

The Effect of Teamwork, Communication and Competence on the Performance of Purwosari District Employees, Pasuruan Regency with Motivation as an Intervening Variable

Indah Setyawati¹⁾; Nunung Nurastuti Utami²⁾

^{1, 2)} Postgraduate STIE Malangkucecwara Malang, Indonesia

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ABSTRACT

This study aims to investigate the direct and indirect effect of teamwork, communication, and competence on employee performance. This study also includes the motivation as an intervening variable. The number of sample of this study is the same with the population which is 30 employees of Purwosari District, Pasuruan Regency, and East Java, Indonesia. To analyze the data, this study used multiple linear regression by using SPSS Software. Results of this study show that only competence that has a significant effect both on employee performance and motivation. The teamwork and communication variables don't have significant effect both on motivation and employee performance. The motivation has a significant effect on employee performance. This study also found that motivation can mediate the influence of teamwork on employee performance. The motivation can't mediate the influence of communication and competence on employee performance.

Keywords: Teamwork, Communication, Competence, Motivation, Employee Performance

I. INTRODUCTION

Employee performance is basically the work results that can be achieved by employees in the organization concerned. Employee performance in carrying out their duties cannot be separated from personal factors and organizational environmental factors. Team work is an important factor for measuring employee performance. Nowadays, forming teamwork is considered the best solution to achieve success in an organization.

Teamwork is a group of individuals working together to achieve a common goal. This group of individuals must have clear rules and working mechanisms. It contains coordination and procedures that must be agreed upon by all team members. This is useful for maintaining harmony in a team so that individual and organizational performance can be achieved.

Various ways to improve employee work are creating a pleasant work atmosphere, creating harmonious communication whether verbal, written or using technological media, recognition of presentations and increasing employee resources such as courses and training. Communication is a process of achieving mutual understanding, communication itself can be carried out through written verbal communication or using technological media as a means of communication. Oral communication can be carried out through conversations between two or more people, discussions, meetings or seminars. Written skills include memos, letters, electronic mail, faxing, organizational bulletins and wall magazines. Meanwhile, communication uses technological media, including conversations via telephone, fax machine, internet, OHP and so on. With good communication, a leader can know and understand the obstacles faced by employees.

Apart from team work and communication, competence also influences performance. Competence refers to rational actions to fulfill certain specifications in carrying out tasks within the agency. It is said to be rational because it has a clear direction and purpose. Placing employees in positions that match their competencies is one of the determining factors in improving performance. Competence is the basic

characteristic of a person (individual) that influences the way of thinking and acting, makes generalizations about all situations faced and lasts for a long time in humans (Ruky, 2006: 128). Competence is a skill that a person has regarding all aspects of the work that will be carried out and these skills make him feel capable of achieving various goals in his work. Competence has the same meaning as the words ability, skill or expertise. Employees who have good work competencies will certainly find it easy to carry out all work responsibilities, be able to read situations and problems that occur at work and can provide appropriate responses and have good adjustments to the work environment.

Some studies that have explored the relationship between teamwork, communication, competence, and employee performance find that these factors have a significant positive impact on employee performance, while others suggest that they do not have a significant effect. Bismart research (2020) states that competency does not have a positive and significant impact on performance. Ferdiyatomoko's research (2023) states that teamwork and communication do not have a significant effect on employee performance. Therefore, a potential research gap could occur, indicating that teamwork, communication and competence do not have a significant influence on employee performance. However, it is important to note that the results of any study can depend on various factors such as context, sample size, and research methods used. Based on this, this research was conducted with motivation, among other things, to reconfirm the results of previous research.

Based on the background above, this research aims to examine the influence of teamwork, communication and competence on the performance of Purwosari District Employees, Pasuruan Regency with motivation as an intervening variable.

