



MEASURING THE LEVEL OF EMPLOYEE PERFORMANCE AND THE FACTORS THAT INFLUENCED AT PT GICI GROUP BATAM

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ABSTRACT

This research is to determine and analyze the factors Compensation, Loyalty and Organizational Commitment influence on Employee Performance at PT Gici Group Batam. Results Data collection obtained sample of 87 respondents. Respondents in this study were employees of PT Gici Group Batam. The analytical method used is multiple regression analysis, using Pearson rank validity test and Cronbach-Alpa reliability test against research instruments. To assess the influence of compensation, loyalty, and organizational commitment influence on employee performance in PT Gici Group Batam, used path analysis. After doing research and testing show Compensation, Loyalty, and Commitment of organization have positive and significant effect on employee performance.

Keywords: *Compensation, loyalty, Organization commitment, work employee performance.*

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INTRODUCTION

Employees who have low loyalty to the company can disrupt the company's performance, the company cannot achieve the expected targets. Low employee loyalty can have an impact on decreasing company productivity, high levels of absenteeism, and employee disobedience to their leaders. If employees are no longer loyal to the company, these employees will not have the passion to work optimally and tend not to have responsibility for the work they do. Low loyalty within a company can lead to behavior that is contrary to company goals and can damage the company's vision and goals.

The level of commitment, both the company's commitment to employees, and between employees and the company is very necessary because through these commitments a professional work climate will be created. So, the higher the employee's commitment to the organization can improve the employee's performance. Senior employees have more varied work and have freedom in making assessments. Lower level employees tend to experience boredom because their work is less challenging, causing the employee's commitment to be low.

In carrying out a job, an employee should have high performance. However, this is difficult to achieve, in fact many employees have low or declining performance even though they have a lot of work experience and the institution has carried out a lot of training and development of its human resources, to be able to increase the ability and work motivation of its employees. Low employee performance will be a problem for an organization or institution, because the performance produced by employees is not in accordance with what the organization expects.

Based on the background that the author has described above, the existing problems can be identified as follows; 1) Employee performance is still low in achieving set goals and employees are not able to work optimally and have a low sense of responsibility because there is no encouragement to achieve. 2) Performance-based compensation that has been programmed cannot be implemented consistently because it requires measuring the performance of each employee to determine the amount of compensation received, while measuring employee performance itself cannot be implemented fairly. 3) employee loyalty is still low, which can be seen from the fact that employees often work only because of company demands. 4) employee commitment to the organization is still low. This is indicated by the lack of employee effort shown to advance the organization. 5) A less conducive work environment causes employee morale and work motivation to decrease. 6) Employee work motivation is still low, which can be seen from the fact that employees are still found to be lazy at work . 7) The organization's work culture is not implemented enough by employees, as employees tend to avoid responsibility and tend to blame each other. 8) Conflicts often occur between employees due to feelings of mutual suspicion and loss of trust. 9). The level of education, ability and knowledge of most employees is low.

LITERATURE REVIEW

1. Employee Performance

Several experts put forward the definition of performance, as stated by Torrington, *at.all.* , *Performance is getting the organizational processes right, but within the organizational frame work there are the teams, groups and individuals who do work.* Derek Torrington, Laura Hall, Stephen Taylor, (2005). According to Bernardin and Russell, as quoted by Ruky, the definition of performance is as follows: " *performance is defined as the record of outcomes produced on a specified job function or activity during a time period.*" Ahmad S. Ruky, (2002) . Performance referred to as achievement is a record of the results obtained from certain job functions or activities over a certain period of time. If the definition of performance is compared with Torrington and friends , then Torrington places more emphasis on the planning aspect, so that the output is expected to be better.

According to Armstrong , *Performance Management is a systematic process for improving organizational performance by developing the performance of individuals and teams.* Performance management is a *systematic process* for improving organizational performance by developing individual and team performance. Michael Armstrong, (2009). Briscoe and Claus in Armstrong define *Performance management as the system through which organizations set work goals, determine, performance standards, assign and evaluate work, provide performance feedback, determine training and development needs and distribute rewards.* Meanwhile, according to Jessica Bosari, *the performance management process is a method of management design to ensure the organization and all of its components are working together to optimize the organizations goals.* The performance management process is a management design method to ensure an

organization and all of its components work together to optimize organizational goals. Organizational components include departments, employees, processes, teams, and other aspects of the organization. To achieve this design, the performance management process must address the performance of the organization as a whole in relation to its components. This process requires several ongoing activities. This includes identifying and prioritizing goals, defining what constitutes progress toward goals, establishing standards for measuring results, and tracking progress toward goals. If you pay attention, then Jessica Bosari's theory is a combination of the theories of Derek Torrington and Michael Armstrong, considering that Michael Armstrong's emphasis is on teamwork, while Derek Torrington's emphasis is on planning.

