employee Performance and X = Work Discipline, which can be concluded as follows A constant of 5.960 states that if there is no Work Discipline done by the company, then Employee performance is only 5,960. The regression coefficient X of 0.842 states that each addition of 1 time the Work Discipline will improve Employee Performance by 0.842. And vice versa. From the results of the calculation of the regression equation about the effect of Work Discipline on Employee Performance at PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta, a positive or unidirectional relationship between Work Discipline on Employee Performance.

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