II. LITERATURE REVIEW

Employee Performance

According to Sinambela (2012: 5) performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. Performance is the appearance of a person's work in the form of quality or quantity in an organization. Performance can be the

appearance of individuals or work groups of employees. Three important things in performance are goals, measures and assessment. Determining the goals of each organizational unit is a strategy to improve performance. This goal will provide direction and influence what work behavior the organization expects from each personnel. But it turns out that goals alone are not enough, therefore we need to measure whether a personnel has achieved the expected performance. For this reason, quantitative and qualitative assessments of performance standards for each personnel task and position play an important role. The end of the performance process is the performance assessment itself which is linked to the process of achieving goals.

The indicators of employee performance are effectiveness and efficiency; authority and responsibility, discipline, and initiative (Prawirosentono, 2008:27). The effectiveness of an organization if the goals of an organization can be achieved in accordance with planned needs, efficiency is related to the amount of sacrifice made in achieving the goals. Authority is the authority that a person has to order other people (subordinates) to carry out the tasks assigned to each subordinate in an organization. Meanwhile, responsibility is an inseparable part or as a result of having that authority. When there is authority, it means that responsibility automatically arises. Discipline when complying with applicable laws and regulations. Employee discipline is the employee's obedience in respecting the employment agreement under which the employee works. Finally, a person's initiative is related to thinking power, creativity in the form of ideas for something related to organizational goals. Every initiative should receive attention or positive response from superiors.

Teamwork

Collaboration in teams is a necessity in realizing work success. Collaboration in teams will be a driving force that has energy and synergy for individuals who are members of team collaboration. Without good cooperation, brilliant ideas will not emerge. Sopiah (2008:42) defines teamwork as a form of group work with complementary skills and commitment to achieving pre-agreed targets to achieve common goals effectively and efficiently.

Several indicators to measure teamwork according to Sharma et al. (2012) are clear goals, be open and honest in communication, cooperative decision making, an atmosphere of trust, sense of

belonging, good listening skills, and participation of all members. Meanwhile, according to Sopiah (2008:43) indicators of teamwork are have a commitment to a common goal, enforce specific goals, correct performance evaluation and reward system, avoid social laziness and responsibility, leadership and structure, and develop high levels of mutual trust. In order to measure the teamwork, this study used indicators that state by Sopiah (2008:43).

Communication

Communication is essential for the growth of human personality. Communication is closely related to human behavior and conscious experience. Communication is the process of notification from one party to another, which can be in the form of plans, instructions, hints, suggestions and so on (Nitisemito, 2014:239. Mulyana (2014:68), communication is the transmission of information, ideas, emotions, skills, and so on using symbols, words, pictures, figures, graphs, and so on. Furthermore, Hutapea and Nurianna (2008:28) define communication as the process of an idea being transferred from one source to one or many recipients with the intention of changing their behavior. From these definitions it can be concluded that what is meant by communication in an organization is a process of conveying and receiving information either verbally, written or using communication tools from one party to another in the form of instructions, hints, and suggestions.

Effective communication according to Effendy (2001:60) is communication that causes effects related to thoughts, feelings, and creates an intention to act in a certain way in accordance with the goals to be achieved from what is communicated. The communication effects that arise on communicants can be classified as cognitive effects, effective effects, and conative effects. Cognitive effects are effects related to the mind. Reason and ratio, for example, people who previously did not know become aware, those who do not understand become understanding, those who were previously unaware become aware. Meanwhile, affective effects are effects related to feelings, such as feeling unhappy becoming happy, feeling embarrassed or afraid becoming brave, conative effects are effects that give rise to the intention to behave in a certain way in the sense of carrying out an action of a physical or physical nature. According to Hutapea and Nurianna (2008:28) communication indicators include knowledge, skills, and attitude.

Competence

Bozkurt (2011:22) defines competency as a set of behaviors that determine the level of performance in a particular work context (job, job role or group, function, or entire organization). Competence is a fundamental characteristic of an individual, namely the causes related to the reference criteria for effective performance. A competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation (Spencer dan Spencer, 2007:9).

