



THE EFFECT OF EMOTIONAL INTELLIGENCE, WORK ATTITUDE AND WORK MOTIVATION ON THE PROMOTION OF PEGAWAI POSITION IN THE ENVIRONMENT OF THE DIRECTORATE GENERAL OF THE POTENTIAL OF DEFENSE OF THE MINISTRY OF DEFENSE, RI

Mochammad Subagio
Universitas Negeri Jakarta
Email: bagiolab83@yahoo.co.id

ABSTRACT

The purpose of this study was to determine the effect of Emotional Intelligence, Work Attitude, and Work Motivation on the Employees Job Promotion of the Directorate General of Defense Potential of the Ministry of Defense The number of samples in this study was 90 people who was employees of the Directorate General of Defence Potentials, Ministry Of Defence RI. The technique of data analysis used was descriptive statistics and multiple linear regression analysis.

The measurement in this study was done by giving the value of each statement item from all variables using a Likert scale. The result of data questionnaire were analyzed, such as: description of data, testing of research requirements, including normality test, homogeneity test, and linearity test. In order to prove the influence of variables on this study, it was implemented by the techniques of data analysis with path analysis.

The conclusion of the results of this study could be stated : partially emotional intelligence had a significant effect on promotion, meaning that if emotional intelligence is better, it will lead to greater opportunities for employees to be promoted to higher positions. The attitude of work had a significant effect on promotion, meaning that if an improved work attitude would lead to an increase in the chances of an employee for promotion. Work motivation has a significant effect on promotion, meaning that if the quality of work motivation was high, the opportunity for promotion was greater. While simultaneously emotional intelligence, work attitudes, and work motivation had a significant effect on the promotion of the employee's position at the Directorate General of Defence Potential, Ministry of Defence RI.

Keywords: *Emotional Intelligence, Work Attitude, Work Motivation and Job Promotion.*

Received: 28 February 2024

Accepted: 1 April 2024

Publish: June 2024

How to Cite:

Subagio, M. (2024). The Effect of Emotional Intelligence, Work Attitude and Work Motivation on The Promotion of Pegawai Position in The Environment of The Directorate General of The Potential of Defense of The Ministry of Defense, RI. *International Journal of Human Capital Management*, 8 (1), 16-26. <https://doi.org/10.21009/IJHCM.08.01.3>

INTRODUCTION

Human resources (HR) have a very important role in an organization, so organizations should have good human resources, especially quality human resources. Human resources here are employees or employees who are the main assets in an organization, so it needs to be fostered in order to produce quality employees who are able to achieve the goals of the organization. It is appropriate for the organization to treat its employees or employees humanely, because it needs to be realized that employees or employees are living beings who have different characteristics, self-esteem, interests and motivations in carrying out their duties to improve the quality of work of employees or better employees.

In a special Ministry of Defense Office organization the Directorate General of Defense Potential (Ditjen Potthan) as a government institution has the task of formulating and implementing policies and technical standardization in the field of the implementation of military defense potential. This can be seen from the duties of the Directorate General of Defense Potential that there is a need for supervision by the personnel department for employees or employees in carrying out work tasks aimed at assessing the work of employees so that employees will be able to improve their performance. With the increase in work required, these employees can be promoted so that employees can further improve the quality of their work.

Job promotions expected by all employees will be carried out that have been awaited and must have an objective assessment based on the knowledge and skills of the employees. Empty positions come from employees who carry out transfers, retire and employees who are revoked for other reasons such as attending education or assignment. This resulted in the limited number of positions available, so that some of the proposed employees did not get new higher positions. Sources of proposals from officials came from these units and from other units in the Ministry of Defense as well as from TNI Headquarters.

Employees of the Directorate General of Potthan Ministry of Defense are trying to get a promotion by maximizing their skills, skills, abilities, and energy at work. Increasing qualifications is very important for every employee so that they have an advantage over other employees. The tight competition in promotion will make employees rethink their opportunities and opportunities to be promoted to higher positions. And it is also necessary to do Knowledge Ability Tests aimed at increasing emotional intelligence for employees, so that employees can master and manage themselves and the ability to build relationships with others. The staff of the Directorate General of Defense is very much associated with other units and agencies in carrying out their duties. The ability to communicate and coordinate DG Directorate staff is very influential in the successful implementation of tasks. And it is necessary to also assess the work attitude of employees while doing work and also there must be a commitment between employees and organizations so that employees have the certainty of the status of their work. This is also not independent of motivation. encouragement to his subordinates.

