

THE INFLUENCE OF MOTIVATION AND TRAINING ON WORK PRODUCTIVITY AT EXECUTIVE EMPLOYEE PT. BANK MANDIRI (PERSERO) Tbk, BRANCH OF JEMBER ALUN-ALUN THROUGH ORGANIZATIONAL COMMITMENT

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Abstract: *The success of the company is inseparable from the role of employees who have motivation, organizational commitment, work productivity, and training. This study aims to examine the effect of work motivation and training on work productivity through organizational commitment to implementing employees. The research was conducted at PT. Bank Mandiri (Persero) Tbk, branch of Jember Alun-Alun. The employee population is 87 people who can also be used as samples. Data collection is done using a questionnaire. The data analysis used is Partial Least Square (PLS). The results showed that motivation and training had an effect on organizational commitment and productivity, both directly and indirectly through organizational commitment. Based on the results of these studies raises several suggestions, including management must pay more attention to motivation and training for employees because both are important and affect organizational commitment and work productivity directly. Whereas organizational commitment and work productivity greatly influence the continuity of the company.*

Keywords: *motivation, training, organizational commitment, work productivity, PLS*

I. INTRODUCTION

An employee at work must have motivation in him that affects the size of the business done, because according to Mulyadi, (2015), motivation is the encouragement of the needs in the employee to be able to achieve the goal. The current phenomenon is that management is more concerned that providing work motivation to employees can only be done from the financial aspect, namely additional income outside of salary such as giving incentives, rewards and the like. So as to make management less concerned about efforts to provide work motivation from non-financial aspects, for example clear opportunities for a career. Besides

motivation, the ability of employees is also noteworthy. Ability can be obtained from training for employee development and experience in carrying out daily work. According to Kasmir (2016), the important value of training and employee development is to improve the ability of employees to be better able to work and to increase work motivation. The phenomenon that occurs is that training is only routinely given at the manager / supervisor and supervisor level, while at the implementing level it is sufficient with the basic training that has been given when beginning to join the company.

When motivation and training have been provided by the company, then every employee who works has an organizational commitment to the company. Organizational commitment is needed to support a sense of loyalty and attention and the desire to work in accordance with company expectations. The phenomenon that occurs at this time is that employees are only limited to trying to meet the target, the lack of desire to achieve more results than those targeted and even some employees have a desire to find better positions in other companies. Bank Mandiri employees are required to be able to fulfill the company's expectations of having productivity in accordance with the targets charged to employees both individually and in groups. Work productivity is the ratio of the results of work to the time needed to produce products from a workforce (Edy Sutrisno, 2009). Targets imposed on employees both individuals and groups tend to increase every year. The phenomenon that occurs is that in an effort to achieve the targets imposed, employees pay less attention to efficiency and effectiveness in work so that the results achieved are in accordance with the budgeted funds for operations, so that operational costs often occur but with ordinary results.

Based on the description above, then in this study, researchers wanted to prove whether the motivation that had been given and training that had been done by the company had an influence on organizational commitment and work productivity of employees, in order to support the company's goals in the future.

II. LITERATURE REVIEW

2.1 Work motivation

Motivation according to Mulyadi (2015), is an encouragement both from other people and from yourself to do a work consciously and generously to achieve certain targets. Usually a worker or employee to achieve a certain target there must be factors that encourage or encourage this factor. According to Edy Sutrisno (2009), Motivation is something that can cause work and encouragement. Therefore motivation is often interpreted also as a driving factor for a person's behavior.

Based on the opinions above, it can be said that Motivation is a matter that can encourage someone to be enthusiastic in completing work in accordance with company expectations. With the achievement of company expectations, it can be concluded that the desires and needs of employees can be fulfilled in the company.

2.2 Employee training

According to Kasmir (2016), training is a process to shape and equip employees by adding their skills, abilities, knowledge and behavior. That is, training will shape employee behavior in accordance with what the company expects, for example in accordance with

corporate culture. Then it will equip employees with a variety of knowledge, abilities and expertise, according to their field of work. Based on the conclusion of Edy Sutrisno (2009), that training is basically a process to improve employee competence. In addition, the training program does not take into account whether the company is large or small. Training is also not a waste considering the results or benefits are far greater than the cost or time that must be provided.

From this understanding, it can be concluded that training is a series of processes, carried out by a company to shape employee behavior in order to improve employee competency. Formation of behavior and improvement of these competencies can benefit the company in terms of competing with other companies.

2.3 Organizational Commitment

Employee Organizational Commitment is an individual's psychological bond to the organization, which includes work involvement, loyalty and a feeling of trust in organizational values. Engagement that reflects the willingness to try as well as possible in the interests of the organization, loyalty as a desire to remain a member of the organization concerned. Organizational commitment is used as a dimension of individual attitudes that can be used to assess the tendency of employees to survive as members of an organization (Mowday, 2009).

Whereas according to Luthans (2011), organizational commitment is defined as a strong desire to remain a member of a particular organization, the desire to exert effort at a high level in the name of the organization, a sure belief in and acceptance of the values and goals of the organization. In other words, commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and prosperity.

The definition of organizational commitment according to Colquit, Lepine da Wesson (2011: 69), is the desire of workers to remain members of the organization. Organizational commitment affects whether a worker stays as a member of the organization or leaves to pursue another job.

From these various opinions, it can be concluded that organizational commitment is the attitude of an individual who works as an employee / member of an organization who is willing to accept organizational goals, organizational values, and cares and desires to succeed organizational goals. Organizational commitment is a form of loyalty, so it does not have the desire to move to another organization.