There are five types of Competency Characteristics according to Spencer and Spencer (2007:9), they are motives, traits, self-concepts, knowledge, and skills. A motive is something a person consistently thinks or desires that causes an action. Motives encourage, direct, and select behavior toward certain actions or goals. Traits are physical characteristics and consistent responses to situations or information. Reaction speed and eye sharpness are physical characteristics of a fighter pilot's competence. Self-concept is a person's attitudes, values, or self-image. Self-confidence is a person's belief that people can be effective in almost every situation and is part of a person's self-concept. Knowledge is the information that people have in a specific field. Knowledge is a complex competency. Lastly, skills are the ability to do certain physical or mental tasks. Mental competence or cognitive skills include analytical and conceptual thinking.

Motivation

Motivation is an important thing that must be given to employees to raise their enthusiasm and passion for work. The following are the parts included in motivation. Moekijat (2010) stated that motivation is an understanding that contains all the driving forces, reasons or impulses within humans that cause humans to act. According to Manullang (2012), what is meant by motivation is something that encourages humans to act or a force that exists within them that causes them to do something. Based on several definitions put forward by the experts above, it can be concluded that motivation is a support given to someone who is the recipient of that support so that it is able to provide encouragement to that person to take action to achieve certain goals.

According to Maslow (1993:92), human needs are physiological needs, including the needs for food, clothing and shelter as well as biological

needs; security and safety needs, including the need for job security, freedom from fear or pressure, security from threatening events or environments; the need to have a social spirit and love (social), including the need for friendship, family, groups and interaction; the need for esteem, including the

need for self-esteem, status, dignity, honor and appreciation from other parties; and the need for self-actualization, including the need to fulfill one's existence (self-fulfillment) by maximizing the use of one's abilities and potential.

Conceptual Framework

Figure 1 describe the conceptual framework of this study.

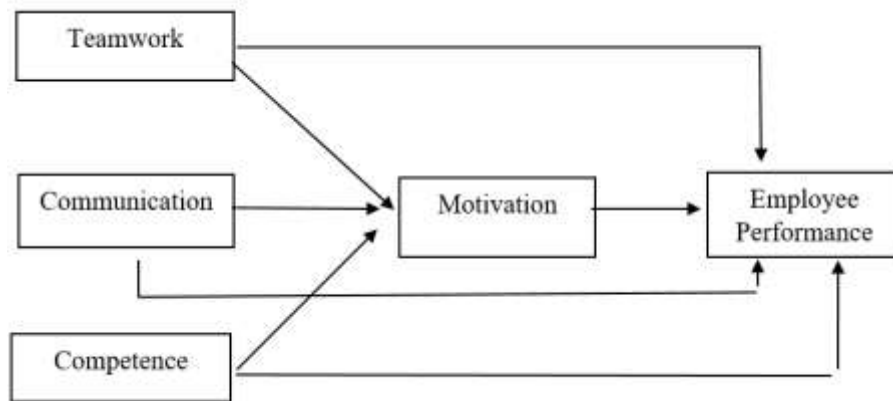


Figure 1
 Conceptual Framework

Based on the conceptual framework above, this study has 10 hypotheses as follows:

- H1: Teamwork has a significant effect on employee performance
- H2: Communication has a significant effect on employee performance
- H3: Competence has a significant effect on employee performance
- H4: Teamwork has a significant effect on motivation
- H5: Communication has a significant effect on motivation
- H6: Competence has a significant effect on motivation
- H7: Motivation has a significant effect on employee performance
- H8: Teamwork has a significant effect on employee performance through motivation
- H9: Communication has a significant effect on employee performance through motivation
- H10: Competence has a significant effect on employee performance through motivation

Research Method

The scope of this research is related to Human Resource Management, especially the relationship between the variables of teamwork,

communication, competence and performance. The population in this study were all employees of Purwosari District, Pasuruan Regency, totaling 30 employees. The sampling technique used was a census in which the entire population was sampled. Therefore, the number of respondents are 30 employees.