Employee career development has been well regulated, but because of the imbalance between the number of employees and available positions, it creates problems for employees who can be promoted to higher positions. They hope their career will run smoothly according to the educational requirements and the period of work that has been carried out. Employees who have not been promoted can be disappointed and work motivation decreases, lack of discipline, delay work, do not want to take the initiative and are lazy to carry out physical fitness.

LITERATURE REVIEW

1. Position Promotion

According to Mangkunegara (2013:168) "Position Promotion is the process of assigning an employee to a higher job position". Whereas according to Nitisemito (2010:81) "Promotion is the process of transferring employees from one position to another higher position which is always followed by higher duties, responsibilities and authorities than previously occupied positions." According to William B. Werther and Keith Davis (2010:261) "A promotion occurs when an employee is moved from one job to another job that is higher in pay, responsibility, organization level."

Based on the above understanding, it can be synthesized that job promotion is the process of transferring employees from one position to another, which is always followed by higher duties, responsibilities and authorities than previously occupied positions. ", With measured indicators: (1) Honesty, (2) Loyalty, (3) Education Level, (4) Work Experience, and (5) Initiatives.

2. Emotional intelligence

According to Robbins and Judge (2013:339), "defined emotional intelligence as "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions". Emotional intelligence consists of five dimensions, namely: (1) self-awareness (self-awareness), which is aware of what is felt, (2) self-management (self-management), namely self-management ability of emotions, (3) empathy, namely the ability to feel how others feel, (4) social skills, namely the ability to deal with the emotions of others. According to Luthans (2008 : 298) "Emotional intelligence is a person's ability to (1) be self-aware (to recognize her own emotions when she experiences them), (2) detect emotions in onther, and (3) manage emotional cues and information".

After analyzing several theories above, it can be synthesized that emotional intelligence is a person's ability to detect, manage emotions themselves and recognize the emotions of others, with indicators: (1) self-awareness, (2) self-management), (3) empathy, and (4) social skills

3. Work Attitude

According to Mar'at (2012:342) components of cognition related to belief, ideas, concepts of perception, stereotypes, opinions held by individuals about something.

According to Luthans (208:136), "Attitude can be defined as a persistent dendency to feel and behave in a particular way toward some object". There are five dimensions of job characteristics that have the most affective response to employees, namely: (1) The work itself, (2) Income, (3) Promotion opportunities, (4) Supervision, and (5) Colleagues.

After analyzing several theories above, it is synthesized that work attitudes are statements of evaluation both pleasant and unpleasant regarding an object, person, or event in the work environment, with indicators: (1) work itself, (2) supervision (super vision), (3) payment of income (pay), (4) opportunities for promotion, (5) and coworkers.

4. Work motivation

According to Gannon (2009:172), Motivation is the desire that causes both men and women to act in certain ways. The manager's job is to direct individuals so that they can meet their needs by working hard to meet the goals of the organization. According to Clayton Alderfer (2012:187) trying to manage Maslow's hierarchy of needs to get closer to empirical research called the ERG theory (Existence needs, Relatedness needs, Growth needs). Clayton Alderfer argues that there are three core groups of needs: (1) life or existence, which is about basic material giving as

psychological and security needs, (2) relatedness, namely the desire to maintain good relations, social relationships that require interaction to be fulfilled, (3) growth, namely the need for appreciation and self-actualization.

After analyzing some of the theories above, it can be synthesized that work motivation is a strong impulse from someone in realizing the desire by carrying out an action to achieve organizational goals, with indicators: (1) basic needs or existence (2) relationship needs, (3) growth needs.

Based on the theoretical description and frame of mind above, in this study the following hypotheses are proposed:

1. There is an influence of emotional intelligence on work motivation.
2. There is the influence of work attitudes on work motivation.
3. There is the influence of emotional intelligence on promotion.
4. There is the influence of work attitudes towards promotion.
5. There is the influence of work motivation on promotion.