According to Dessler, *Performance management is the continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning their performance with the organizational goals.* Performance management is the process of continuously identifying, measuring, and developing individual and team performance and aligning their performance with organizational goals. In this way, Garry Dessler and Jessica Bosari have the same understanding of performance.

Performance management is also defined as *Performance management is a holistic process of people management in which the primary objective is the establishment of a culture in which individuals and groups take responsibility for the achievement of high levels of organizational performance through enhancement and full utilization of their own skills, behavior and contributions.* The meaning of performance management is a holistic process of people management in which the main objective is the establishment of a culture in which individuals and groups are responsible for achieving high levels of organizational performance through the improvement and full utilization of their own abilities, behavior and contributions. In addition, *employee performance management is a process that companies use to ensure their employees are contributing to producing a high quality product or service. Employee performance management encourages the employee to get involved in the planning for the company, and therefore anticipates by having a role in the process the employee will be motivated to perform at a high level.* Employee performance management is the process companies use to ensure their employees contribute to producing high-quality products or services. Employee performance management encourages employees to be involved in planning for the company, and because of the anticipation of having a role in the process employees will be motivated to perform at a high level. According to Armstrong and Baron in Wibowo, the meaning of *performance* is often interpreted as performance or work achievement. Performance has a broader meaning, not only stating the results of work but also how the work process takes place. Wibowo, (2011)

Starting from the explanations of the concepts above, it can be synthesized that performance is the performance displayed by an employee in carrying out work tasks for which he is responsible with the following indicators: responsibility, discipline, initiative, cooperation, and thoroughness.

2. Compensation

Wether and Davis, compensation is "*all the extrinsic rewards that employees receive in exchange for their work: composed of the base wage for salary, any incentives or bonuses, and any benefits*". William B. Wether, Jr, & Keith Davis, (1996). Meanwhile, according to Luthans, compensation is meant:

"Incentives, at the end of the motivation cycle is the incentives defined as anything that will alleviate a need and reduce a drive, thus attaining an incentive will tend to restore physiological and psychological balance and will reduce or cut off the drive. "Eating food, drinking water, and obtaining friends will tend to restore the balance and reduce the corresponding drivers, food, water, and friends are the incentives in these examples" Fred Luthan, (2008).

Milkovich and Newman, *compensation are all forms of financial returns, services, and benefits gained by employees as part of employment relationships.* George T. Milkovich & Jerry

M. Newman, (2005). Meanwhile, according to Ivancevich, *Compensation is the Human Resources Management function that deals with every type of reward individuals receive in exchange for performing organizational tasks.* John M. Ivancevich, (2013). According to Dessler compensation refers to all forms of payments or gifts for employees and derived from their work . Meanwhile, according to Anne-Wil Harzing International, *compensation can be defined as the provision of monetary and non-monetary rewards, including base salary, benefits, perquisites, long- and short-term incentives.* Anne-Wil Harzing and Joris van Ruysseveldt, (2004). International compensation can be defined as the provision of monetary and non-monetary rewards, including base salary, allowances, additional income, long and short-term incentives. Bernardin, *compensation are all forms of financial results and tangible benefits received by workers as part of employment relationships.* H. John Bernadin, (2007). Simamora that in essence rewards or salaries must be given regularly or periodically and sought frequently without losing its importance. Henry Simamora, (1995). reward policy, the organization must communicate to employees and the need for transparency. Michael Armstrong, (1996).

2) Incentives

According to Asnawi, (1999 : 56). , incentives are financial rewards paid to workers whose production exceeds previously established standards. Thus, incentives are an element of remuneration that is given on an irregular basis, depending on the employee's work performance. The purpose of providing incentives according to Nasution (1994 : 160) . includes: a) providing stimulation so that employees work optimally to achieve high performance; b) retain employees who excel to remain in the organization or company; c) foster enthusiasm, motivation and satisfaction at work; d) to increase the social status and prestige of employees.