This study have three independent variables (teamwork, communication, competence), one dependent variable (employee performance), and one intervening variable (motivation). Analysis data of this study consists of validity and reliability test, classical assumption test, and hypotheses test. The hypotheses tests of this study have 4 steps. First step is to analyze the effect of teamwork, communication, and competence on employee performance. Second step is to analyze the effect of teamwork, communication, and competence on motivation. Third step is to analyze the effect of motivation on employee performance. The fourth step is to analyze effect of teamwork, communication, and competence on employee performance through motivation.

III. RESULTS AND DISCUSSION

The number of respondents in this research were 30 employees of Purwosari District,

Pasuruan Regency. Based on gender, the majority of respondents were male at 73.3%, while female employees were at 26.7%. Based on age, the majority of respondents were less than 30 years old, namely 30%. This age is a very productive age. Based on education level, the majority of respondents, namely 50%, had bachelor's degree. This shows that the quality of work of the respondents is quite good. Based on length of work, the majority of respondents' work period was more than 8 years, namely 63.3%. This could mean that the respondent's work experience is getting longer and of course this has an impact on good performance as well.

Validity test results for the variables Teamwork (X1), Communication (X2), Competence (X3), Employee Performance (Y), and Motivation (Z) show that the calculated r value is greater than the r-table with a sig value (2 tailed) < 0.05. Thus it can be concluded that all variables are valid. Reliability Test is a measuring tool for measuring a questionnaire which is an indicator of a variable. If Cronbach alpha > 0.60 it can be said to be reliable and if the Cronbach alpha value < 0.60 it can be said to be unreliable. The following are the results of Cronbach alpha for the variables teamwork, communication, competence, motivation, and employee performance.

Table 1
 Result of Reliability Test

No.	Variable	Cronbach Alpha	Item	N
1.	Teamwork (X1)	0.759	6	30
2.	Communication (X2)	0.687	5	30
3.	Competence (X3)	0.820	3	30
4.	Employee Performance (Y)	0.841	5	30
5.	Motivation (Z)	0.798	5	30

Based on the results in table 1 above, all variables have a Cronbach Alpha value of more than 0.6. Thus it can be concluded that all statements in this research questionnaire are declared reliable or appropriate. This study used

normality, heteroscedasticity, and multicollinearity tests for the classical assumption. Figure 2 and 3 below describe the results of normality and heteroscedasticity tests.

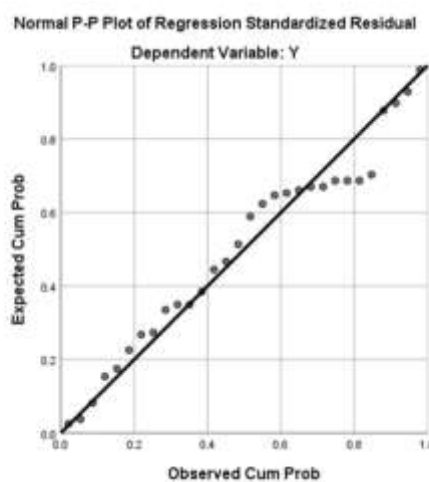


Figure 2
 Result of Normality test

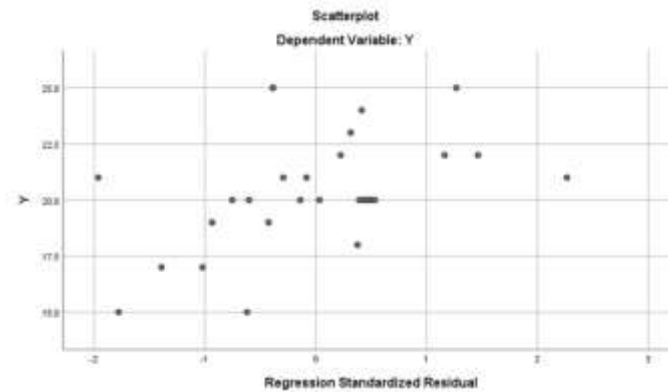


Figure 3
 Result of Heteroscedasticity test

From the P – Plot image on figure 2, it can be seen that the distribution of data follows a linear line, so it can be said that the processed data is a residual that is normally distributed so that the normality test is fulfilled. The test results on figure 3 show that the scatterplot does not form a

particular pattern so it can be concluded that the model in this study meets the requirements to be a good model so that the heteroscedasticity assumption is met. The result of multicollinearity test can be seen in the table 2 below.