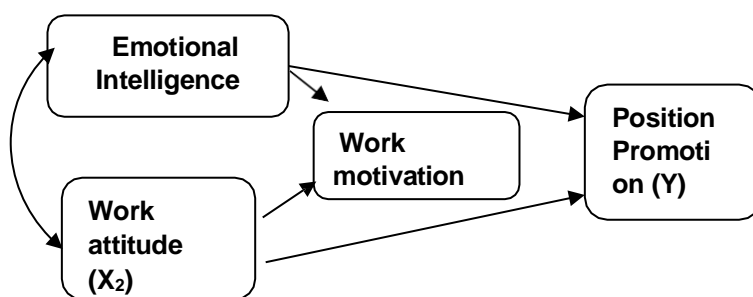


Figure 1 Research Thinking Framework

Keterangan:

- X1 = Emotional Intelligence
- X2 = Work attitude
- X3 = Motivasi Kerja
- Y = Position Promotion

METHODOLOGY

The place of research was conducted at Ditjen Pothan Kemhan RI. Retrieval of data for instrument testing at the beginning of July 2018, then the data is tested for validity and reliability. The research method used is a survey method with a causal approach. Whereas to analyze data using path analysis. As a population in this study were employees at the Directorate General of Pothan Kemhan. The population used is adjusted to the conception of research and adhering to the background of research, problem identification, and research objectives. The data used by the employee population at the Directorate General of Defense at the Ministry of Defense is limited to employees from the TNI with the rank of captain to Lieutenant Colonel and Civil Servants IIIc up to IVa, amounting to 110 people. The study sample was 90 people, while the instrument test was 20 people. Data collection techniques were carried out using a questionnaire

RESULT AND DISCUSSION

Testing Requirements Analysis

Before analyzing the data using path analysis (path analysis), a number of statistical tests were conducted first. This is because Path Analysis requires that the data to be analyzed must meet certain statistical tests. Therefore, before testing hypotheses, a requirement test is carried out first. Some statistical tests that must be filled with data in path analysis include: (1) Normality Test, (2) Test of Significance and Linearity of the regression coefficient. This section presents the three statistical tests required in Path Analysis.

1. Normality Test Estimated Error.

The first requirement that must be fulfilled in Path Analysis is sample errors must come from populations that are normally distributed. Data error normality test was conducted to find out that the distribution of error samples observed came from populations that were normally distributed or not. The statistical test performed to test the error distribution normality in this study was the Kolmogorov Smirnov test.

After errors are arranged in the order of their values, then the theoretical frequency difference and the real frequency are determined for each error value. The hypotheses tested are as follows:

Ho: error data is abnormally distributed, if the value is sig. Kolmogorov Smirnov < 0.05

H1: error data is normally distributed, if the value is sig. Kolmogorov Smirnov > 0.05

Based on the results of the calculation of the normality test the following results are obtained:

a. Normality Test of emotional intelligence score data (X1)

Based on the results of statistical calculations (attachment 5), the Sig. Kolmogorov Smirnov value is obtained = 0.073. This value turns out to be greater than 0.05 then the error distribution of emotional intelligence errors (X1) comes from populations that are normally distributed.

b. Normality Test of work attitude score data (X2)

The results of statistical calculations obtained by the value of Sig. Kolmogorov Smirnov = 0.106. This value turns out to be greater than 0.05. Thus it can be stated that the distribution of work attitude errors (X2) comes from populations that are normally distributed..

c. Normality Test of work motivation score data (X3)

The results of statistical calculations obtained by the value of Sig. Kolmogorov Smirnov = 0.072. This value turns out to be greater than 0.05. Thus it can be stated that the distribution of work motivation errors (X3) comes from populations that are normally distributed.

d. Test the normality of job promotion data (Y)

The results of statistical calculations obtained the value of Sig. Kolmogorov Smirnov = 0.951 greater than 0.05. Thus it can be argued that the distribution of job promotion errors (Y) comes from populations that are normally distributed.

2. Test of Significance and Linearity of the Regression Model

a. Significance and Linearity of Position Promotion (Y) on Emotional Intelligence (X1)

The results of the regression count test obtained a significant regression coefficient, the error count test obtained a significant regression coefficient and the correlation significance test $t_{count} = 4.925 > t_{table} = 1.986$ obtained a significant correlation coefficient then the regression equation $Y = 38.77 + 0.636 X1$ has a linear pattern.

b. Significance and Linearity of Position Promotion (Y) for Work Attitudes (X2)

The results of the residual Fcount test obtained a significant regression coefficient, the error Fhitung test obtained a significant regression coefficient and the tcount correlation

significance test obtained a significant correlation coefficient, then the regression equation $Y = 43.225 + 0.601 X_2$ has a linear pattern.

