

THE INFLUENCE OF COMPENSATION, WORK MOTIVATION, AND JOB SATISFACTION ON COMPANY'S TURNOVER INTENTION

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ABSTRACT

In this modern era, employee is a valuable asset to the company, hence employee's satisfaction in a company becomes an important aspect which needs to be considered by a company's management. When employees are not satisfied with their working in the company, the turnover rate of employee in the company will be high. This will in turn create a negative impact on the company since the company have to provide additional expenses to recruit new employees and train them to the desired standard. Therefore, it can be seen that this turnover will affect the work performance of the company, which in the long run will interfere with the system of the company's management. The purpose of this study is to analyze the effect of compensation, work motivation, and working satisfaction on company's turnover intention. The research method used in this thesis is one that is quantitative with a total sample of 50 persons who is currently an employee of the company. The results of this study shows that compensation, work motivation and working satisfaction have a significant effect on the company's turnover intention.

Keywords: Human Resource Management, Compensation, Work Motivation, Working satisfaction, Turnover Intention.

INTRODUCTION

CoAmoy was founded in 1997 by the researchers' parents who migrated from Jakarta to open a small business engaged in the garment. The first selection business line of CoAmoy was children wear and men's and women's underwear. CoAmoy can be categorized as a company that grows rapidly within the last 17 years. In its early year, CoAmoy only had one branch in Jembatan Merah Plaza, and today it has more than 20 branches which are spread specifically in Surabaya. The business prospect of garment industry is classified as high, since garment is the primary needs of human and the competition level in this industry is relatively low. It is predicted that the prospect for market development of CoAmoy will still grow in the future. Since this company is engaged in fashion, having female employees with good skills and knowledge in promoting and marketing the company's products is very essential for the company.

Based on the results of preliminary field observation, although the employees of CoAmoy tend to feel satisfied working in this company, the level of employee turnover can be classified as quite high. This is supported by the data shown as shown in Table 1 that there are 10 employees resigned and new employees are recruited.

Table 1. Data of Employee Turnover of CoAmoy, Period of January 2015 - September 2015

No	Name	Part	Employee		Length of Work	Status
			Apply	Resign		
1	Siti	Cashier	June 2013	August 2015	2 year 2 months	Quit
2	Nur	Warehouse	May 2014	May 2015	1 year	Quit
3	Lia	Warehouse	January 2014	February 2015	1 year 1 month	Quit
4	Fitri	Cashier	July 2012	April 2015	2 years 9 months	Quit
5	Atik	Staff	January 2015	July 2015	5 months	Quit
6	Iis	Staff	May 2015	September 2015	4 months	Quit
7	Roha	Staff	March 2015	June 2015	3 months	Quit
8	Marwah	Staff	June 2014	May 2015	1 year 11 months	Quit
9	Tika	Staff	May 2015	August 2015	3 months	Quit
10	Ria	Staff	April 2015	September 2015	6 months	Quit

Source: Data processed (2015)

Rodly (2012) explains that employee's intention to leave the organization is a conscious and deliberate intention of them. Employee turnover can create instability and uncertainty of the company itself as well as increase recruitment costs. Thus, the company is demanded to Therefore the company is required to keep their employees.

When employees already meet their needs or desires, they tend to have positive working motivation, become more satisfied and eager to work.

Effective work motivation and working satisfaction in a company or organization will produce a working environment that motivates their employees to have a better performance in work. Employees, when working, expect a reward, satisfied working environment, and work motivation from the company. Hence, the employees will be satisfied when they get rewards such as bonuses, position, money, and promotions.

Both the rewards and recognition of working performance encourage employees' high spirit and working motivations, and affect the influence of compensation system of a company to employees' satisfaction.

When working satisfaction becomes an important thing to be considered by the company, the company must pay attention to several factors that affect working satisfaction itself. In this researcher, the researcher attempts to find out whether the employee's working satisfaction that influences their turnover intention is influenced by other factors or not. Regarding this, the researcher relates the existing working motivation and compensation with employees' working satisfaction in CoAmoy Company.