In connection with the provision of incentives, according to Kraizberg, Tziner, and Weisber, there are four general types of incentive compensation schemes E. Kraizberg, A. Tziner & J. Weisber, ” (2002 : 383-390) , namely; a) *Merit pay* , where employees are rewarded for a higher level of performance than a predetermined level, which is determined based on quantitative quotas or employee evaluation techniques; b) *Profits Sharing* , where an equal or unequal portion of the company's profits is distributed to its employees; c) *Gain Sharing* , where a predetermined portion of cost savings is given to employees; and d) *Stock Option* , where employees are offered the opportunity to buy shares at a fixed price.

3) Allowance

According to Fippo, the main purpose of compensation in the form of benefits is to make employees dedicate their lives to the organization in the long term. It is further explained that allowances can be classified into several types Edwin B. Flippo , (1994: 102) . that is; a) Payment for time not worked, including paid rest periods, paid lunch periods, hand washing and toileting time, changing clothes time, getting ready time, leave, holidays, sick leave, leave for any reason - personal reasons, time in voting (in elections), and paid duties as a jury (in court); b) Protection against dangers, for example disease, injury, debt, unemployment, inability to work permanently, old age and death; c) Services for employees, for example, housing, food, advice, recreation and so on; and d) Payments required by law, for example, unemployment compensation, workers' compensation insurance, old age insurance, and widow's social security and health care.

b. Non-Financial Compensation

Meanwhile, Weather and Davis stated : "*The objectives of compensation management are to help organizations achieve strategic success while ensuring internal and external equity.*" William B. Werther Jr. & Keith Davis (1996).

Compensation has a number of functions. Compensation is given to employees to motivate their performance and encourage loyalty and a sense of belonging. Second, the supervisory function. All competencies have the potential to control. When the possibility of compensation no longer applies, there is nothing to encourage oneself to pursue the activity, so its importance will diminish. Third, the information function. Compensation also conveys information about a person's skills or abilities when related to performance or advancement.

For organizations, according to Moorhead and Griffin, the purpose of providing compensation is to attract, retain and motivate quality employees. Eugene McKenna, (2006). Based

on the explanations of the concepts above, it can be synthesized that what is meant by compensation is all forms of financial results and real benefits received by workers as part of the employment relationship, both in the form of extrinsic and intrinsic rewards, with the following indicators; a) direct in the form of: salary, overtime pay, incentives and b) indirect in the form of: insurance protection, severance pay, facilities.

3. Employee Loyalty

"Employee work loyalty is formed by providing professional responsibilities according to their human side." Edgar H. Schein, (1992). In trading companies, the first basis of organization is to form work loyalty. "Furthermore, make loyalty a fundamental basis of thinking for every employee. In England and the United States, loyalty grows or is maintained through the thinking of individuals within a position group, and arises only for a few employees." Derek Torrington, (1994).

According to Lindsay, "Customers are divided into two, namely; external customers, the general public and government, while internal customers, all elements of employees within the organization". William M. Lindsay and Yoseph A. Patrick, (1992). The combination of employee experience with the satisfaction they obtain within the organization will be able to help the organization's services through employees to customers which can encourage increased external customer loyalty to the organization. Frederick F. Reicheld, (2000). This review predicts that employees become loyal because of cognitive aspects, then affective aspects, and finally conative aspects. These three aspects must be in harmony, although much literature shows that not all cases of loyalty experience the same thing. Basu Swasta, Dharmamesta, (1999). The highest level is that employees are committed and loyal to the company, as a result of the services and products the company provides to its employees. David A. Aeker, (1991). This means that loyalty is formed through a gradual process, the longer an employee works in an organization, there is a tendency for this loyalty to increase according to the levels of loyalty formation, starting from comparing workplaces, to gaining satisfaction with the services and products and security provided by the organization on an ongoing basis

