International Journal of Economics, Management and Accounting

ISSN: 2988-7615 | 2023(4)
Page **295-308**

Research Article

Dora Oktaviana[1]*, Kiki Farida Ferine[2]

The Effect of Transfers and Position Promotions on Employee Performance with Career Development as an Intervening Variable for BPJS Employment Medan Raya

*Corresponding Author: **Dora Oktaviana:** Universitas Pembangunan Panca Budi; dora_oktaviana@gmail.com
Kiki Farida Ferine: Universitas Pembangunan Panca Budi; kikifarida@dosen.pancabudi.ac.id

Received: Sept 18, 2023; **Accepted:** Sept 21, 2023; **Online:** Sept 29, 2023. | DOI: https://doi.org/10.47353/ijema.v1i4.59

Abstract: *In this study, the researcher wanted to see the effect of Transfers and Position Promotions on Employee Performance with Career Development as Intervening Variables. This research used associative quantitative research. research of all populations so that researchers used saturated sample techniques. This study uses the Smart PLS device to calculate the results of this study. This research model uses Path analysis. Based on the results of the research that has been carried out and the data analysis as explained in the previous chapter, the following conclusions are conveyed from the results of the research as follows: Mutations have a positive and significant effect on employee performance. Mutations have a positive and significant effect on Career Development. Career Development has no significant positive effect on Employee Performance. Position Promotion has a positive and significant effect on Employee Performance. Promotion has a positive and significant effect on Career Development. Mutations have a positive and insignificant effect on Employee Performance through Career Development with. Promotion has no significant positive effect on Employee Performance through Career Development.*

Keywords: *transfer, promotion, career development, employee performance.*

Introduction

Companies have positions in their respective divisions, especially in BPJS Employment, there are many parts of BPJS Employment, and transfers, and position promotions will require employees to work even better in order to be promoted. As for employees being transferred, is it the company's policy? will be terminated or transferred to enable someone to work better. BPJS Employment has career development that is able to create good and superior employees. According to Nitisemito (2013), the definition of mutation is the activity of company leaders to move employees from one job to another job that is considered at the same level or level. Furthermore, Hasibuan (2014) stated that mutation is a change in position/position/place/work carried out both horizontally and vertically within an organization. Basically, mutation is included in the employee development function, because the aim is to increase the efficiency and effectiveness of work within the company (government). According to Moekijat (2013), a mutation is a change from a position in one class to a position in another class whose level is not higher or lower (which is the same level) in the salary plan.

According to Werther and Davis (1989), a promotion occurs when an employee is given a higher position than the previous one accompanied by high rewards and full responsibility for what they do. The higher a person's position, the greater the risk they bear, so that person must take full responsibility for what they do. Meanwhile, Hasibuan (2014) stated that the job promotion process is a condition where the authority and responsibility for the position received is higher than before and is followed by an increase in obligations, rights, status and income. Career development has a very large existence for private and government companies because career development is a benchmark for employees in carrying out their career development.

Career development is basically oriented towards the development of the organization/company in responding to future business challenges. Every organization/company must accept the fact that its existence in the future depends on human resources (Nawawi, 2016). Performance is a function of motivation, skills and role perception (Stoner, 1989). In addition, Bernardin and Russell (1993) stated that performance is the achievement of results obtained from certain job functions or activities over a certain period of time. Handoko (2013) stated that performance is the process by which an organization evaluates or assesses employee work performance. The phenomenon that occurs at BPJS Employment Binjai Branch is that workers are transferred (transferred) which results in reducing the workforce and forcing other workers to do the work of employees who have been transferred with the promise of being promoted with a promotion and becoming an example for career development for employees. , in order to create good employee performance, but this does not last long because fatigue will lead to laziness in doing the work they are responsible for, thus asking them to look for other employees to fill the empty places. The transfers were made due to a lack of alertness towards work and a lot of playing and relaxing while working resulted in work being neglected.

Literature Review

Mutation

Staff transfers are intended to develop the employees concerned. Apart from eliminating the boredom of employees who carry out only that work, staff transfers are intended to guarantee self-confidence and the compensation that must be given to employees (Sedarmayanti, 2017). Another definition according to Hasibuan (2014) states as follows: "Mutation is a change in position/position/place/work carried out both horizontally and vertically (promotion/demotion) within an organization.

