

The Influence of Training, Work Motivation, and Job Satisfaction on Employee Performance at PT Jasa Raharja in the Sumatra Region

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Abstract. *This research is motivated by the importance of effective human resource management in improving organizational performance, especially in service companies such as PT Jasa Raharja, West Sumatra Branch. The three main factors studied are training, work motivation, and job satisfaction, which are believed to have an influence on employee performance. The main problem in this study is how training, work motivation, and job satisfaction affect employee performance. The method used is a quantitative method with an explanatory research approach. The research sample was taken by census from all employees of PT Jasa Raharja, West Sumatra Branch, as many as 100 respondents. Data collection was carried out through questionnaires and analyzed using the Partial Least Square (PLS) technique through SmartPLS software. The results of the study showed that training had a positive and significant effect on employee performance. Meanwhile, work motivation did not have a significant effect on performance or job satisfaction, and job satisfaction also did not have a significant effect on employee performance. Conversely, training did not have a significant effect on job satisfaction, but work motivation had a significant effect on job satisfaction. This study concludes that proper training can improve employee performance, but satisfaction and motivation do not always have a direct impact on performance.*

Keywords: *Employee Performance; HR Management; Motivation; PLS; Satisfaction; Training.*

1. Introduction

Employee job satisfaction is a positive feeling about a job, resulting from an evaluation of its characteristics. Employees with a high level of job satisfaction have positive feelings about their jobs and vice versa. With job satisfaction, an employee can feel whether his/her job is pleasant or unpleasant to do. Furthermore, work motivation also becomes something very

important and can even be the most important thing in working. Work motivation is a force that arises from within or outside a person and raises enthusiasm and perseverance to achieve something desired (Yuli, Sri Budi Cantika. 2005).

PT Jasa Raharja is one of the state-owned companies engaged in social insurance. Human resources are one of the most important elements for a business or company to run well (Wahyuni, Kartika Dwi Arisanti; Ariadi Santoso; Siti. 2019). Without these elements or poor quality human resources, the company will find it difficult to run and operate properly even though other resources have been met. In addition, the existence of superior human resources in a company can also provide a more significant contribution, and they can even be appointed as leaders if they have excess competence according to their fields, and are able to organize the work of their subordinates more efficiently and regularly. Indirectly, by having superior human resources, the company can also become more competitive and develop dynamically, amidst increasingly tight competition.

As a company, to run and drive the business sector, superior human resources are needed so that the company can achieve efficiency and productivity will certainly increase. At the same time, facilitating the achievement of company goals and objectives, employee performance is one of the key factors that determine the success and sustainability of the company. Training is one of the important elements in human resource development. Through effective training, employees can acquire the skills and knowledge needed to carry out their duties better. At PT Jasa Raharja, West Sumatra Branch, the training provided to employees can cover various aspects, such as technical, managerial, and customer service skills. However, the effectiveness of this training and its impact on employee performance still needs to be studied further due to the lack of impact of training on employee satisfaction and performance at PT Jasa Raharja, West Sumatra Branch (Yusanto, M. Kareber Widjaya Kusuma and Ismail. 2003).

Work motivation is a crucial factor that influences employee enthusiasm and dedication to work. Motivation can be influenced by various factors, such as job satisfaction, recognition, compensation, and opportunities for development. Previous research has shown that motivated employees tend to perform better. At PT Jasa Raharja, understanding what motivates employees can help in designing more effective strategies to improve their performance. Job satisfaction is a condition in which employees feel satisfied with various aspects of their jobs, including salary, working conditions, relationships with coworkers, and opportunities for development (Yanti, Ega Gema Pertiwi and Novi. 2024). Job satisfaction is often associated with better performance, as satisfied employees tend to be more engaged and productive. At PT Jasa Raharja, West Sumatra Branch, the level of employee job satisfaction can affect the way they provide services to the community and contribute to the achievement of company goals.

2. Research Methods

This research is a type of explanatory research (Sugiyono 2013) said that explanatory research is research that explains the position of the variables studied and the relationship between one variable and another through hypothesis testing. The research variables in this study include training variables, work motivation, and job satisfaction.