Previous researches focus on exploring the working satisfaction only and do not explore whether working satisfaction is influenced by other factors such as working motivation or not. This is why the researcher is interested to conduct further research on this topic.

In relation to this, preliminary survey is conducted to identify the reasons behind the highest rate of employee turnover in CoAmoy Company as shown in Table 2.

Table 2. Reasons of Employees' Resignation from CoAmoy Company, Period of January 2015-September 2015

No	Name	Length of Work	Part	Reason	Company Perspective
1	Siti	2 years	Cashier	Salary does not meet expectation	Compensation
2	Nur	1 year	Warehouse	No bonus for overcome attendance	Compensation and motivation
3	Lia	1 year	Warehouse	Bored, less challenging	Motivation
4	Fitri	3 years	Cashier	Pregnant, did not get permission from husband	Personal reason
5	Atik	5 months	Staff	Rebuked by supervisor	Working satisfaction
6	Iis	4 months	Staff	Conflict among staffs	Working satisfaction
7	Roha	3 months	Staff	Get more interesting salary	Compensation
8	Marwah	2 years	Staff	Open own business	Compensation
9	Tika	3 months	Staff	Rude to customer	Communication skills
10	Ria	6 months	Staff	Fired for lack of motivation	Motivation

Source: Data processed (2015)

Table 3. Comparison of Compensation System between CoAmoy Company, Store X, and Store Y

Category	CoAmoy		Store X	Store Y
	Cashier and Warehouse	Staff		
Salary	1,500,000	1,500,000	2,300,000	2,300,000
Bonus	800,000	800,000	500,000	800,000
Positional Grant	500,000		500,000	1,000,000

Source: Data processed (2015)

Based on these phenomena, this research aims to find out the influence of compensation and motivation to turnover intention.

LITERATURE REVIEW

Performance Management

Wibowo (2014:7) explains that performance management is about creating relationships and ensuring effective communication. Performance management pays attention to what is required by an organization, manager, and employee to improve the effectiveness and efficiency of

human resources. Performance management is about how an individual's working performance is set to achieve a desired goal. This is supported by Bacal (2012:4) who states that an ongoing communication process is carried out by the cooperation between employees and their supervisors simultaneously, who share the same goal and strive together to create success.

Compensation

Bangun (2012:254) explains that compensation is one of the important factors for the organization to maintain the quality of human resources, thus determine the standard of compensation becomes a matter that must be well considered. A system of compensation in an organization must be adjusted with the goal and strategies of the organization. Mistakes in determining compensation can cause loss to the company, especially if it fails to calculate the amount of cost of human resources needed for production and marketing activities. To determine and create system of compensation, the company must conduct compensation survey. The right system of compensation can improve performance and working satisfaction. On the contrary, the wrong compensation can increase the level of employee dissatisfaction.

Furthermore, Bangun (2012:257) explains compensation contains a system of incentive that relates compensation with human resources performance. Compensation for employees is given based on their performance and not on seniority or number of working hours. Compensation is divided into two: direct compensation and indirect compensation. Direct compensation is a compensation management such as wages or salary. Indirect compensation is in form of positional allowances, insurance, pension funds, company vacation, and security and health insurance for employees. Based on the research result, compensation can also be in form of incentive, given as an appreciation for employees' achievement, which can be referred to as achievement incentive. Regarding this compensation forms, the employees will have their payments from the company based on the predefined policies and regulations.

Compensation can also be given in the form of non-financial rewards such as more challenging assignments, extensive working hours, and many more. Non-financial rewards are in the form of career rewards (in the form of security, personal development, career flexibility, and opportunities for income raise) and social rewards (in the form of a symbol of status, praise and recognition, task comfortability, and friendship). It can be said that this kind of compensation associates with working satisfaction felt by each employee. Based on this explanation, working satisfaction received by that employees are not always expressed in the form of money or other physical facilities.

Aspects of nonfinancial compensation are emphasized on psychological factors and physical environment organization. Many research results reveal that compensation is closely related to motivation and thus has significant impact on productivity and performance. Various compensations that have been discussed previously will form the total compensation.