Mutation Indicator

Indicators for job transfers according to Hasibuan (2014) are as follows:

a. To fulfill the wishes of the employee concerned;
b. To meet the shortage of personnel in other units/sections;
c. To place employees according to their skills, abilities and fields.
d. To increase trust and recognition regarding employees' abilities and skills to occupy higher positions.

Position Promotion

According to Ardana, et al. (2013) promotion can be interpreted as a process of changing from one job to another job in a higher hierarchy of authority and responsibility compared to the authority and responsibility that had been imposed on the workforce previously.

Position Promotion Indicators

In order to implement a promotion program for workers, it is necessary to determine the criteria first. Promotion criteria should be used as a standard in determining who has the right to be promoted. Therefore, the criteria that have been set can guarantee that workers who will be promoted will have the ability to hold a higher position than their previous position (Ardana, 2013). However, there are several indicators that need to be considered in order to promote labor, including the following:

1. Seniority. In many cases, the seniority level of the workforce is often used as a standard for promotional activities.

2. Educational Qualification. Even though it is very rare, there are also companies that make the minimum criteria for the level of education of the workforce concerned in order to be promoted to certain positions.
3. Work performance. Almost all companies use this as one of the criteria for promotional activities.
4. Loyalty Level. The level of employee loyalty to the company is often one of the criteria for promotional activities.
5. Honesty. Especially in positions related to finance, production, marketing and the like, honesty criteria are considered very important.
6. Supelitas. In certain types of jobs/positions, social skills may be required, so the criteria for the ability to get along with other people need to be used as one of the standards for promotion to that job/position.

Career development

Career development is an organizational activity in preparing an employee to occupy the positions that are available and formed in the organization concerned both now and in the future Sihotang (2016). Career development is personal improvement that a person strives for to achieve personal career plans. Career development is the process of increasing individual work abilities achieved in order to achieve the desired career. Career development is basically oriented towards the development of the organization/company in responding to future business challenges. Every organization/company must accept the fact that its existence in the future depends on human resources (Nawawi, 2016).

Career Development Indicators

Career development indicators according to Sihotang (2016) are:

1. Organizational policies
   It is the most dominant in influencing the career development of an employee in the company.
2. Work performance
   Work performance is an important part of an employee's career development. Employees who have good work performance in the company usually get promotions, because work performance is a reference for the organization in carrying out career development.
3. Educational background
   Educational background is one of the reference materials for companies to improve an employee's career. The higher an employee's educational background, the greater the hope for career advancement, and conversely, the lower an employee's educational level, the more difficult it will be to develop his career.
4. Training
   Training is a facility that employees receive from the company to help improve the quality of work and careers in the future.
5. Work experience
   Work experience is an important part of career development that is useful for being able to make contributions in various job positions.
7. Loyalty to the organization.
   Loyalty to the organization is the level of loyalty or loyalty of an employee to the company, the longer the employee works for the company, the higher the loyalty. Loyalty or allegiance is also useful for reducing employee turnover.
8. Sociability and human relationships
   It is a person's need to be respected and recognized by both the internal and external environment of the company.

Employee performance

According to Mangkunegara (2016), employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. Robbin (2016) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

Employee Performance Indicators

According to Robbins (2016) performance indicators are a tool for measuring the extent of employee performance achievements. The following are several indicators for measuring employee performance:

1. Work quality;
2. Quantity;
3. Punctuality;
4. Effectiveness;
5. Independence.

Method

This type of research can be classified as casual associative quantitative research. According to Sugiyono (2017) quantitative research is used to examine populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing predetermined hypotheses. The location of the research was the BPJS Employment Office in Medan Raya.

According to Sugiyono (2017), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn." Based on this research, the population in the organization is 100 employees, so a saturated sampling technique is used because the researcher uses the entire population so the sample technique used is a saturated sample. The source of data obtained by the author uses one primary data source.