3. Results and Discussion

3.1. Training

Table 3.1 Description of Training Variables

Question	STS (1)		TS (2)		N (3)		S (4)		SS (5)		Mark Index
	f	(%)	f	(%)	f	(%)	F	(%)	f	(%)	
Knowledge	1	1	1	1	2	2	46	46	50	50	88.6
Thinking Ability	2	2	0	0	2	2	48	48	48	48	88.0
Attitude	2	2	0	0	2	2	52	52	44	44	87.2
Skills	1	1	1	1	3	3	46	46	49	49	88.2
			Average								88.0 (High)

Source: Primary data processed in December 2024

Table 3.1 shows that most respondents gave good scores regarding training. At a score of 88.0 for the average training variable, it is classified as "High". This shows that the training carried out by PT Jasa Raharja, West Sumatra Branch has a positive impact on employees. The Knowledge Indicator received the highest score of 88.6, this shows that the training held had a positive impact on the knowledge of employees of PT Jasa Raharja, West Sumatra Branch.

3.1.1. Definition of Training

Training is a systematic process to change employee behavior in achieving organizational goals related to employee skills and abilities to carry out work. Training has a current orientation and helps employees to achieve certain skills and abilities to succeed in carrying out their work (Rivai 2006, 226). Training is a process of teaching certain knowledge and skills as well as attitudes so that employees become more skilled and able to carry out their responsibilities well.

Training can also be interpreted as a systematic process of changing employee behavior in a direction to improve organizational goals. This training is very important because it is a method used to maintain, care for, and maintain employees and at the same time improve employee skills to improve their performance (Rosidah 2003, 175). In training where

employees can obtain or learn specific attitudes, abilities, skills, knowledge and behaviors related to their work.

Training usually focuses on providing specific skills for the implementation of their work and helping to correct their performance weaknesses. Training has a narrow focus and must provide methods that prioritize practice over theory (Meldona 2009, 232). While in-service training basically means the use of training techniques where participants are trained directly at their workplace. The goal is to improve the ability of trainees to do their current tasks. The trainer is a formal trainer, direct superior or more senior or experienced co-worker (Siagian 1996, 192).

3.1.2. Training Indicators

Human resource training indicators are as follows (Rivai 2006, 69):

b. Knowledge and thinking skills.

This means an increase in both quality and quantity. A knowledgeable workforce will obviously be better and will make fewer mistakes in the organization.

c. Morals and Attitudes

If the company runs the right training program, then the climate and atmosphere of the organization in general will be better. With a healthy climate, work morale will also increase.

d. Skills

It is meant that the right training program actually benefits both parties, namely the company and the workforce itself. For the workforce, it is clear that by following the training program, they will be more mature in terms of personality, intellectual, and skills.

3.1.3. Training Steps

a. Needs assessment

Needs assessment is a diagnosis to determine current problems and future challenges that must be met by training and development programs.

b. The purpose of training and development

The objectives of training and development must be able to meet the needs desired by the company and can shape the expected behavior and conditions under which this can

be achieved.

c. Program materials

The program material is compiled from the estimation of training needs and objectives. The needs here may be in the form of teaching specific skills, presenting necessary knowledge, or trying to influence attitudes.

d. Learning principles

Ideally, training and development will be more effective if the training method is adjusted to the learning attitudes of participants and the type of work needed by the organization. These principles contain elements of participation, repetition, relevance, transfer and feedback (Rivai 2006, 236).

3.1.4. Benefits of Training

The benefits of training can be seen below. Veithzal Rivai stated that the benefits of job training include (Sagala 2009, 217-219):

a. Benefits for employees

- 1) Assist employees in making more effective decisions and problem solving.
- 2) Through training and development, the variables of recognition, achievement, growth, responsibility and progress can be internalized and implemented.
- 3) Helps encourage and achieve self-development and self-confidence.
- 4) Helping employees cope with stress, pressure, frustration and self-confidence.
- 5) Provides information on increasing leadership knowledge, communication skills and attitudes.
- 6) Increase job satisfaction and recognition.
- 7) Helping employees approach personal goals while improving interaction skills.

b. Benefits for the company

- 1) Aiming for increased profitability or a more positive attitude towards profit orientation.

- 2) Improve job knowledge and skills at all levels of the company.
- 3) Improve human resource morale.
- 4) Helping employees to understand the company's goals.
- 5) Helps create a better corporate image.
- 6) Improve the relationship between superiors and subordinates.
- 7) Assist in preparing and implementing company policies.

c. Benefits in HR relations, intra and intergroup

- 1) Improve communication between groups and individuals.
- 2) Assist in orientation for new employees and transfer or promotion employees.
- 3) Providing information about equal opportunities.
- 4) Improve moral quality.
- 5) Making companies a better place to work and live.