Purpose of Compensation Management

Wibowo (2014:291) explains that compensation aims to help an organizations achieve success by ensuring the internal equity and external equity. Internal equity means to ensure that higher position is given to those who have better qualifications than others have. External equity is awarded as compensation to employees fairly by comparing the salary offered by the company with the salary of similar workings in the labor market or by using standard of regional minimum wage.

Meanwhile, Ardana, Mujiati and Utama (2012:154) state that compensation will enable formal cooperation bond between employers and employees; therefore, the employees must perform their responsibilities, as it should be.

Compensation system

Ivancevich (2010:295) states that conflicts can happen in compensation management, due to the efforts to keep the employees and to implement fairness in wages and salaries. Regarding this, there are some necessary elements to be considered in managing compensation, in order to determine the purpose of consistent recruitment.

For Ivancevich (2010:295), adequate can be interpreted as a minimum level of compensation that must be met by the government, trade unions and manager. Along with this, Tripathy (2014:6) defines adequate as compensation system that meets the elements of decency, where three parties have interests in determining the level of compensation: the government, the management, and labor or trade unions. Therefore, the management or the company cannot establish their policies and compensations without following the regulations or requests from the other both parties, for example, considering the government's policies before establishing the compensation.

Meanwhile, Tripathy (2014:6) defines equitable as a compensation that has element of fairness in it, which means that all employees must receive compensation fairly, based on their responsibilities and contributions to the company.

Ivancevich (2010:295) defines balanced as revenue, salary, allowance, or other proper rewards. Furthermore, he states that incentive-providing can be defined as income functions to motivate employees' productivity effectiveness and improvement (2010:296).

Factors That Influence Compensation

Ivancevich (2010:295) states that compensation is influenced by two factors: internal factors or the labor budget and who makes compensation decision, and external factors which are labor market, economy, government, dan unions.

Working Motivation

Bangun (2012:312) explains motivation as a word based on "motive" means 'reason' or 'cause'. Motivation then is a condition that causes someone commits a subconscious act. Motivation is manager's responsibility, to motivate his employees in a company.

According to Stephen P. Robbins (2011:156) stated motivation as a process Meanwhile, according to Ardana, Mujiati and Main (2012:193) defines motivation as the driving force or the driving force that encourages people to act or a power in man which can cause humans to act achieve the desired objectives or expected. Stephen P. Robbins (2011:156) says that motivation is a process that causes someone to have intensity, direction, and continuous efforts towards the achievement of a specific goal. Intensity shows how hard a person tries to achieve a specific goal. While Ardana, Mujiati and Utama (2012:193) add the definition of motivation as a driving force to encourage humans to commit an act, in order to achieve the expected or desired goal.

Theory of Motivation

Bangun (2012:316) quotes Maslow's motivation theory who categorizes humans' needs into five levels: physiological needs, social security, self-esteem and self actualization, while Ardana, Mujiati, and Utama (2012:194) list the needs level from the lowest to the highest: physiology, security, social, reward, and self actualization.

Bangun (2012:317) defines two-factor theory as a theory that divides factors influencing someone's working performance in an organization into two factors: satisfaction factors and dissatisfaction factors. Ardana, Mujiati, and Utama (2012:196) add that according to two-factor theory, satisfaction and dissatisfaction are not two things in a same continuum. The main contribution in this Herzberg is to improve manager's sensitivity or the organization leader's sensitivity of the facts that treating their employees are simply not enough to motivate them. The ERG theory categorizes humans' needs into three: existence, relatedness and growth (Bangun, 2012:317). There are fundamental differences between ERG theory and Maslow's hierarchy theory: satisfaction progression and frustration regression (Ardana, Mujiati, and Utama, 2012:195).

Building Motivation

According to Wibowo (2014:324), the ways of motivation must meet the needs of human resources in their working environment. Some ways are needed to build motivation, by assessing the attitude, becoming a good manager, improving communication, creating a blaming-free working culture, winning cooperation, and encouraging initiatives.

Motivation Theory in Association with Performance

Kreitner and Kinicki (2010:200) argue that the motivation can be obtained through the needs which indicates psychological deficiencies that cause the behaviors. People with better abilities or competencies will be more interested in the companies that have working environment where payment system is based on working performance, since the needs of achievement directly relates to commitment of goal, which will later affect the performance. In addition, they are also interested in specific working design to increase their working satisfaction and performance.