Table 2
 The result of multicollinearity test

Variable	Tolerance	VIF
Teamwork (X1)	0.381	2.626
Communication (X2)	0.345	2.901
Competence (X3)	0.352	2.837
Motivation (Z)	0.357	2.799

Based on the tests presented in the Multicollinearity Test table, it can be seen that each independent variable has a Tolerance value > 0.10 and a VIF value < 10.00. So it can be concluded that there is no multicollinearity problem.

There are four steps to test the hypotheses. The first step is to analyze the effect of teamwork, communication, and competence on employee performance. Table 3 and 4 below describe the result of the analysis.

Table 3
 The value of R Square

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869 ^a	0,756	0,728	1,318
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Table 4
 Coefficient Value

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	-3,195	2,867		-1,114	0,275
	X1	0,063	0,149	0,062	0,420	0,678
	X2	0,345	0,225	0,253	1,538	0,136
	X3	1,201	0,237	0,644	5,073	0,000
a. Dependent Variable: Y						

Based on the statistical test results in table 3 above, the R square value is 0.756. This shows that the contribution of X1 (Teamwork), X2 (Communication), and X3 (Competency) to Y (Employee Performance) is 75.6%, while the remaining 24.4% is influenced by other variables not included in this research. The significance value in table 4 shows that variable X1 (Teamwork) has a value of 0.678 which is greater than 0.05, meaning that teamwork does not have a significant influence on employee performance. The communication variable (X2) has a Sig value. 0.136 is greater than 0.05, which means it has no significant effect on employee performance. The competency variable (X3) has a Sig value. 0.000 is

smaller than 0.05, which means that competence has a significant effect on employees. This means that the improving the quality of teamwork and communication do not improve the employee performance. On the other hand, the improving the competence of the employee will also improve or increase the employee performance. It can be concluded that the hypotheses 1 and 2 are rejected, while hypotheses 3 is accepted.

The second step of the analysis is analyze the effect of teamwork, communication, and competence on motivation of employees of Purwosari District, Pasuruan Regency. Table 5 and 6 below are the result of this analysis.

Table 5
R Square Value
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	0.643	0.602	1.300

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Z

Table 6
Coefficient Value

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.920	2.827		1.387	0.177
	X1	0.282	0.147	0.340	1.914	0.067
	X2	-0.086	0.221	-0.077	-0.388	0.701
	X3	0.963	0.233	0.633	4.126	0.000
a. Dependent Variable: Z						

Based on the statistical test results in table 5 above, the R square value is 0.643. This shows that the contribution of X1 (Teamwork), X2 (Communication) and X3 (Competence) to Z

(Motivation) was 64.3%, while the remaining 35.7% was influenced by other variables not included in this research. The significance value in table 6 shows that variable X1 (Teamwork) has a

value of 0.067 which is greater than 0.05, meaning that teamwork does not have a significant influence on motivation. The communication variable (X2) also has a Sig value. 0.701 is greater than 0.05 which also means it has no significant effect on motivation. The competency variable (X3) has a Sig value. 0.000 is smaller than 0.05, which means that competence has a significant effect on motivation. This results can be explained that the improving or decreasing the quality of teamwork

and communication, it cannot increase or decrease the employee motivation. Competence has an effect on motivation, it means that if competency of employee is improved, so that the motivation also improved. Therefore, the hypotheses 4 and 5 is rejected, while hypotheses 6 is accepted.