3.2. Work motivation

Table 3.2 Description of Work Motivation Variables

Question	STS (1)		TS (2)		N (3)		S (4)		SS (5)		Mark Index
	f	(%)	f	(%)	f	(%)	F	(%)	f	(%)	
Achievements achieved	1	1	1	1	4	4	33	33	61	61	90.4
Recognition of others	3	3	1	1	12	12	45	45	39	39	83.2
Responsibility	2	2	0	0	5	5	40	40	53	53	88.4
Opportunity to advance	3	3	2	2	13	13	41	41	41	41	83.0
Career Development	4	4	0	0	11	11	44	44	41	41	83.6
			Average								85.72 (Tall)

Source: Primary data processed in December 2024

Table 3.2 shows that most respondents gave good scores regarding work motivation. At a score of 85.72 for the average work motivation variable, it is classified as "High". This shows that the work motivation possessed by employees of PT Jasa Raharja, West Sumatra Branch

has a positive impact on employees. The achievement indicator achieved the highest score, namely 90.4, this shows that the work motivation of employees of PT Jasa Raharja, West Sumatra Branch is mostly the achievement they want to achieve.

3.2.1. Understanding work motivation

Work motivation is something inside a person that gives energy that activates and moves towards behavior to achieve certain goals. Sekanto and Hendoko as quoted by Sri Budi Cantika Yuli, define motivation as a state within a person that drives the individual's desire to do an activity to achieve a goal (Yuli 2005, 142). According to Mangkunegara, concluding the opinions of Sperling, M. Cornick Staton, and Standard as quoted by M. Karebet Widjaya Kusuma and M. Ismail Yusanto, that motive is a driving need within an employee that needs to be fulfilled so that the employee can adapt to his environment. While motivation is a condition that drives employees to be able to achieve the goals of their motives. Motivation can also be said to be the energy to direct and maintain behavior related to the work environment (Yusanto 2003, 167).

Motivation is a work drive that arises in a person to behave in achieving the stated goals (Wahyusumidjo 1995, 177). Meanwhile, according to Siagian, motivation is a driving force that causes a member of an organ to be willing and ready to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are his responsibility and fulfill his obligations in order to achieve the goals and various organizational targets that have been previously drawn. Therefore, the part that manages human resources absolutely needs to understand this in its efforts to maintain harmonious relationships with members of the organization (Siagian, nd, 286).

3.2.2. Indicators that influence work motivation

Frederick Herzberg's theory developed Maslow's hierarchy of needs theory into a two-factor theory of motivation. These two factors are called the motivation factory and the maintenance factor. The satisfaction factor is also called a motivator which is a factor that drives someone to achieve which comes from within the person, including:

- 1) Achievements achieved (achievement)
- 2) Recognition of others (recognition)
- 3) Responsibility
- 4) Opportunities for progress (advancement)

- 5) Job satisfaction itself (theworkitself)
- 6) The possibility of career development (the possibility of growth)

As for the maintenance factor, it is a factor related to the fulfillment of the need to maintain the existence of employees as human beings, maintaining peace and health. This factor is called a dissatisfier (source of dissatisfaction) which is a place to fulfill low-level needs that are qualified into extrinsic factors, including:

- 1) Compensation
- 2) Work safety and security
- 3) Working conditions
- 4) Status
- 5) Company procedures
- 6) The quality of technical supervision of interpersonal relationships between colleagues, with superiors, and with subordinates (Noor 2013, 250-251).

3.2.3. Types of Work Motivation

Basically, work motivation given by the company to its employees can be in various forms or ways. In general, Work Motivation is divided into two types, namely:

1) Intrinsic Motivation

Intrinsic motivation is an instinct within that drives professionals to work efficiently in the face of continuous work challenges, with determination, respect, freedom, and personal interests (Obajemu, 2012). Intrinsic motivation is inherent in the work itself, where an employee performs the job function with personal interests.