Working satisfaction is a response that affects various aspects of a person's working. There are five main models of working satisfaction that indicate working satisfaction: needs fulfillment, discrepancies (mismatch), value attainment, equity (fairness), and dispositional/genetic components. However, working satisfaction can be given in correlation to motivation, working involvement, and organizational commitment.

Equity is a model of motivation that explains how a person pursues honesty and fairness in a social environment to take and give. The theory of equity or fairness is able to provide lessons for manager about how someone's attitude can affect a person's performance. Thus, it is important for managers to pay attention to employees' perception of what is fair and what is just. Based on expectancy theory, perception plays a central role since it emphasizes on cognitive ability to anticipate the possible consequences of behaviors. Expectation theory views that people can be motivated to behave in a way that generates appreciated advantages. Therefore, setting a goal can help to encourage people to develop strategies and plans that allow them achieving their goals.

Working Satisfaction

According to Vecchio (2011:148), working satisfaction is a thought, feeling, or tendency of someone's action that is reflected through attitudes in their work performance. Gibson also states similar opinion (2010:107) who states that working satisfaction is reflected by the attitude of the employees about their work.

Wexley and Yukl (2012:130) add that there are three theories on working satisfaction: (1) the theory of non-conformance, which everyone wants to get satisfied income that corresponds with their works that have been completed maximally. However, the fact has shown that employees

often get incomes that are not fair as expected. The greater the shortage, the greater the dissatisfaction. (2) the theory of fairness, which is about satisfaction and dissatisfaction or fair or unfair. Fair or unfair feelings of a situation felt by employees is resulted from comparing their selves to others who are on the same level and with similar working responsibilities, either in the same working place or in different working place. (3) the two-factor theory, namely 'satisfier' and 'dissatisfier'.

Factors of Working Satisfaction

There are three factors that influence working satisfaction (Wibowo, 2014:415):

- (1) Needs fulfillment, which is determined by the level of working satisfaction that meets the employees' expectation;
- (2) Discrepancies, as an outcome that meets the expectations or the difference between what is expected and what do employees earn for their working performances, and;
- (3) Value attainment, as a result of working perception that fulfills important individual working values.

Measuring Working Satisfaction

According to Robbins (2013:75), interaction is needed between employers and employees, in relation to obligations and policies of the organization. This means that employees' evaluation, whether they feel satisfied or dissatisfied of their working responsibilities, is important to reduce turnover intention.

Turnover Intention

Harnoto (2012:10) describes turnover intention as an intensity of an employee to resign from his or her working place. There are many reasons that cause this turnover intention, among others, are desire to have better work, to get more proper salary or wage, to work in comfortable working place, and many more. Turnover intention is categorized into two: unavoidable turnover which is caused by moving to work in another place, marriage, and individual's changing career direction, and avoidable turnover which is caused by better compensation offered by another working place, better working environment in other companies, conflicts with management or administration, and better offers from other companies.

Influence of Compensation to Turnover Intention

Bangun (2012: 259) explains that everyone desires a prosperous life and expects working places or companies to fulfill this. In fact, there are organizations who conduct their recruitment by recruiting other organizations' human resources, considered that the targeted human resources already have quality performance. To anticipate this, certain organizations maintain or improve their system of compensation to keep their employees from resigning. An interesting compensation administrative system will be able to keep its existing human resources. Nowadays, employees can make comparison between benefits they have from their working places and others that are offered by other companies, since there are numerous working opportunities yet few quality human resources are available. This has to be considered by companies. Therefore the companies must provide better working motivation to increase their competitiveness against other organizations.

H1: There is an influence of compensation to turnover intention

Influence of Motivation to Turnover Intention

Based on the research result conducted by Putrianti, Hamid, and Mukzam (2014), there are some variables that influence turnover intention. One of the variables is working motivation. Working motivation is a psychological factor that indicates individual’s interest and spirit towards working. Proper motivation forms can improve employees’ performance, so that both the goal of the company and the desire to fulfill employees’ basic needs can be achieved optimally.

