

E-ISSN : XXXXXXXX

P-ISSN : XXXXXXXX

PUBLIC POLICY JOURNAL





PUBLIC POLICY JOURNAL

[HOME](#) [ABOUT](#) [LOGIN](#) [REGISTER](#) [SEARCH](#) [CURRENT](#) [ARCHIVES](#)

[Home](#) > [About the Journal](#) > [Editorial Team](#)

Editorial Team

Editor

Admin Jurnal



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

[Editorial Team](#)

[Peer Reviewers](#)

[Focus & Scope](#)

[Author Guidelines](#)

[Author Fees](#)

[Publication Ethics](#)

[Open Access Policy](#)

[Peer Review Process](#)

[Article Processing Charges](#)

[Screening Plagiarism](#)

[Journal license](#)

[Abstracting & Indexing](#)

[Contact Us](#)

TEMPLATE



JOURNAL VISITORS



OPEN JOURNAL SYSTEMS

JOURNAL HELP

USER

Username

Password

Remember me

NOTIFICATIONS

» [View](#)

» [Subscribe](#)

LANGUAGE

Select Language

English

JOURNAL CONTENT

Search

Search Scope

All



PUBLIC POLICY JOURNAL

[HOME](#) [ABOUT](#) [LOGIN](#) [REGISTER](#) [SEARCH](#) [CURRENT](#) [ARCHIVES](#)

[Home](#) > [About the Journal](#) > [Journal Contact](#)

Journal Contact

Principal Contact

Yanti Aneta
Dr. M.Si.
Universitas Negeri Gorontalo
Email: yantianeta@ung.ac.id

Support Contact

Lukman Samatowa
Email: lukman.samatowa@gmail.com



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

[Editorial Team](#)

[Peer Reviewers](#)

[Focus & Scope](#)

[Author Guidelines](#)

[Author Fees](#)

[Publication Ethics](#)

[Open Access Policy](#)

[Peer Review Process](#)

[Article Processing Charges](#)

[Screening Plagiarism](#)

[Journal license](#)

[Abstracting & Indexing](#)

[Contact Us](#)

TEMPLATE



JOURNAL VISITORS



OPEN JOURNAL SYSTEMS

JOURNAL HELP

USER

Username

Password

Remember me

NOTIFICATIONS

» [View](#)

» [Subscribe](#)

LANGUAGE

Select Language

English

JOURNAL CONTENT

Search

Search Scope

All



PUBLIC POLICY JOURNAL

HOME ABOUT LOGIN REGISTER SEARCH CURRENT ARCHIVES

Home > Archives > Vol 2, No 1 (2021)

Vol 2, No 1 (2021)

Table of Contents

Articles

IMPLEMENTING THE FINGERPRINT ELECTRONIC ATTENDANCE POLICY IN THE LIMBOTO SUBDISTRICT HEAD OFFICE GORONTALO DISTRICT

Abstract views : 40

Rahmat Manguleta, Arifin Tahir, Sukarman Kamuli

THE EFFECTIVENESS OF POPULATION ADMINISTRATIVE DOCUMENT SERVICE DELIVERY (FAMILY CARDS AND BIRTH CERTIFICATES) IN THE GORONTALO CITY DEPARTMENT OF POPULATION AND CIVIL REGISTRATION

Abstract views : 27

Odi Prawira Husain, Zuchri Abdussamad, Ismet Sulila

EFFECTIVENESS OF SCHOOL OPERATIONAL ASSISTANCE (BOS) MANAGEMENT IN MTS ALKHAIRAAT GORONTALO CITY

Abstract views : 20

Rara Ayudyah Olli, Asna Aneta, Ismet Sulila

HOW EMPLOYEE BENEFITS AND WORK DISCIPLINE AFFECT EMPLOYEE PERFORMANCES IN THE BONE BOLANGO DEPARTMENT OF COMMUNITY AND VILLAGE EMPOWERMENT (DPMD)

Abstract views : 39

Yayuk Juliarti Salim, Zuchri Abdussamad, Fenti Prihatini Tui

THE EFFECT OF WORK MOTIVATION AND WORK DISCIPLINE ON STATE CIVIL APPARATUS (ASN) PERFORMANCES IN THE REGIONAL CIVIL SERVICE AGENCY IN GORONTALO PROVINCE