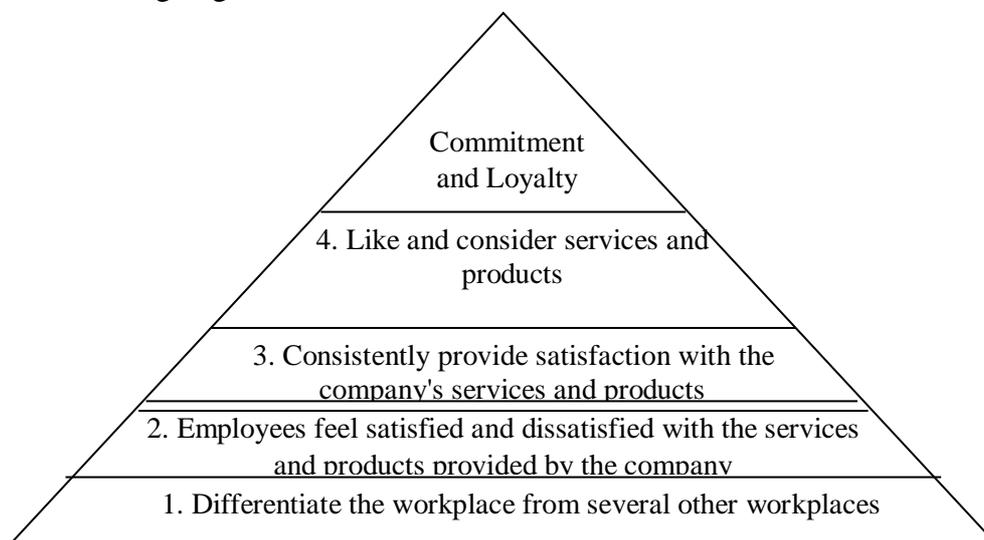


Figure 1. Loyalty Pyramid

Source: David A. Aeker; *Managing Brand Equity: Capitalizing on Value of Brand Name* (New York: Simon and Schuster Inc., 1991), p. 39.

According to Lindsay, customers can be divided into two parts, namely: external customers which include the general public and the government, and internal customers are all employees within the company organization. William M. Lindsay and Yoseph A. Patrick, (1996). Griffin describes the ability to create trust *and* attitude, both from internet customers and

external customers of a company, as well as anyone who can consistently provide the best experience for running business within the company. Jill Griffin, *Customer*, (1995). According to Schiffman et al., loyalty has customer-based variables: new customer retention rate, purchase frequency, average monthly purchases, and customer attrition rate. Leon G. Schiffman and Leslie Kanuk Lazar, (1997). Values and goals relate to values that will gradually form in the individual's "internalization" and follow psychological factors from the individual's attitude and participation in the organization. Herbert A. Simon, (1996). What this means is that values and goals are very determining for individuals and organizations in creating employee loyalty.

Based on the explanations and theories explained above, it can be synthesized that employee loyalty is an expression of loyal attitudes and obedient behavior in maintaining and maintaining an organization so that it continues to run sustainably, in accordance with organizational goals. Loyalty has indicators, namely: (1) Pledge of loyalty, maintain loyalty to the organization such as taking care of yourself, maintaining the organization as taking care of yourself, and pride in the organization. (2) Obedient behavior, obedient behavior provides hope that the organization can improve employee welfare. (3) Continuous attitude of loyalty and obedience. (4) There is openness, employees' perceptions of the organization are pledged.

4. Organizational Commitment

According to Ordine, commitment is a psychological condition that shows a serious desire to take action. George S. Ordine, (2000). Meanwhile, Stout and Walker stated that commitment is finding a specific desired goal so that someone is willing to give time, energy and ability to help get it. Kenneth Stout, Allan Walker, (2005). From this opinion, we get the picture that the word commitment is related to the result of the target person internally agreeing with a decision or request from a particular party and trying as hard as possible to carry out the request or implement that decision.

According to Colquitt " *Organizational Commitment is defined as the desire on the part of the employee to remain a member of the organization.*" Jason A. Colquitt, Jeffery A. Lepine, and Michael J. Wesson, (2009).

According to Steers and Porter, "if the agreement between both parties can be implemented fairly, it will foster high commitment from subordinates to their work organization, which ultimately stimulates subordinates to work well and be able to compete in conditions of very tight competition." Richard M. Steers and Payaman W. Porter, (2006).

"Organizational commitment reflects how much an individual identifies and involves himself with the organization. The individual concerned does not want to leave the organization." Jerald Greenberg and Robert A. Baron, (2003).

Based on the description above, the synthesis of the organizational commitment variable is a psychological bond between a person and an organization that encourages him to always try to maintain his membership. The indicators in this research are identification (belief in organizational values), involvement (willingness to try as best as possible for the benefit of the organization), and loyalty (desire to remain a member of the organization concerned).

From the results of problem identification as previously described, it turns out that the problem discussion area is quite broad. If all problems had to be researched, it would require a very large amount of time and money, while the benefits would not necessarily be clear. So that research can focus more on variables that are considered important, it is necessary to limit the problem. Therefore, the scope of research is limited to problems that, based on initial research, are thought to have the most influence on employee performance at PT. Gici Group Batam, namely compensation, loyalty and organizational commitment. Thus, the variables that will be examined in this research are compensation, loyalty, organizational commitment and employee performance.