H2: There is an influence of motivation to turnover intention

Influence of Working Satisfaciton to Turnover Intention

Based on the research result conducted by Oyetola Solomon Olusegun (2013:4), there are some components that influence working motivation and hence influence turnover intention. The components cover salary, promotions, working condition, safety at work, and productivity. When these components are fulfilled, the employees will work in a pleasant working situation and hence will avoid the intention to resign from work.

H3: There is an influence of working satisfaction to turnover intention

RESEARCH METHODS

This research is quantitative in nature, since it aims to test the set hypothesis (Sugiyono, 2011:8). The independent variables in this research are compensation, motivation, and working satisfaction. The dependent variable in this research is turnover intention. There are 50 employees as the population as well as the samples of research. Likert’s five-scale questionnaire is used, and the data are calculated by using multiple linear regression analysis.

Operational Definition of Research Variables

Sugiyono (2014:60) states that operational definition is a term used to limit the understanding of measuring each variable in a research.

Table 4. Operational Definition

No	Variable	Indicator	Source
1	Compensation is one of important factors for organizations to keep or maintain quality human resources, and should be considered in designing standard of compensation	1. Adequate (X1.1) 2. Equitable (X1.2) 3. Incentive-providing (X1.4)	Ivancevich (2010: 296)
2	Motivation is a condition that triggers or causes someone to commit an act, either continuous or subconscious	1. Needs (X2.1) 2. Job design (X2.2) 3. Satisfaction (X2.3) 4. Equity (X2.4) 5. Expectation (X2.5) 6. Goal setting (X2.)	Robert Kreitner and Angelo Kinicki (2010: 200)
3	Working satisfaction is positive emotion resulted from coworker’s evaluation	1. Need fulfillment (X3.1) 2. Discrepancies (X3.2) 3. Value attainment (X3.3)	Wibowo (2014: 415)
4	Turnover intention is intensity of employee to resign from the company	1. Desire to stay (X4.1)	Harnoto (2012: 10)

Source: Data processed, 2015

DISCUSSION

Table 5. Linear Equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6,701	0,716		9,356	0,000
X ₁	-0,555	0,110	-0,525	-5,023	0,000
X ₂	-0,401	0,148	-0,281	-2,707	0,009
X ₃	-0,306	0,125	-0,265	-2,449	0,018

(Source: Data processed)

Table 5 shows the result of multiple linear regression analysis, where:

$$Y = 6,701 - 0,555 X_1 - 0,401 X_2 - 0,306 X_3$$

The Influence of Compensation to Turnover Intention

Bangun (2012:259) states that each person desires prosperous life, and companies are expected to fulfill this desire. In fact, sometimes many organizations recruit their human resources from other organizations, considering the fact that the employees they recruit have good performance. To prevent this condition to happen, certain organizations improve their system of compensation to keep their human resources. Recently, each employee can compare compensations given by the organization with what are offered by other organizations. Since there are so many working opportunities yet so few quality employees, an organization must be able to provide better working motivation to improve their competitiveness.

Based on the significance value of t-test of 0.000 as shown in Table 5, compensation has partial and significant influence to turnover intention. Thus, the first hypothesis that states that compensation has significant influence to turnover intention is accepted. This research result supports the result of previous research result conducted by Putrianti, Hamid, and Mukzam (2014) which also proves that compensation has significant influence to turnover intention.

In this research, dimension of compensation has significant influence to turnover intention in a company which is greater compares to other independent variables. Preassumption that lies this researcher is that the CoAmoy Company thinks giving bonus to employees is already enough to keep the employees from resigning. Later, based on this research, CoAmoy gets sufficient understanding that compensation has significant influence to turnover intention. The question “Comparison between salary, benefit and bonus is already proportional” is a question that less homogenous than other questions that represent compensation. Therefore, as a follow up of this research result, there will be an evaluation conducted to evaluate system of competition includes the basic salary and types of bonus given to the employees, such as bonus for sales that reach monthly target and bonus for overcome attendance. This evaluation will conducted to motivate the employees in working and in performing during working hours.