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, we will see how big the correlation is between the indicator and its latent construct. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct to be measured. However, for research in the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2014). Apart from

that, at this stage we see how much value each variable has. So it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2014).

b. Discriminant Validity

This validity test explains whether two variables are different enough from each other. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Apart from that, another way to fulfill the discriminant validity test can be seen in the cross loading value (how big the correlation value is between the indicators that measure the variable). The cross loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2014).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q2 value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than

the t table. According to (Latan and Ghozali, 2014) the t table value criteria is 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Indicators that have an individual correlation value greater than 0.7 are considered valid but are at the research development stage. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in the following figure:

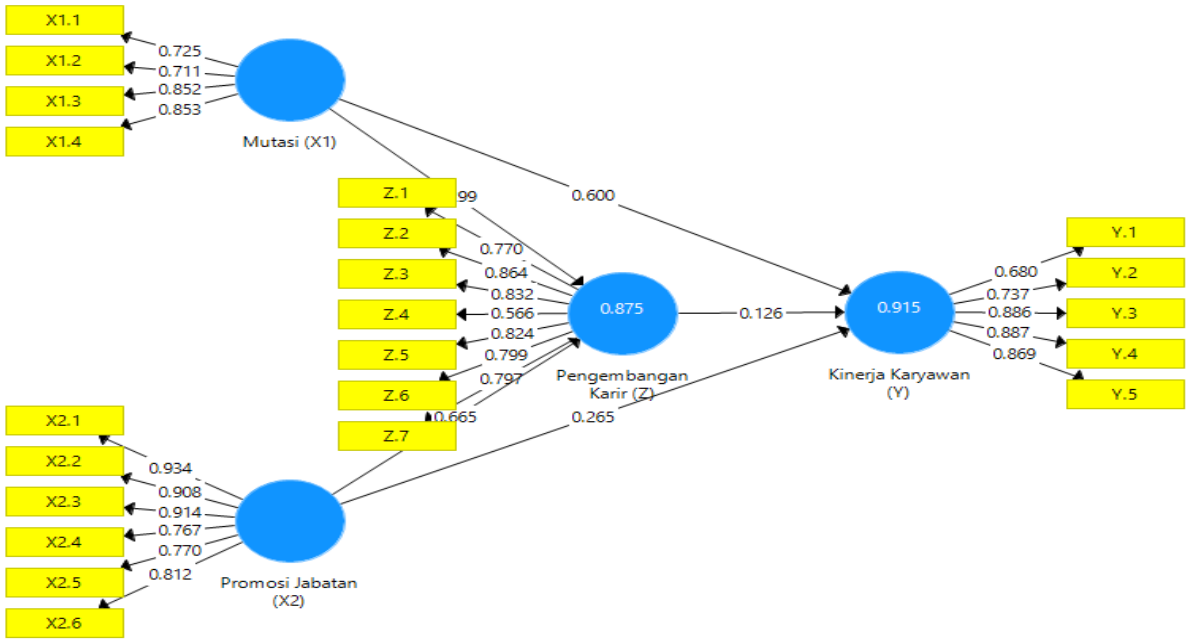

Figure 1. Outer Model Stage 1

Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings Stage 1

Table 1. Outer Loadings stage 1

	Employee Performance (Y)	Mutation (X1)	Career Development (Z)	Position Promotion (X2)
X1.1		0.725		
X1.2		0.711		
X1.3		0.852		
X1.4		0.853		
X2.1				0.934
X2.2				0.908
X2.3				0.914
X2.4				0.767
X2.5				0.770
X2.6				0.812
Y.1	0.680			
Y.2	0.737			
Y.3	0.886			
Y.4	0.887			
Y.5	0.869			
Z.1			0.770	
Z.2			0.864	
Z.3			0.832	
Z.4			0.566	
Z.5			0.824	
Z.6			0.799	
Z.7			0.797	

Source: Smart PLS 3.3.3

It can be seen in the table above that a loading factor is valid when the indicator value is greater than 0.7. With this explanation, it can be seen that all indicators are greater than 0.7 and there are some indicators that are invalid, namely indicators Y.1 and Z.4 for Carrying out the next stage of research, invalid indicators must be deleted in order to see whether all indicators are valid. This calculation will be repeated but not using indicators Y.1 and Z.4.