METHODOLOGY

This research uses multiple linear regression analysis methods and path analysis tests. The total sample studied was 87 respondents. Based on existing data at that time, and the relationship between the variables studied. The choice of this method was based on the consideration that the research involved 5 variables whose data came from the same group of respondents and answered each question asked simultaneously and simultaneously. This research approach using quantitative methods is used to analyze the influence of several independent variables used on the dependent variable. The research variables used are compensation (X1), loyalty (X2), organizational commitment (X3), and employee performance (Y).

RESULT AND DISCUSSION

Calculations for path coefficients use the SPSS version 22 program . The path diagram has 6 path coefficients, namely P_{41} P_{42} P_{43} P_{31} P_{32} P_{21} so that the results of all calculations and tests are obtained as summarized in the following table:

Table 1. Research path coefficient

No	Track	Path Coefficient	T count	T table		Information
				0.05	0.01	
1	P_{41}	0.157	4,026	1.98	2.63	Significant
2	P_{42}	0.155	3,083	1.98	2.63	Significant
3	P_{43}	0.211	3,970	1.98	2.63	Significant
4	P_{31}	0.409	4,407	1.98	2.63	Significant
5	P_{32}	0.271	3,409	1.98	2.63	Significant
6	P_{21}	0.289	5,756	1.98	2.63	Significant

Based on the calculation results in Appendix 7 and the summary table above, it can be written and illustrated for each path of the coefficient variable for empirical model research as shown in the following figure:

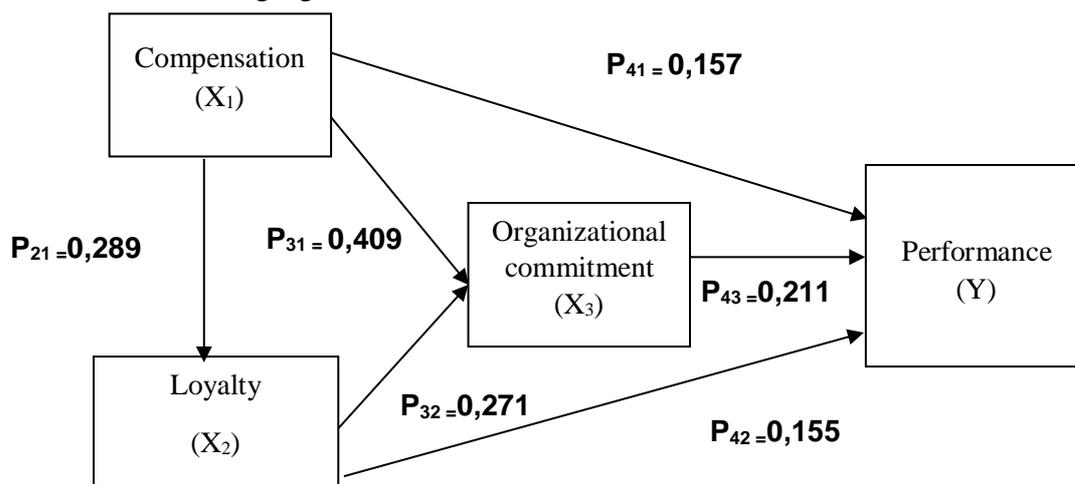


Figure 2. Empirical model of structural relationships between variables based on the results of path analysis calculations.

B. Hypothesis test

No	Hypothesis	Statistic test	Decision	Conclusion
1	There is a direct positive influence of compensation on employee performance	Ho : $\beta_{41} \leq 0$ H 1 : $\beta_{41} > 0$	Ho was rejected	Immediate positive influence
2	There is a direct positive influence of loyalty on employee performance	Ho: $\beta_{42} \leq 0$ H 1 : $\beta_{42} > 0$	Ho was rejected	Immediate positive influence
3	There is a direct positive influence of organizational commitment on employee performance	Ho: $\beta_{43} \leq 0$ H 1 : $\beta_{43} > 0$	Ho was rejected	Immediate positive influence
4	There is a direct positive influence of compensation on employee organizational commitment	Ho: $\beta_{31} \leq 0$ H 1 : $\beta_{31} > 0$	Ho was rejected	Immediate positive influence
5	There is a direct positive influence of Loyalty on employee organizational commitment	Ho: $\beta_{32} \leq 0$ H 1 : $\beta_{32} > 0$	Ho was rejected	Immediate positive influence
6	There is a direct positive influence of compensation on employee loyalty	Ho: $\beta_{21} \leq 0$ H 1 : $\beta_{21} > 0$	Ho was rejected	Immediate positive influence