Influence of Motivation to Turnover Intention

From the research result conducted by Putrianti, Hamid and Mukzam (2014), there are several variables that influence turnover intention, in which one of the variables is working motivation.

Motivation is a psychological factor that shows the interest and enthusiasm of individuals towards work. Giving the proper motivation can improve the performance of employees, hence optimize company's goal and fulfill individual needs.

Based on the significance value of t-test of 0.000 as shown in Table 5, compensation has partial and significant influence to turnover intention. Thus, the second hypothesis that states that compensation has significant influence to turnover intention is accepted. This research result supports the result of previous research result conducted by Putrianti, Hamid, and Mukzam (2014) which also proves that motivation has significant influence to turnover intention.

Employees want jobs and working atmosphere as expected, and when this condition is not fulfilled yet, they will feel uncomfortable. This happens as revealed in the question "compensation given is interesting" which is less homogenous than other questions that represent working motivation. Therefore, it can be observed that CoAmoy haven't yet fulfilled the employees' expectation of working atmosphere and thus haven't motivated the employees to well perform in working. Therefore, CoAmoy needs to help the employees to be more motivated, and to make sure that the rate of employees' turnover intention is not compromised.

As for the follow up of this research result, the researcher will conduct evaluation on how to motivate the employees to keep them from resigning. For the employees who have worked for more than three years will given social security facility or commonly known as BPJS. By providing social security or BPJS to the employees, it is expected that they will stay in the company and the turnover intention can be suppressed.

The Influence of Working Satisfaction to Turnover Intention

The research result conducted by Oyetola Olusegun Solomon (2013:4) states there are several crucial components that influence working satisfaction. These components influence someone's feelings related to work, which are: salary, promotions, benefits, working conditions, work security, and productivity. When the employee satisfaction is fulfilled, the employees will feel that they are in a pleasant working environment so that their intention to resign can be avoided.

Based on the significance value of t-test of 0.018 as shown in Table 5, working satisfaction has partial and significant influence to turnover intention. Thus, the third hypothesis that states that working satisfaction has significant influence to turnover intention is accepted. This research result supports the result of previous research result conducted by Trisianie (2012) which also proves that working motivation has significant influence to turnover intention.

Prior to this, the researcher has assumed that employees who worked for long in CoAmoy were satisfied with the company, so CoAmoy paid less attention to them. Hence, it can be seen that dissatisfaction is what motivates the employees to resign from CoAmoy, as shown in the question "Are there positive values gained when working for the company" which is less homogenous than other questions that represent working motivation. Therefore, it can be understood that fulfilling employees' expectation can reduce the rate of turnover.

As a follow up of this research, the researcher will conduct reevaluation on the means to conduct to increase satisfaction level of employees when working, such as by providing complaint boxes in all stores. The employees can use this box to freely put their complaints in the field or working hours, among others by conducting a complaints box in every store, where the complaint box is employees can freely leave complaints regarding anything, including inappropriate implementation of system or conflict happens between employees. In addition to this, the company will hold weekly and monthly employee meetings, where the weekly meeting will be focused on discussing problems and challenges faced within the period, and the monthly

meeting will be focused on discussion performance of the employees per month and the company's revenue in the related month.

CONCLUSION AND SUGGESTION

Conclusion

From the discussion of research result, the researcher has concluded that compensation has significant influence to employees' turnover intention in the company. The results show that the influence of compensation as independent variable is more significant than other independent variables. Consequently, the company must do reevaluation on employees' compensation standard, in order to suppress the number of employees' turnover intention in the company.

Motivation has significant influence to employees' turnover intention in the company. Therefore, a deep analysis is needed to be conducted to explore the factors that can increase employees' motivation, in order to suppress the number of employees' turnover intention in the company.

Working satisfaction has significant influence to employees' turnover intention in the company, which is why a deep analysis is needed to be conducted to explore the factors that can increase employees' satisfaction, in order to suppress the number of employees' turnover intention in the company.

Suggestion

The researcher suggests future researchers to add some independent variables in order to know more what kind of factors can influence turnover intention. Furthermore, the researcher considers that since the samples of this research are the employees, the researcher realizes that some of them have compromised their answers.

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