- c. Significance and Linearity of Position Promotion (Y) for Work Motivation (X3)
The correlation significance test from the calculation results shows the value of $r_{34} = 0.501$ and then calculates the meaning of the correlation coefficient and the calculation result of $t_{count} = 2.1481$; while the value of $t_{table} = 1.6828$. ($dk = 89, \alpha = 0.05$). It turns out that $t_{count} > t_{table}$ can be concluded that the correlation coefficient is significant
- d. Significance and Linearity of Work Motivation (X3) on Emotional Intelligence (X1)
The results of the residual Fcount test obtained a significant regression coefficient, the error Fhitung test obtained a significant regression coefficient and the tcount correlation significance test obtained a significant correlation coefficient, then the regression equation $X_1 = 22.580 + 0.776 X_3$ has a linear pattern
- e. Significance and Linearity of Work Motivation (X3) on Work Attitudes(X2)
The results of the residual Fcount test obtained a significant regression coefficient, the error count test obtained a significant regression coefficient and the tcount correlation significance test obtained a significant correlation coefficient then the regression equation $X_3 = 42.133 + 0.564 X_2$ linear pattern

3. Homogeneity Test

This test will use the help of the SPSS computer program.

- a. The homogeneity test of work motivation (X3) for emotional intelligence (X1), the results of Lavene Test = $0.732 > 0.05$, then the data is homogeneous.
- b. Test of work motivation homogeneity (X3) for work attitude (X2). Data obtained from the Lavene Test = $0.106 > 0.05$, then the data is homogeneous.
- c. Test of homogeneity of promotion (Y) on emotional intelligence (X1), obtained results of Lavene Test = $0.064 > 0.05$, the data is homogeneous.
- d. Test of promotion promotion homogeneity (Y) for work attitude (X2),

Model Testing

1. Structural Model and Correlation Matrix

Matrix tables Simple correlation coefficients between variables

Variabel	X ₁	X ₂	X ₃	Y
X ₁	1,000			
X ₂	0,591	1,000		
X ₃	0,665	0,775	1,000	
Y	0,546	0,817	0,651	1,000

In the table it can be seen that all correlation coefficient values between variables are positive. This shows that there is a positive relationship between the variables contained in the structural model.

2. Model of Causal Inter-Variable Relations in Substructure-1

Path Coefficient Table in Substructure-1

No.	Jalur	Koefisien Jalur
1.	X ₃ -X ₁	$\rho_{31} = 0,457$
2.	X ₃ -X ₂	$\rho_{32} = 0,210$

The results of t-test calculations on that t count value in sub-structure 1 is greater than t table = t ($\alpha = 0.05$; dk = 87), thus, the path coefficient is significant

3. Path Coefficient in Substructure-2

The causal relationship between variables in sub-structure 2 consists of an endogenous variable, namely Y and three exogenous variables, namely X₁, X₂ and X₃. The results of t-test calculations are presented that the tcount of all path coefficients in Sub-structure 2 is greater than t table = t ($\alpha = 0.05$; dk = 86) = 1.98793. Thus it can be stated that all path coefficients in Sub-structure 2, namely ρ_{41} , ρ_{42} and ρ_{43} are significant

Hypothesis testing

After analyzing the structural model of the causal relationship, the results of the calculations obtained are used to test the proposed hypothesis. Withdrawal of hypothesis conclusions is done by calculating the path coefficient value and significance for each path studied.

Discussion of Research Results.

1. Emotional Intelligence Influences Work Motivation.

The research findings show that the first hypothesis is accepted. Thus emotional intelligence influences work motivation. This truth is shown against the overall testing of the path coefficient, while partially testing is done on the value of r or correlation, and testing its significance is done by calculating the t test.

Partial testing is indicated by the value of the correlation coefficient. This value is to examine the effect of emotional intelligence on work motivation. Partial statistical testing is done by calculating the value of r. From the calculation results show that the relationship of emotional intelligence to positive work motivation, amounting to $r_{31} = 0.509$. This means that from these findings indicate that the sampling effect of attitudes toward promotion is $0.5092 = 0.259081$ or 25.908%.