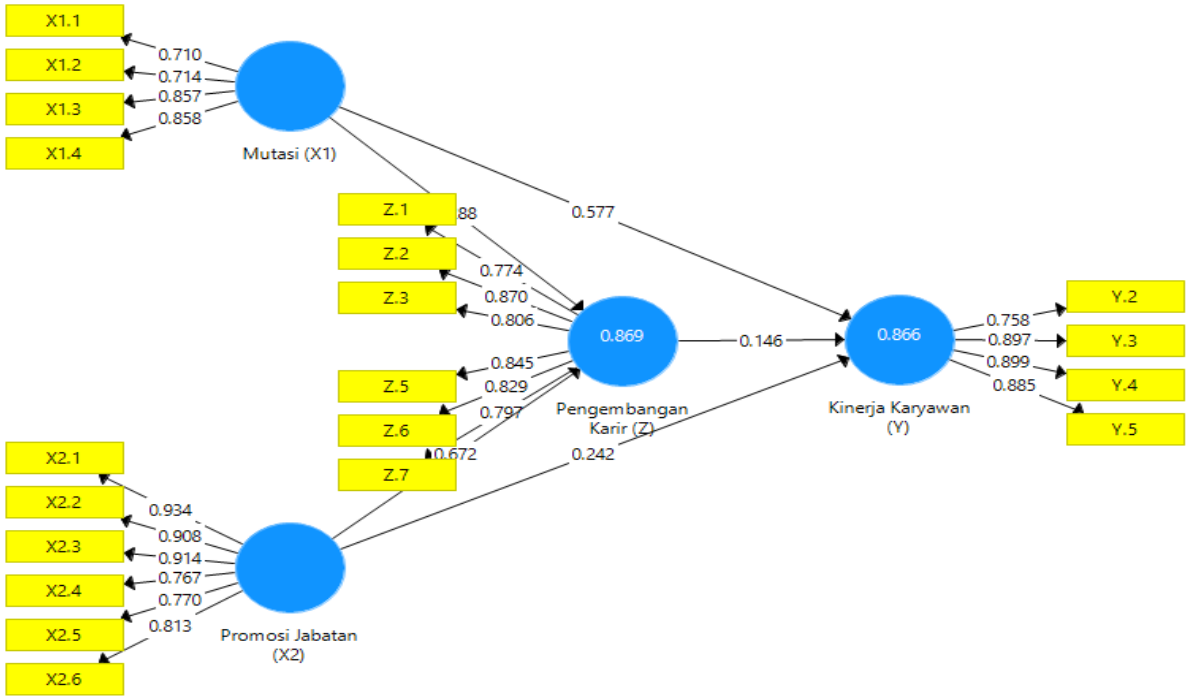

Figure 2. Outer Model Stage 2

Source: Smart PLS 3.3.3

In this study there is an equation and the equation consists of two substructures for substructure 1:

$Z = b1X1 + b2X2 + e1$

$Z = 0.288\ X1 + 0.672X2 + e1$

For substructure 2:

$Y = b3X1 + b4X2 + b5Z + e2$

$Y = 0.577X1 + 0.242X2 + 0.146Z + e2$

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings Stage 2.

Table 2. Outer Loadings stage 2

	Employee Performance (Y)	Mutation (X1)	Career Development (Z)	Position Promotion (X2)
X1.1		**0.710**		
X1.2		**0.714**		
X1.3		**0.857**		
X1.4		**0.858**		
X2.1				**0.934**
X2.2				**0.908**
X2.3				**0.914**
X2.4				**0.767**
X2.5				**0.770**
X2.6				**0.813**
Y.2	**0.758**			

	Employee Performance (Y)	Mutation (X1)	Career Development (Z)	Position Promotion (X2)
Y.3	**0.897**			
Y.4	**0.899**			
Y.5	**0.885**			
Z.1			**0.774**	
Z.2			**0.870**	
Z.3			**0.806**	
Z.5			**0.845**	
Z.6			**0.829**	
Z.7			**0.797**	

Source: Smart PLS 3.3.3

In stage 2, the calculation of the two loading factors with a value greater than 0.7 means that all indicators are valid after removing invalid indicators, namely Y.1 and Z.4, because all the indicators are valid, further research can be carried out to determine the results. this research.