2) Extrinsic Motivation

Extrinsic motivation is an external source of motivation given to a professional through various rewards, including status protection, promotion, awards, and comfortable working conditions (Akanbi 2011). Extrinsic motivation relates to certain benefits and incentives in addition to a fixed salary given to employees by the organization to produce maximum work output and increase productivity (Madukoma 2015)

Meanwhile, the types of employee work motivation in detail are (Sumaryati 2009, 112):

1) Incentive

Incentives are a form of stimulation that can make someone more enthusiastic and productive. Incentives as work motivation are carried out by setting a condition and situation to increase employee work motives.

2) Carrot and Stick Approach

This motivational principle is carried out in the form of rewards and punishments. So, for employees who have shown good activity or creativity, they are given a gift or reward. Conversely, if employees show a decrease in work activity, then they are given a kind of punishment. This motivational approach is quite popular in corporate leadership. This approach is commonly known as the carrot and stick approach.

3) Humanitarian Approach

This humanitarian approach is intended to be done by making a more intimate approach. So, formal communication in relationships between individuals can be more informal. This form of humanitarian approach is a combination of effective approaches. Because, in management there is a hierarchy and levels of authority that must still be recognized and obeyed by each official and staff.

4) Supervision

This supervision is a form of subsystem of management activities. The principle is an effort to explore, utilize, and develop human resources by conducting counseling, discussion interviews, staff meetings, briefings and other types. This supervision is usually carried out by means of direct control from superiors. For example, the form of work visits in the field or commonly known as surprise inspections or sidak.

5) Discipline Development

This discipline coaching aims to instill a sense of discipline in each employee. This means that there is a maturity of the learning process and awareness to accept power and control from superiors and companies.

3.2.4. Forms of Work Motivation

In general, the forms of motivation that are often adopted by companies include:

1) Compensation in the form of money

One form that is often given to employees is compensation. Compensation given to employees is usually in the form of money.

2) Direction and control

Directing is determining for employees what they should do and what they should not do. While controlling is determining that employees should do the things that have been instructed.

3) Establishing an effective work pattern

Work patterns that are not in line with actions and composition are recognized as a serious problem. This could become more negative as employees are increasingly younger and more highly educated than before.

4) Virtue

It is an action taken deliberately by management to influence the attitudes or feelings of employees (Siswanto 2005, 124).

3.3. Performance

Table 3.3 Description of Employee Performance Variables

Question	STS (1)		TS (2)		N (3)		S (4)		SS (5)		Mark Index
	f	(%)	f	(%)	f	(%)	F	(%)	f	(%)	
Quality of Work	1	1	1	1	7	7	45	45	46	46	86.8
Quantity of Work	1	1	0	0	5	5	44	44	50	50	88.4
On time	1	1	0	0	3	3	46	46	49	49	87.8
Cooperation	2	2	0	0	3	3	41	41	54	54	89.0
Independence	2	2	2	2	3	3	40	40	53	53	88.0
Average											88.0 (High)

Source: Primary data processed in December 2024

Table 3.3 shows that most respondents gave good scores regarding Employee Performance. At a score of 88.0 for the average Employee Performance variable is classified as "High", this shows that the Employee Performance of PT Jasa Raharja West Sumatra Branch is in good condition, this has been measured from the quality of work, quantity of work, punctuality, cooperation and independence of PT Jasa Raharja West Sumatra Branch in carrying out work tasks. The cooperation and teamwork indicator gets the highest score, namely 89.0, this

showsThe performance of employees of PT Jasa Raharja, West Sumatra Branch, is largely based on the cooperation and teamwork they carry out.

3.3.1. Definition of Performance

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and have been agreed upon together (Mohd. Basri 2008, 14). Performance comes from the definition of Performance. The definition of Performance as the result of hard work or prestos. However, performance actually has a broader meaning, not only work, but also how the work process takes place.

According to Etymology, performance comes from the word Performance. Performance comes from the word to perform which has several inputs, namely: entering, running, implementing, but what is meant here is doing something that is expected by someone (Sinambela 2012, 5). Performance is the result of work or real behavior displayed by each person as a work achievement produced by employees according to their role in the company. Performance in an organization is the answer to the success or failure of the organization's goals that have been set. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

3.3.2. Performance Indicators

Performance appraisal is a way to measure the contribution of individuals (employees) to the organization where they work. The performance appraisal model through the following indicators:

1) quality of work

It is accuracy, thoroughness and acceptability of the work done.

2) productivity

It is the quantity and efficiency of work produced in a certain period of time.