Abstract views : 38

Nadesyia Djibran, Rosman Ilato, Yanti Aneta



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Editorial Team

Peer Reviewers

Focus & Scope

Author Guidelines

Author Fees

Publication Ethics

Open Access Policy

Peer Review Process

Article Processing Charges

Screening Plagiarism

Journal license

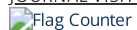
Abstracting & Indexing

Contact Us

TEMPLATE



JOURNAL VISITORS



OPEN JOURNAL SYSTEMS

JOURNAL HELP

USER

Username

Password

Remember me

Login

NOTIFICATIONS

» View

» Subscribe

LANGUAGE

Select Language

English

JOURNAL CONTENT

Search

Search Scope

All

PDF

PDF

PDF

PDF

PDF

Search

Browse

- » [By Issue](#)
- » [By Author](#)
- » [By Title](#)
- » [Other Journals](#)

FONT SIZE

INFORMATION

- » [For Readers](#)
- » [For Authors](#)
- » [For Librarians](#)



THE EFFECT OF WORK MOTIVATION AND WORK DISCIPLINE ON STATE CIVIL APPARATUS (ASN) PERFORMANCES IN THE REGIONAL CIVIL SERVICE AGENCY IN GORONTALO PROVINCE

Nadesyia Djibran, Rosman Ilato, Yanti Aneta

Abstract

This research aims to analyze the effect of work motivation and work discipline on state civil apparatus (ASN) performances in the Regional Civil Service Agency (BKD) in Gorontalo Province, either partial or simultaneous. The research method used was quantitative. The data analysis used was double regression. Research findings demonstrate that 1) The partial test attested to a significant effect of work motivation on employee performances in BKD in Gorontalo Province by 38.07%, 2) The partial test indicated a significant effect of work discipline on employee performances in BKD in Gorontalo Province by 48.72%, and 3) The simultaneous test justified that 68.2% of the employee performance variability in BKD in Gorontalo Province was affected by employee work motivation and work discipline, whereas the rest, 31.8%, was affected by other variables.

Full Text:

PDF

References

Arikunto, Suharsimi, Dr. Prof. 2006. *Prosedur Penelitian Suatu Pendekatan Praktek*. Jakarta: Rineka Cipta.

Bastian. 2001. *Disiplin kerja dan kinerja pegawai*. Bandung: Alfabeta.

Dessler, Gary. 2015. *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Indeks.

Hasibuan, Malayu S.P. 2014. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.

Keban. 2004. *Kinerja dalam sebuah instansi pemerintah*. Jakarta: PT Bumi Aksara.

Ludfia Dipang. 2013. *Pengembangan Sumber Daya Manusia dalam Peningkatan Kinerja Pegawai pada PT Adira Finance Kota Gorontalo Manado*. Thesis.

Mahesh Madan Gundecha. 2012. *Study of factors affecting labor productivity at a building construction project in the usa: web survey*. Journal North Dakota State University Graduate School.

Nisa' Ulul Mafra. 2013. *Pengaruh pengawasan dan budaya kerja terhadap kinerja pegawai pada unit rektorat universitas PGRI Palembang*. Thesis.

Nurjaman. 2015. *Pengaruh pengawasan terhadap kinerja pegawai melalui motivasi kerja studi kasus di inspektorat kabupaten indramayu*. Jurnal Ilmu Administrasi Bisnis, Volume 2, Nomor 2, 2015:123-134.

Pasolong. 2012. *Metode Penelitian Administrasi Publik*. Bandung: Alfabeta.

Purwanto. 2011. *Prosedur Penelitian Suatu Pendekatan Praktek*. Jakarta: Rineka Cipta.

Riana. 2014. *Kinerja dan tanggung jawab pegawai pemerintah*. Jakarta: PT Raja Grafindo Persada.

Rivai, Veithzal. 2014. *Manajemen Sumber Daya Manusia untuk Instansi dari Teori ke Praktek*. Jakarta: PT Raja Grafindo Persada.

Robbins. 2008. *Organizational: Behavior, Structure, Processes*. New York: The McGraw Hill Companies, Inc.

Rowley, Keith Jackson. 2012. *Organizational: Behavior, Structure, Processes*. New York: The McGraw Hill Companies, Inc.

Sangadji. 2010. *Penelitian Kuantitatif Kualitatif*. Bandung: Alfabeta.

Sastrohadwiryono, Siswanto. 2013. *Manajemen Tenaga Kerja Indonesia (Pendekatan Administratif dan Operasional)*. Jakarta: Sinar Grafika Offset.

Sedarmayanti. 2008. *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: Mandar Maju.

Simamora, Henry. 2006. *Manajemen Sumber Daya Manusia, Edisi ketiga*. Yogyakarta: STIE YKPN.