2. Discriminate Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following are the cross loading values for each indicator:

Table 3. Discriminant Validity

	Employee Performance (Y)	Mutation (X1)	Career Development (Z)	Position Promotion (X2)
X1.1	0.567	0.710	0.634	0.660
X1.2	0.758	0.714	0.671	0.660
X1.3	0.773	0.857	0.678	0.679
X1.4	0.756	**0.858**	0.746	0.720
X2.1	0.803	0.816	0.860	**0.934**
X2.2	0.757	0.764	0.831	0.908
X2.3	0.817	0.849	0.891	0.914
X2.4	0.586	0.546	0.621	0.767
X2.5	0.698	0.684	0.773	0.770
X2.6	0.792	0.717	0.702	0.813
Y.2	0.758	0.714	0.671	0.660
Y.3	0.897	0.836	0.758	0.781
Y.4	**0.899**	0.845	0.846	0.791
Y.5	0.885	0.744	0.715	0.778
Z.1	0.681	0.723	0.774	0.704
Z.2	0.759	0.761	**0.870**	0.771

	Employee Performance (Y)	Mutation (X1)	Career Development (Z)	Position Promotion (X2)
Z.3	0.791	0.723	0.806	0.769
Z.5	0.665	0.667	0.845	0.780
Z.6	0.683	0.716	0.829	0.743
Z.7	0.697	0.683	0.797	0.765

Source: Smart PLS 3.3.3

It can be seen in table 3 above that the indicators in the research variables have a cross loading value that is greater than the cross loading of other variables. This can be explained that the cross loading of the Employee Performance variable is greater than other variables, the cross loading of mutations is greater than other variables, the cross loading of Development Career is greater than other variables, cross loading of the Position Promotion variable is greater than other variables. meaning that cross loading is discriminantly valid.

3. Composite reliability

The next test determines the reliability value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability value, the reliable value can be seen in the variable construct value with Cronbach's alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	**0.883**	**0.920**	**0.743**
Mutation (X1)	**0.793**	**0.867**	**0.621**
Career Development (Z)	**0.903**	**0.925**	**0.674**
Position Promotion (X2)	**0.924**	**0.941**	**0.729**

Source: Smart PLS 3.3.3

Based on table 4 above, it shows that the Average Variance Extracted (AVE) for each employee performance variable, transfer, career development and position promotion with a value for each variable is greater than 0.5. It can be concluded that each variable has a fairly high discriminant validity value. It can be seen from the table above that the composite reliability value is greater than 0.60, which means that each variable has a greater composite reliability value, so it can be concluded that each variable has a high level of reality. In the table above, a Cronbach's alpha value greater than 0.70 states that the respective variables have met the Cronbach's alpha requirements, so it can be concluded that the indicators used meet the requirements and have high discriminant validity in compiling their respective variables.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.866	0.862
Career Development (Z)	0.869	0.866

Source: Smart PLS 3.3.3

Based on table 5 above, it shows that the R square value for the Employee Performance variable is 0.866, the percentage value is 86.6%, which means that the R square value comes from the influence of transfers, position promotions and career development on employee performance with the remaining percentage value being 86.6%. 13.4% is in other variables. For the R square value of the career development variable, it is 0.869 with a percentage value of 86.9%, meaning that the R square value has the influence of mutation, position promotion on career development with a value of 86.9% and the remaining 13. 1% is in other variables.

2. Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

Table 6. Model Fit

	Saturated Model	Estimation Model
SRMR	0.084	0.084
d_ULS	1,467	1,467
d_G	1,532	1,532
Chi-Square	643,223	643,223
NFI	0.874	0.874

Source: Smart PLS 3.3.3

The goodness of fit test results of the PLS model in table 5 below show that the NFI value of 0.874 means FIT. Thus, from these results it can be concluded that the model in this study has a high goodness of fit and is suitable for use to test research hypotheses.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics

and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the direct influence Path Coefficients results:

Table 7. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Transfer (X1) -> Employee Performance (Y)	0.577	6,553	**0,000**	**Accepted**
Mutation (X1) -> Career Development (Z)	0.288	4,085	**0,000**	**Accepted**
Career Development (Z) -> Employee Performance (Y)	0.146	1,472	**0.142**	**Rejected**
Position Promotion (X2) -> Employee Performance (Y)	0.242	2,564	**0.011**	**Accepted**
Position Promotion (X2) -> Career Development (Z)	0.672	10,102	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

Based on table 7 above, if the hypothesis is accepted then the P value must be smaller than 0.05 and the research above consists of 5 hypotheses. It is stated that the hypotheses that have a positive and significant effect are only 4 hypotheses whose significance is smaller than 0.05 and 1 hypothesis which is not significant.