3) Job knowledge

It is the practical/technical skills and information used on the job.

4) Reliable

Is a form of completing and following up on tasks.

5) Presence

It is the extent to which employees are punctual, observe designated break/meal periods and overall attendance records.

6) Independence

It is the extent to which work is done with or without supervision (Nuraini 2013, 150).

Veithzal Rivai stated that the aspects assessed in performance appraisals can be grouped into:

- 1) Technical skills, namely the ability to use knowledge, methods, techniques and equipment used to carry out tasks as well as the experience and training obtained.
- 2) Conceptual ability, namely the ability to understand the complexity of the company and the adjustment of the field of movement of each unit into the overall operational field of the company, which in essence the individual understands his/her duties, functions and responsibilities as an employee.
- 3) Interpersonal relationship skills, including the ability to work with others, motivate employees, negotiate, etc.

From the description above, it can be concluded that the aspects assessed in performance assessment include the ability to use resources within the employee himself that are linked to the progress of the organization and his ability to conduct social relations in an effort to advance his organization. Performance assessment criteria can also be seen through several dimensions, namely functional utility, validity, empirical base, sensitivity, systematic development, and legal appropriateness.

3.4. Job satisfaction

Table 3.4 Description of Job Satisfaction Variables

Question	STS (1)		TS (2)		N (3)		S (4)		SS (5)		Mark Index
	f	(%)	f	(%)	f	(%)	F	(%)	f	(%)	
Wages	1	1	2	2	16	16	42	42	39	39	83.2
Promotion	4	4	3	3	24	24	39	39	30	30	77.6
Work colleague	2	2	1	1	11	11	39	39	47	47	85.6

Relationship with superiors	3	3	2	2	13	13	40	40	42	42	83.2
The job itself	2	2	0	0	13	13	38	38	47	47	85.6
			Average								83.04 (High)

Source: Primary data processed in December 2024

Table 3.4 shows that most respondents gave good scores regarding job satisfaction. At a value of 83.04 for the average job satisfaction variable is classified as "High". This shows that the job satisfaction of employees of PT Jasa Raharja, West Sumatra Branch has a positive impact on employees. The indicators of co-workers and the work itself received the highest score, namely 85.6, this shows that the job satisfaction of employees of PT Jasa Raharja, West Sumatra Branch is mostly found in co-workers and the work they get.

3.4.1. Understanding Job Satisfaction

According to Nabila in her research (Rahmadhani 2022, 47) job satisfaction is a form of pleasure in what has been done, but job satisfaction is subjective. Satisfaction between one individual and another tends to be different, because each individual has their own satisfaction criteria in measuring the level of satisfaction in their life, but employee satisfaction in working can be seen from how the employee performs, but this does not guarantee that employees feel satisfied because in essence humans do not have a sense of satisfaction. Job satisfaction refers to the overall attitude that will occur in each individual in general towards their work. Factors that can influence job satisfaction include working conditions/work environment, organizational regulations or culture and organizational characteristics, satisfactory compensation, work efficiency and work partners.

3.4.2. Job Satisfaction Indicators

According to (Afandi 2021), the indicators of job satisfaction are as follows:

- 1) Work, the content of the work that a person does can be a factor in job satisfaction;
- 2) Wages, The amount of payment a person receives as a result of doing his work is in accordance with the needs that are felt to be fair;
- 3) Supervisor, someone who always gives orders or directions in carrying out their work; And
- 4) Co-workers, someone who constantly interacts in carrying out work can make work enjoyable or unpleasant.

4. Conclusion

Based on the results of the analysis in this study, it was found that training has a positive impact on employee performance and is quite helpful in improving employee performance at PT Jasa Raharja, West Sumatra Branch, but the assessment is still in the medium category. Thus, training supports improving employee performance at PT Jasa Raharja, West Sumatra Branch. Based on the results of the analysis in this study, it was found that work motivation has a significant positive impact on employee performance and is very influential in improving employee performance at PT Jasa Raharja, West Sumatra Branch. Work motivation provides the most significant contribution. Therefore, organizations are advised to prioritize improving work motivation through incentives and career opportunities. Based on the results of the analysis in this study, it was found that job satisfaction does not have much influence on employee performance. This indicates the need for more attention in creating a satisfying work environment at PT Jasa Raharja, West Sumatra Branch.

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