Simanjuntak, 2005. *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Bumi Aksara.

- [Editorial Team](#)
- [Peer Reviewers](#)
- [Focus & Scope](#)
- [Author Guidelines](#)
- [Author Fees](#)
- [Publication Ethics](#)
- [Open Access Policy](#)
- [Peer Review Process](#)
- [Article Processing Charges](#)
- [Screening Plagiarism](#)
- [Journal license](#)
- [Abstracting & Indexing](#)

Contact Us

TEMPLATE



JOURNAL VISITORS



OPEN JOURNAL SYSTEMS

JOURNAL HELP

USER

Username

Password

Remember me

NOTIFICATIONS

- » [View](#)
- » [Subscribe](#)

LANGUAGE

Select Language

English

JOURNAL CONTENT

Search

Search Scope

All

Sinungan, Muchdrasah. 2003. Produktitas, Apa dan Bagaimana. Jakarta: Penerbit Bumi Aksara.

Sjafri, Mangkuprawira. 2015. Manajemen Mutu Sumber Daya Manusia. Bogor: Ghalia Indonesia.

Subarsono. 2012. Analisis Kebijakan Publik. Cetakan keenam. Pustaka Pelajar. Yogyakarta.

Suharto. 2010. Analisis Kebijakan Publik. Cetakan kelima. Bandung: Alfabeta.

Sugiyono, 2010. Metode kuantitatif dan R & D. Bandung: Alfabeta.

Supriyanto. 2009. Penelitian Kuantitatif Kualitatif. Jakarta: PT Bumi Aksara.

Sulistiyani. 2012. Manajemen Sumber Daya Manusia, Edisi Kedua, Yogyakarta: STIE YKPN.

Refbacs

- There are currently no refbacks.



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Search

Browse

- » [By Issue](#)
- » [By Author](#)
- » [By Title](#)
- » [Other Journals](#)

FONT SIZE

INFORMATION

- » [For Readers](#)
- » [For Authors](#)
- » [For Librarians](#)

THE EFFECT OF WORK MOTIVATION AND WORK DISCIPLINE ON STATE CIVIL APPARATUS (ASN) PERFORMANCES IN THE REGIONAL CIVIL SERVICE AGENCY IN GORONTALO PROVINCE

Nadesyia Djibran, Rosman Ilato, Yanti Aneta

Master of Public Administration Gorontalo State University

E-mail: nadesyiadjibran@gmail.com

ABSTRACT

This research aims to analyze the effect of work motivation and work discipline on state civil apparatus (ASN) performances in the Regional Civil Service Agency (BKD) in Gorontalo Province, either partial or simultaneous. The research method used was quantitative. The data analysis used was double regression. Research findings demonstrate that 1) The partial test attested to a significant effect of work motivation on employee performances in BKD in Gorontalo Province by 38.07%, 2) The partial test indicated a significant effect of work discipline on employee performances in BKD in Gorontalo Province by 48.72%, and 3) The simultaneous test justified that 68.2% of the employee performance variability in BKD in Gorontalo Province was affected by employee work motivation and work discipline, whereas the rest, 31.8%, was affected by other variables.

Keywords: *Work Motivation, Work Discipline, Employee Performance*

INTRODUCTION

State civil apparatus performances are the ability of a set of resources to engender something or a comparison between sacrifice (inputs) and results (outputs). The less the sacrifice conferred by someone to achieve a specific result, the less productive s/he is. Also, performance, by definition, is employee work achievement. Accordingly, it was deemed as a mental attitude which always had a perception that today's quality of life should be better than yesterday's, and tomorrow's should be better than today's (Jimmy L. Gaol, 2014:686).

A good performance of an employee could be caused by different factors, one of which was human resource development (Nawawi, 2010:83). There is no instant as good performances as expected by employers. Good employee performances should be induced by stimulating factors. One of the factors is human resource development in the institution concerned and work supervision carried out by government institution employees.

Organizational performances constitute the ability to conduct tasks delivered to an organization well to attain the target predefined. Meanwhile, organizational performances, according to Bastian (2001:329), was a description of task achievement levels within an organization in the attempt to embody targets, goals, visions, and missions of the organization. Swanson, in Keban (2004:193), argued that organizational performances were inquiring whether a target or mission of an organization had been aligned with the reality, condition, or the extant economic, political, and cultural factors; whether the structure or policy supported the performances desired; whether an organization had leadership, capital, and infrastructures to achieve its missions; whether the policy, culture, and incentive system sustained the achievement of performances expected; and whether the organization created and maintained the policies for selecting and training its resources.