Discussion

1. Direct positive influence of compensation on employee performance.

Based on the results of the analysis and data processing carried out in this research, it can be seen that all the paths in the structural model developed have a significant positive correlation which means that the above model developed can be used to predict performance in the PT Gici group Batam environment. The findings from the results of the analysis above can be concluded that the variables Compensation, Loyalty and Organizational Commitment influence employee performance. The differences depend on the size of the contribution of each of these variables in influencing the level of employee performance. From the results of the analysis and methods used, the variable that has a large or small contribution to influence is based on the coefficient value obtained from the survey results, then data processing is carried out, namely the standardized beta coefficient (β).

Compensation has a significant influence on performance, namely with a standardized beta value of 0.157. This proves that compensation factors in the organization contribute to the influence on employee performance. Directions and policies as well as compensation implemented will influence employee performance.

2. The positive direct influence of Loyalty on employee performance.

The results of the analysis above show that Loyalty influences employee performance within the PT Gici group Batam. The Loyalty variable has a significant influence on performance, namely with a standardized beta value of 0.155. This proves that the loyalty factor in the organization contributes to the influence on employee performance. Loyalty can be developed and built in members of an organization to follow up on organizational achievements and objectives, including making employees more effective and efficient in carrying out their duties.

3. Positive direct influence of organizational commitment on employee performance.

The results of path analysis to determine the positive and significant influence between organizational commitment and performance show that there is a fairly strong influence, namely the standardized beta coefficient value of 0.211. The strong contribution of the organizational commitment variable to performance is because this variable is an intervening

variable and has been proven in research to have high correlation and significance. So it can be said that employee organizational commitment can improve employee performance within the PT Gici group Batam environment.

This cannot be separated from the role of employees in responding to work based on success and achievement factors. If employees have a good level of organizational commitment, employee performance will increase.

4. Positive direct influence of compensation on organizational commitment

Compensation is one of the variables related to organizational commitment and can even directly influence organizational commitment. Because the existence of programs and the provision of compensation will increase employee organizational commitment.

The closeness of the relationship and the significance of the influence can be seen from the hypothesis test which found that there was a standardized beta value of 0.409 on the influence of compensation on organizational commitment. From the description and processed statistical data from the research results, it can be defined that there is a direct positive influence of compensation on organizational commitment.

5. The positive direct influence of Loyalty on organizational commitment.

The results of the analysis above show that Loyalty influences the organizational commitment of employees within the PT Gici group Batam. The Loyalty variable has a significant influence on organizational commitment, namely with a standardized beta value of 0.271. This proves that the Loyalty factor in the organization contributes to the influence on employee organizational commitment. Based on the description and statistical data processing above, it can be defined that there is a direct positive influence of loyalty on employee organizational commitment.

6. Direct positive influence of compensation on loyalty.

The results of analysis and data processing from the survey results developed using the model above show that compensation has an effect on employee loyalty within the PT Gici group Batam. The Compensation variable has a significant influence on Loyalty, namely with a standardized beta value of 0.289. This turns out to have the largest positive correlation compared to the influence of other variables on the measured dependent variable. Thus, the research results show findings that indicate that appropriate compensation can increase loyalty.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out previously, it can be concluded that the research theoretical model is supported by the following data. There is a positive direct effect of compensation on employee performance, meaning that increasing compensation in appropriate implementation causes an increase in employee performance. Then there is a direct positive influence on loyalty on employee performance, meaning that increasing employee loyalty causes an increase in employee performance. Furthermore, there is a positive direct influence on organizational commitment on employee performance, meaning that increasing employee organizational commitment causes an increase in employee performance. Likewise, there is a direct positive effect of compensation on employee organizational commitment, meaning that increasing compensation in appropriate implementation causes an increase in employee organizational commitment. Furthermore, there is a direct positive influence on loyalty on employee organizational commitment, meaning that increasing employee loyalty causes an increase in employee organizational commitment, and there is a direct positive influence on compensation on employee loyalty, meaning that increasing compensation in appropriate implementation causes an increase in employee loyalty.

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