Cumulative testing measures the value of the path. This test was conducted with the aim of testing cumulatively emotional intelligence on work motivation. From these tests there are findings that emotional intelligence has an effect on motivation of $\rho_{4Y1} = 0.457$. This means that the influence of emotional intelligence on work motivation is $0.4572 = 0.208849$ or 20.885%, while the rest is explained by other variables outside of this study.

In addition to being tested partially or cumulatively, then to ascertain whether or not the relationship between the two variables is significant or not, testing is done with the t test. The results of the t test to ensure the significance of the relationship between the two variables, between exogenous variables towards endogenous variables. From the testing, there are findings that the calculated test value is $t_{31} = 4.942$, while $t_{table} = 1.98793$. The result is a $t_{count} > t_{table}$ with significance level of $\alpha = 0.05$. So that it can be said that emotional intelligence has a significant effect on work motivation.

2. Work attitudes influence work motivation

The research findings show that work attitudes influence work motivation. This truth is shown against the overall testing of the path coefficient, while partially testing is done on the value of r or correlation, and testing its significance is done by calculating the t test.

Partial testing is indicated by the value of the correlation coefficient. Partial statistical testing is done by calculating the value of r .

From the results of calculations show that the relationship between work attitudes towards work motivation is equal to $r_{31} = 0.323$. This means that from these findings indicate that from sampling, the relationship of attitude to work motivation is $0.3232 = 0.104329$ or 10.43%.

Cumulative testing, measurement of path values is carried out. From these tests there are findings that work attitudes influence work motivation by $\rho_{4Y1} = 0.210$. This means that the influence of emotional intelligence on work motivation is $21.102 = 0.0441$ or 4.41%, while the rest is explained by other variables outside of this study.

In addition to testing partially or cumulatively, then to , ensure the significance of the relationship between the two variables is tested by t test. From the testing there are findings that the test value is $t_{32} = 2.268$, while $t_{table} = 1.98793$. The result is $t_{count} > t_{table}$ with a significant level of $\alpha = 0.05$. So that it can be said that work attitudes influence work motivation.

3. Emotional intelligence influences promotion

The research findings show that emotional intelligence has an effect on promotion. That is, if emotional intelligence is high it will increase opportunities in promotion. This truth is shown on the overall testing of the path coefficient, while partially by the correlation value, and testing is significantly done by the t test. .

Partial testing is indicated by the value of the correlation coefficient. Partial statistical testing is done by calculating the value of r . From the calculation results show that the relationship of emotional intelligence to job promotion is 0.465. This means that from the findings that from the sampling of the relationship of emotional intelligence to job promotion amounted to $0.4652 = 0.216225$ or 21.662.

Testing of cumulative test path values, the effect of exogenous variables X_1 on endogenous variables Y . This test is carried out with the aim of testing the path cumulative testing of emotional intelligence on promotion. From the test, there are findings on the effect of emotional intelligence on job promotion $\rho_{4Y1} = 0.176$. This means that the influence of emotional intelligence on job promotion is $0.1762 = 0.030976$ at or 3.09%, while the rest is explained by other variables outside of this study.

Besides testing partially, testing was also carried out using the t test. The results of the t test are carried out to ensure the significance of the relationship between exogenous variables to endogenous variables. From the test, there are t_{Yi} test findings = 2.120, while $t_{table} = 1.98793$. The calculation is of significance $\alpha = 0.05$.

From the statistical analysis there are findings that employees who have high emotional intelligence tend to be promoted to higher positions and employees who have low emotional intelligence tend not to be promoted. So that it can be said that emotional intelligence has a significant effect on promotion.

4. Work Attitudes influence the promotion.

The research findings show that work attitudes influence job promotion. This truth is shown by the overall testing of the path coefficient, while partially testing the correlation value, and testing its significance by carrying out t test calculations.

Partial testing is indicated by the value of the correlation coefficient. Partial statistical testing is done by calculating the value of r . From the results of the calculation shows that the relationship between work attitudes towards job promotion is 0.582. This means that from

these findings show that from sampling the attitude relationship to job promotion is $0.5822 = 0.338724$ or 33.87%.