The third step is to analyze the effect of motivation on employee performance. Table 7 and 8 below describe the effect of motivation on employee performance.

Table 7
R Square Value

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	0,637	0,624	1,550
a. Predictors: (Constant), Z				
b. Dependent Variable: Y				

Table 8
Coefficient Value

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0,129	2,945		-0,044	0,965
	Z	0,979	0,140	0,798	7,003	0,000
a. Dependent Variable: Y						

Based on the statistical test results in table 7 above, the R square value is 0.637. This shows that the contribution of Z (Motivation) to Y (Employee Performance) is 63.7%, while the remaining 36.3% is influenced by other variables not included in this research. The significance value in table 8 shows that the motivation variable in this research has a significant effect on employee performance because it has a sig value. 0.000 is smaller than 0.05. It means that if the motivation is improved, then the employee performance is also improved. It can be concluded that hypotheses 7 is accepted.

The last step is to analyze the indirect effect, the effect of teamwork, communication, and competence on employee performance through motivation. It is known that the value of the direct influence that X1 has on Y is 0.062, while the indirect influence of X1 through Z on Y is the product of the beta value of X1 on Z and the beta of Z on Y, namely: 0.340 So the total influence that

X1 has on Y is the direct influence plus the indirect influence, namely $0.062 + 0.271 = 0.333$. Based on the calculation results, it is known that the value of the indirect influence of X1 on Y (0.271) is greater than the direct influence of X1 on Y (0.062), so it can be concluded that motivation mediates the influence of teamwork on employee performance. High motivation stimulates individuals to give their best in their tasks and work. When someone has a strong goal and feels motivated to achieve it, they will work with greater passion and dedication. This motivation encourages individuals to overcome challenges and face obstacles with great determination, which ultimately improves their performance. Therefore, the hypotheses 8 is accepted.

It is known that the value of the direct influence that X2 has on Y is 0.253, while the indirect influence of X2 through Z on Y is the product of the beta value of X2 on Z and the beta of Z on Y, namely: -0.077 So the total influence that

X1 has on Y is the direct influence plus the indirect influence, namely $0.253 + (-0.061) = 0.192$. Based on the calculation results, it is known that the value of the indirect influence of X2 on Y (-0.061) is smaller than the direct influence of X2 on Y (0.253), so it can be concluded that motivation does not mediate the influence of communication on employee performance. Thus it can be concluded that organizations should focus more on employee motivation to improve their performance. Employee motivation can be increased by better meeting the physiological needs, security and safety needs, social needs, esteem needs, and self-actualization needs of employees. Therefore, the hypotheses 9 is rejected.

It is known that the value of the direct influence that X3 has on Y is 0.644, while the indirect influence of X3 through Z on Y is the product of the beta value of X3 on Z and the beta of Z on Y, namely: 0.633 So the total influence that X3 has on Y is the direct influence plus the indirect influence, namely $0.644 + 0.505 = 1.149$. Based on the calculation results, it is known that the value of the indirect influence of X3 on Y (0.505) is smaller than the direct influence of X3 on Y (0.644), so it can be concluded that motivation does not mediate the influence of competence on employee performance. So organizations can improve performance by focusing separately on competence and motivation. Competence can be improved through training, further study, and other activities, while motivation can be increased through increasing physiological needs, security and safety needs, social needs, esteem needs, and self-actualization needs. Therefore, the hypotheses 10 is rejected.

IV. CONCLUSION

The research results show that teamwork and communication do not have a significant effect on employee performance, while competence has a significant effect on employee performance. Teamwork and communication do not have a significant effect on motivation, while competence has a significant effect on motivation. Motivation has a significant effect on employee performance and mediates the effect of teamwork on employee performance. Motivation in this research does not mediate the influence of communication and competence on employee performance. It is necessary to suggest to the leadership of Purwosari District, Pasuruan Regency to improve relations and communication between employees, superiors and fellow employees by

holding informal activities such as outings, employee days, outbound or family gatherings.

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