Table 8. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Transfer (X1) -> Career Development (Z) -> Employee Performance (Y)	0.042	1,281	**0.201**	**Rejected**
Position Promotion (X2) -> Career Development (Z) -> Employee Performance (Y)	0.098	1,474	**0.141**	**Rejected**

Source: Smart PLS 3.3.3

Based on indirect research, we can see in the table above that the p values show a value greater than 0.05, so it can be concluded that the hypothesis is rejected and career development is not an intervening variable because it cannot have a significant indirect effect.

Closing

Conclusion

1. Mutations have a positive and significant effect on employee performanceat the BPJS Employment Office in Medan Raya.

2. Mutations have a positive and significant effect on career developmentat the BPJS Employment Office in Medan Raya.
3. Career Development has a positive and insignificant effect on Employee Performanceat the BPJS Employment Office in Medan Raya.
4. Position Promotion has a positive and significant effect on Employee Performanceat the BPJS Employment Office in Medan Raya.
5. Position Promotion has a positive and significant effect on Career Developmentat the BPJS Employment Office in Medan Raya.
6. Mutations have a positive and insignificant effect on employee performance through career developmentat the BPJS Employment Office in Medan Raya.
7. Position Promotion has a positive and insignificant effect on Employee Performance through Career Developmentat the BPJS Employment Office in Medan Raya.

Suggestion

1. When an organization wants to transfer someone in their job, the organization must be able to see what mistakes they made if they made mistakes or the strengths that caused the employee to be transferred so that organizational balance is maintained.
2. Job promotions must have conditions to be promoted and organizations must tighten these conditions to promote employees to promotions so that they get better employees.
3. Organizations must carry out comprehensive training to develop employee abilities for employee and organizational career development.
4. Employee performance must be monitored properly to control employee work and avoid losses.

References

Ardana, Komang dkk. (2013). Manajemen Sumber Daya Manusia. Graha Ilmu. Yogyakarta

Bernardin, H.J. & Russel, J.E.A (1993). Human Resource Management an experiental approach. Singapore: Mc Graw-Hill, Inc.

Bintoro dan Daryanto (2017) Manajemen Penilaian Kinerja Karyawan, Penerbit Gaya Media

Ghozali, Imam. (2014). Structural Equation Modeling Metode Alternatif dengan Partial Least Square (PLS) Edisi 4. Universitas Diponegoro, Semarang.

Hair, J. F. et. al. 2017. A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). SAGE Publications, Los Angeles.

Handoko, T. Hani. 2013. Manajemen Personalia dan Sumber Daya Manusia. Yogyakarta: BPFE Yogyakarta.

Hasibuan, Malayu SP. (2014). Manajemen Sumber Daya Manusia, Cetakan keempatbelas, Jakarta, Penerbit: Bumi Aksara.

Mangkunegara. 2016. Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT. Remaja Rosdakarya.

Moekijat, 2013, Manajemen Kepegawaian Dan Hubungan Dalam Perusahaan, Edisi Ketiga, Alumni Bandung.

Nawawi, Hadari. (2016). Evaluasi dan manajemen kinerja di lingkungan perusahaan dan industri. Yogyakarta: Gadjah Mada Univercity Press.

Nitisemito, 2013, Manajemen Personalia. Cetakan ke 9. Edisi ke 4. Jakarta: Ghalia Indonesia.

Ranupandojo. 2014. Manajemen Sumber Daya Manusia. BPFE, Yogyakarta.

Sedarmayanti. 2017. Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja. PT Refika Aditama. Bandung.

Sekaran, Uma. 2014. Metodologi Penelitian Untuk Bisnis (Research Methods for Business) Buku 1 Edisi 4. Jakarta: Salemba Empat.

Sihotang, 2016. Manajemen Sumber Daya Manusia (Cetakan I), Jakarta: PT. Pradenya paramitha,

Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta, CV.