Task, responsibility, and authority implementation in an institution exceptionally rest on several factors, e.g., employee work motivation and work discipline in each work division. In an occupational context, motivation is considered as one of the crucial factors which boost performances.

The objective of this research is to examine and identify:

1. The effect of work motivation on State Civil Apparatus (ASN) performances in the Regional Civil Service Agency in Gorontalo Province.
2. The effect of work discipline on State Civil Apparatus (ASN) performances in the Regional Civil Service Agency in Gorontalo Province.
3. The simultaneous effect of work motivation and work discipline on state civil apparatus (ASN) performances in the Regional Civil Service Agency in Gorontalo Province.

THEORETICAL FRAMEWORK

Performance

Additionally, Simajuntak (2005) described the performance as an achievement level of particular task implementation. Moreover, Dessler (2009) contended that employee performance (work achievement) was employee actual achievement compared to the achievement expected from employees. Work performance or achievement constituted, either qualitative or quantitative, work outcome attained by employees in performing their task analogous with responsibilities given to them (Mangkunegara, 2006:67).

Performance was defined as a set of outcomes achieved and referring to actions of achievement and implementation of the work requested (Stolovitch and Keeps, 1992). Performance is the function of motivation and ability. To accomplish a task or job, individuals should have a certain degree of willingness and a specific level of ability. Individuals' willingness and skills were considered ineffective to undertake an action without a clear apprehension of what and how to do it (Hersey and Blanchard, 1993). Also, performance refers to the success level of task implementation and goal accomplishment. Performance was declared good and successful when the goal predetermined could be well achieved (Donnelly, Gibson, and Ivancevich, 1994).

Performance was the quality and quantity of task implementation carried out by individuals, groups, or institutions (Schermerhorn, Hunt, and Osborn, 1991). As clarified by Gomes (2003:134), employee performance indicators were:

1. Quantity of work: the amount of work conducted within a predefined period.
2. Quality of work: the work quality attained based on the terms of conformity and readiness.
3. Job knowledge: the broadness of knowledge regarding particular works and skills.
4. Creativitiveness: the authenticity of ideas generated by certain actions to resolve challenges.
5. Cooperation: willingness to cooperate with others (organization members).
6. Dependability: awareness and reliability in regard to attendance and work punctuality.
7. Initiative: enthusiasm in performing new tasks and fulfilling responsibilities.
8. Personal qualities: personality, leadership, hospitality, and personal integrity.

Work Motivation

Pandji Anoraga confirmed that work motivation was employee work willingness induced by personal urges as a result of overall integration instead of personal needs and physical and social environment impacts and whose power depended on the integrating process.

Wibowo (2011:162) concluded the motivation dimensions and indicators as follows:

1. The need to achieve
 - a. Work target
 - b. Work quality
 - c. Accountability
 - d. Risk

Everyone must be expecting achievement after making the efforts required. McClelland (2008) said that the need for achieving was humans' mental urge to do better, quicker, and more effective and efficient activities. Additionally, the need for achieving constitutes the need for gaining success, measured using an individual's opportunity standards. Winardi (2009) defined it as the desire of carrying out a complex task or job, mastering, manipulating, or organizing a physical object, human, or ideas, and conducting the actions as fastly and independently as possible, in accordance with the applicable condition.

Accomplishing an achievement, employees certainly need to be appreciated. Appreciation is described as an acknowledgement of employee ability. Self-actualization is oriented to an intriguing and challenging job, which encourages employees to demonstrate their abilities, competencies, skills, and potentials. What employee need for self-actualization can be met by the institution concerned through education and training.

2. The need to expand associations
 - a. Communication
 - b. Friendship

McClelland (2008), pertaining to the need to expand associations, stated that it was the need for warmth and support from others. The need orients individuals to purposely behave in a way to build an intimate relationship with others. Additionally, Maslow (2009) emphasized the definition of association, which was the need for affection and a sense of belonging (making affiliation with others, being accepted, and belonging).

3. The need to master a job
 - a. Leader
 - b. Institution ambassador
 - c. Exemplariness

Work Discipline

Discipline is essentially a set of organizational regulations one must comply with. President Regulation Number 30/1980 declares that disciplinary regulations for civil servants are regulations on duties, prohibition, and sanctions in case they neglect their duties or do what is prohibited. Disciplinary violation covered all statements, writings, or behaviors violating the provision of civil servant regulation and conducted outside or during working hours (Nasbar, 2015: 24).