Cumulative testing, testing of the value of the path is carried out. From these tests there are findings that work attitudes influence the promotion $\beta_1 = 0.344$. This means that the influence of work attitudes on job promotion is $0.3442 = 0.118336$ or 11.83%, while other influences are explained by other variables outside of this study.

To ascertain whether or not the relationship between the two variables is significant or not, the t test is tested. T test testing is done to ensure the significance of the relationship between the two variables. From the testing there are findings of the calculated test value $t_{Y2} = 4.035$, while $t_{table} = 1.98793$. The result is a $t_{count} > t_{table}$ with a significant level of $\alpha = 0.05$. The results of the statistical analysis found that employees who have high work attitudes tend to be promoted to higher positions, while employees with low employment opportunities are promoted, sebesar $\alpha = 0,05$.

The results of the statistical analysis found that employees who have high work attitudes tend to be promoted to higher positions, while employees with low working attitudes are less likely to be promoted. So that it can be said that work attitudes influence the promotion. Overall promotion is influenced by emotional intelligence, work attitudes, and work motivation. Similarly, promotion is influenced by emotional intelligence, work attitudes through work motivation. While work motivation itself is influenced by emotional intelligence and work attitudes.

In a positive correlation relationship, it is proven by the calculation of a positive correlation value, that if the work attitude is improved then the opportunities for promotion will also increase. Likewise, then, if emotional intelligence and work attitudes are increased, motivation for work will also increase, which will ultimately affect promotion.

5. Work motivation influences promotion.

The results showed that the fifth hypothesis of work motivation had an effect on job promotion. That is, if employees who have high work motivation, it will increase the opportunities for job promotion, whereas employees who have low motivation then the opportunity to be promoted to a higher position is also low. This truth is shown towards testing the overall path coefficient, while partially testing the value of r or correlation, and testing its significance by performing t test calculations.

Partial testing is indicated by the value of the correlation coefficient. From the results of calculations show that the relationship between work motivation and positive promotion is 0.614. This means that from these findings indicate that from sampling the effect of emotional intelligence on job promotion is $0.6142 = 0.376996$ or 37.7%.

Cumulative testing, testing of the value of the path is carried out. From the test there are findings that work motivation influences the promotion $\beta_1 = 0.459$. This means that the effect of work motivation on job promotion is $0.4592 = 0.210681$ or 21.07%, while the rest is explained by other variables outside of this study.

In addition to being partially tested, to ensure the significance of the relationship is tested by t test. From the test there are findings of the calculated value of the t_{Yi} test = 6.065, while $t_{table} = 1.98793$. The result is $t_{count} > t_{table}$ with a significance level of $\alpha = 0.05$. From the statistical analysis, there are findings that employees who have high work motivation tend to be promoted to higher positions, while employees who have low work motivation tend not to be promoted. So that from the results of these studies it can be said that work motivation has a significant effect on promotion

CONCLUSION

Based on the results of data processing in this study, it can be concluded as follows:

1. There is a significant direct effect between emotional intelligence on work motivation
2. There is a significant direct influence on work attitudes towards motivation.
3. There is a significant direct effect of emotional intelligence on promotion
4. There is a significant direct influence on work attitudes towards promotion.
5. There is a significant direct effect of work motivation on promotion.

Recomendations

1. Provision of job promotions should be given to employees who are honest, loyal to their superiors, strive to obtain the highest education, have sufficient work experience, and convey good thoughts in the interests of the Ministry of Defense.
2. Employees need to be given Emotional Spiritual Quotient (ESQ) training to obtain a balance between Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence. This is useful for freeing employees from various kinds of disturbances that hinder all their potential and can be strong and ready to face challenges.
3. Each Leader should give attention and support and instill the importance of empathetic traits to subordinates so that they have an awareness of themselves, can manage themselves and have social skills, so that the implementation of tasks goes well.
4. Every employee who will get a promotion should be chosen from employees who have the appropriate experience and education background, so that they will understand the work to be carried out, be able to supervise the work well, and be able to work with their colleagues.
5. The leadership should carry out two-way communication regarding work relations between superiors and subordinates, so that a common understanding of work objectives is obtained. This can increase the work motivation of employees, because they feel valued, so that they get good so that they can work more passionately.

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