Discipline is a managerial act to foster employees to comply with regulations. In other words, employee discipline building aims to build and improve employee knowledge, attitudes,

and behaviors, breeding employee cooperativeness to elevate work achievements with others. Discipline was described as a system containing policies pertinent to regulations and a procedure which regulates individual or group behaviors in an organization system (Meilany and Ibrahim, 2015:2). Also, according to Werther Jr., in Rahmawati et al (2013:3), discipline constituted a managerial attempt to make employees comply with the standards/regulations of the organization concerned He added that discipline was training to alter and correct employee knowledge, skills, and behaviors, inducing them to collaborate with others and enhance their performances. As suggested by Alfred R. Lateiner (in Pemartasari *et al.*, 2015:3) work discipline indicators are:

1. Punctuality
2. Facility use
3. High accountability
4. Compliance with organization regulations

METHOD

The research method used was quantitative, and data were collected using the questionnaire technique and analyzed using double regression. The samples were 40 state civil apparatuses in the Regional Civil Service Agency in Gorontalo Province. Research hypotheses were tested and processed using the SPSS program.

RESEARCH FINDINGS AND DISCUSSION

We acquired a t-count of the work motivation of 4.764 at a significance value of 0.000. Compared to the t-table at a 5% significance level, the t-count acquired was higher. Accordingly, H_0 was rejected. As such, at a 95% confidence level, the work motivation variable had a positive and significant effect on employee performances. Furthermore, the partial test using statistics indicated a significant effect of work motivation on employee performances, indicated by the result of the test which rejected the null hypothesis. Besides, work motivation affected employee performances by 38.70%, indicating an insignificant effect of motivation on employee performances. Meanwhile, the most impactful sub-indicator of motivation was job security. Therefore, supervision should be conducted, and attention should be paid to all employees. Meanwhile, willingness to achieve was considered as one of the effective motivations to work better and achieve higher.

We acquired a t-count of the work discipline variable of 5.890 at a significance value of 0.000. Compared to the t-table at a 5% significance level, the t-count acquired was higher. Accordingly, H_0 was rejected. As such, at a 95% confidence level, the work discipline variable had a positive and significant effect on employee performances. Based on the data analysis, work discipline and organizational performances were correlated. The coefficient of regression of the work discipline variable (X_2) was in conforming with the regression equation, i.e., 0.4872. Hence, if other independent variables were constant and work discipline experienced an increase of 1%, organizational performance (Y) would experience an increase of 48.72%. A positive coefficient pointed out a positive relationship between work discipline and organizational performance. The higher the work discipline, the better the organizational performance, and conversely, the poorer the work discipline, the poorer the organizational performance. Accounting for the impact, after analyzing the work discipline variable (X_2), we

acquired a t-count of 11.668, whereas the t-count at an α level of 5% or 0.05 was 1.979. As such, the t-count = 2.673 > t-table = 1.979, indicating a partial significant effect of the work discipline variable on organizational performance. Therefore, work discipline had a positive and significant effect on organization employees in the Regional Civil Service Agency in Gorontalo Province by 48.72%. It presented evidence that the employee discipline standard was poor, and thus, one of the indicators which described employee performances was orderliness in the office. This indicator should be consistently maintained or escalated to sustain good employee performance in the office.

Referring to the model estimation, the coefficient of determination of R^2 was 0.682. It showed that 68.2% of the employee performance variation in BKD in Gorontalo Province was affected by employee work motivation and work discipline, while the rest, namely 31.8%, was affected by other variables.

Accordingly, to improve state civil apparatus performances, work motivation and work discipline should be firstly improved. Work motivation was considered imperative as employees required welfare as they expected. Once perceiving to be respected and provided opportunities to make work achievements, employees would surely perceive work convenience in the institution concerned. As such, the institution should continuously increase task and position management in correspondence with employee skills and capability, cultivating work motivation there.

Another factor contributing to employee performance was work discipline applied in the workplace. There, public interests should be prioritized over personal ones. All employees should be rendered equal priorities in order to make them feel being respected. Our study in BKD in Gorontalo Province attested to good work discipline. Employees showed off good cooperation and few unhealthy competitions. Besides, transparent leadership regarding employee complaints build a convenient work atmosphere as well.

Employees with high work motivation and work discipline would have a positive effect on organizational performances. Work motivation and work discipline incredibly impacted employee performances. The higher the employee work motivation and work discipline, the better the employee performance. It was in line with Purnomo *et al.* (2017:35), that work motivation and work discipline simultaneously had a significant effect on employee performances and were able to usher an effect on the performance variable by 68.2%, whereas the rest, 31.8%, was affected by other variables which were not analyzed here.

CONCLUSION

Performance was showcased by how employees delivered public services. Public service delivery as the embodiment of state civil apparatus duty should be optimally held. As such, public service delivery performances should consistently account for three primary elements of public service delivery, i.e., the institution which delivered services, the service delivery process, and the human resources who delivered the service. Considering this relationship, promoting public service delivery performances meant promoting the three primary elements. To sum up, motivation had a positive and significant effect on state civil apparatus performances in the Regional Civil Service Agency in Gorontalo Province. The research findings were aligned with our observation and research backgrounds.

REFERENCES

- Arikunto, Suharsimi, Dr. Prof. 2006, *Prosedur Penelitian Suatu Pendekatan Praktek*, Jakarta: Rineka Cipta.
- Bastian. 2001. *Disiplin kerja dan kinerja pegawai*. Bandung: Alfabeta.
- Dessler, Gary. 2015. *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Indeks.
- Hasibuan, Malayu S.P. 2014. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- Keban. 2004. *Kinerja dalam sebuah instansi pemerintah*. Jakarta: PT Bumi Aksara.
- Ludfia Dipang. 2013. *Pengembangan Sumber Daya Manusia dalam Peningkatan Kinerja Pegawai pada PT Adira Finance Kota Gorontalo Manado*. Thesis.
- Mahesh Madan Gundecha. 2012. *Study of factors affecting labor productivity at a building construction project in the usa: web survey*. *Journal North Dakota State University Graduate School*.
- Nisa' Ulul Mafra. 2013. *Pengaruh pengawasan dan budaya kerja terhadap kinerja pegawai pada unit rektorat universitas PGRI Palembang*. Thesis.
- Nurjaman. 2015. *Pengaruh pengawasan terhadap kinerja pegawai melalui motivasi kerja studi kasus di inspektorat kabupaten indramayu*. *Jurnal Ilmu Administrasi Bisnis, Volume 2, Nomor 2, 2015:123-134*.
- Pasolong. 2012. *Metode Penelitian Administrasi Publik*. Bandung: Alfabeta.
- Purwanto. 2011. *Prosedur Penelitian Suatu Pendekatan Praktek*. Jakarta: Rineka Cipta.
- Riana. 2014. *Kinerja dan tanggung jawab pegawai pemerintah*. Jakarta: PT Raja Grafindo Persada.
- Rivai, Veithzal. 2014. *Manajemen Sumber Daya Manusia untuk Instansi dari Teori ke Praktek*. Jakarta: PT Raja Grafindo Persada.
- Robbins. 2008. *Organizational: Behavior, Structure, Processes*. New York: The McGraw Hill Companies, Inc.
- Rowley, Keith Jackson. 2012. *Organizational: Behavior, Structure, Processes*. New York: The McGraw Hill Companies, Inc.
- Sangadji. 2010. *Penelitian Kuantitatif Kualitatif*. Bandung: Alfabeta.
- Sastrohadiwiryo, Siswanto. 2013. *Manajemen Tenaga Kerja Indonesia (Pendekatan Administratif dan Operasional)*. Jakarta: Sinar Grafika Offset.
- Sedarmayanti. 2008. *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: Mandar Maju.
- Simamora, Henry. 2006. *Manajemen Sumber Daya Manusia, Edisi ketiga*. Yogyakarta: STIE YKPN.
- Simanjuntak, 2005. *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Bumi Aksara.

- Sinungan, Muchdrasah. 2003. *Produktitas, Apa dan Bagaimana*. Jakarta: Penerbit Bumi Aksara.
- Sjafri, Mangkuprawira. 2015. *Manajemen Mutu Sumber Daya Manusia*. Bogor: Ghalia Indonesia.
- Subarsono. 2012. *Analisis Kebijakan Publik*. Cetakan keenam. Pustaka Pelajar. Yogyakarta.
- Suharto. 2010. *Analisis Kebijakan Publik*. Cetakan kelima. Bandung: Alfabeta.
- Sugiyono, 2010. *Metode kuantitatif dan R & D*. Bandung: Alfabeta.
- Supriyanto. 2009. *Penelitian Kuantitatif Kualitatif*. Jakarta: PT Bumi Aksara.
- Sulistiyani. 2012. *Manajemen Sumber Daya Manusia, Edisi Kedua*, Yogyakarta: STIE YKPN.