2.4 Work productivity

Work productivity is the measurement of output in the form of goods or services in relation to inputs in the form of employees, capital, material or raw materials and equipment, in line with the above view, productivity shows that the individual is a comparison of the effectiveness of output (maximal work). One input (labor) which includes quantity, quality at a certain time. While other meanings, work productivity is a performance assessment which is a systematic description of individuals or groups related to advantages and disadvantages in a

job as a form of evaluation for individuals related to the implementation of the organization (Sri Wahyu Lelly Hana Setyanti, 2009).

Based on the description above it can be understood that, work productivity is a comparison between output and input, but in this case it is closely related to the existing workforce / employees. Work productivity is also a picture of the results of a job, which is related to effectiveness and efficiency in producing a product or service.

III. METHOD

This research includes explanatory research and confirmatory research, which is used to test theories based on hypotheses and suggests the Effect of Motivation and Training on Work Productivity at Bank Mandiri Employees in Jember Alun-Alun Through Organizational Commitments. Research conducted in accordance with what was suggested by Silalahi (2010), which explains that the research design is divided into 3 (three) parts, namely: first, explanatory research aims to explore to be more familiar with and know social symptoms. Second, descriptive research is research that presents a detailed picture of a specific situation, setting, social or relationship. Third, explanatory research is a study that aims to explain the relationship between two or more variables.

The research was conducted at PT. Bank Mandiri (Persero) Tbk, Alun-Alun Jember Branch which is located at Jl. A.Yani No, 03 Jember, and East Java. The location was chosen because the branch office oversees all branches in the other five districts besides Jember, namely Banyuwangi Regency, Situbondo Regency, Bondowoso Regency, Lumajang Regency, and Probolinggo Regency. In addition, there are employees in various branches of various types of work units so that it can be categorized as a branch that projects the Head Office but with a small scope of work area. The types and sources of data used in this study are primary and secondary data. Data collection is done using a questionnaire. The population of this study was executive employees at the PT. Bank Mandiri (Persero) Tbk, branch of Jember Alun-Alun, which amounted to 87 (eighty seven) people and was used as a sample because there were fewer than 100 people. Independent variables in this study are work motivation (X1) and training (X2), while the Intervening variable in this study is Organizational Commitment (Z), and Dependent variables in this study are Work Productivity (Y).

Data analysis in this study used the Partial Least Square (PLS) approach. Whereas for testing the mediation hypothesis can be done by the Sobel Test. The proposed hypothesis is as follows:

- H1: Work motivation has a significant effect on organizational commitment
- H2: Training has a significant effect on organizational commitment
- H3: Work motivation has a significant effect on work productivity
- H4: Training has a significant effect on work productivity
- H5: Organizational commitment has a significant effect on work productivity

IV. RESULT AND DISCUSSION

4.1 Data of Respondents

Respondents by sex, it is known that, the number of men is more than women, namely the difference of 4 people. The number of men reached 46 people, namely 52.9% of the total respondents, while women numbered 41 people, namely 47.1% of the total respondents. Based on the respondent's tenure, the majority of employees at Bank Mandiri square Jember are more than 3 years and of course can share work experience with implementing employees with work periods of under 3 years. The work period of less than one year only amounts to 8 people (9.2%) and the service period of more than 1 year and no more than 3 years amounts to 32 people (36.8%), while the rest are executive employees with more than 3 years of service year (54.05). Age Based Respondents, Bank Mandiri executives of Alun-Alun Jember Branch, the majority are 26-30 years old, amounting to 36 people (41.4%), while implementing employees aged over 30 years are 28 people (32.2%) and the rest are implementing employees aged 20-25 years (26.4%).

4.2 Data Quality Test Results

Data quality testing is done by testing data normality, validity and reliability. Based on the results of normality test data, it can be concluded that all data are not normally distributed. However, because this study uses Partial Least Square (PLS), the assumption of normality of data will not be an obstacle in data analysis. Based on the validity test that has been done, the existing data can be declared valid or has met convergent validity. Based on reliability testing, it shows that all statements used to measure each construct are reliable.

4.3 Data analysis

Data analysis in this study was conducted using Partial Least Square (PLS) with the help of smartPLS. The results of the outer model shown in Table 1, in this study, which consists of variables of motivation, training, organizational commitment and work productivity, which are explained by each indicator indicate that the outer loading test results have met the requirements recommended by Chin in Ghazali (2006), which is above 0.5, it can be stated that all variables meet the requirements in the adequacy of the model. Inner model testing is done to see the relationship between variables, significance values and R-square of the research model. Changes in R-square values can be used to assess the substantive influence of certain independent latent variables on the dependent variable. The following are the results of the R-square estimation using smartPLS, summarized in Table 1.

Table 1. R-Square Value

Variable	Variable Name	R-square
X ₁	Motivation	
X ₂	Training	
Z	Organizational commitment	0,291
Y	Work productivity	0,694

In Table 1, it shows that the R-square value of the construct of organizational commitment is 0.291 and the construct of work productivity is 0.694. The higher the R-square value, the greater the ability of the independent variable to explain the dependent variable, so that the structural equation will be better. The organizational commitment variable has an R-square of 0.291 which means that 29.1% of the motivation and training variance is able to explain the variable organizational commitment. Work productivity variables have an R-square of 0.5987 which means that 69.49% of the variance of motivation, training and organizational commitment can be explained by work productivity variables.

4.4 Partial Least Square (PLS) Testing

The results of the data that have been processed can be seen in Figure 1, as follows:

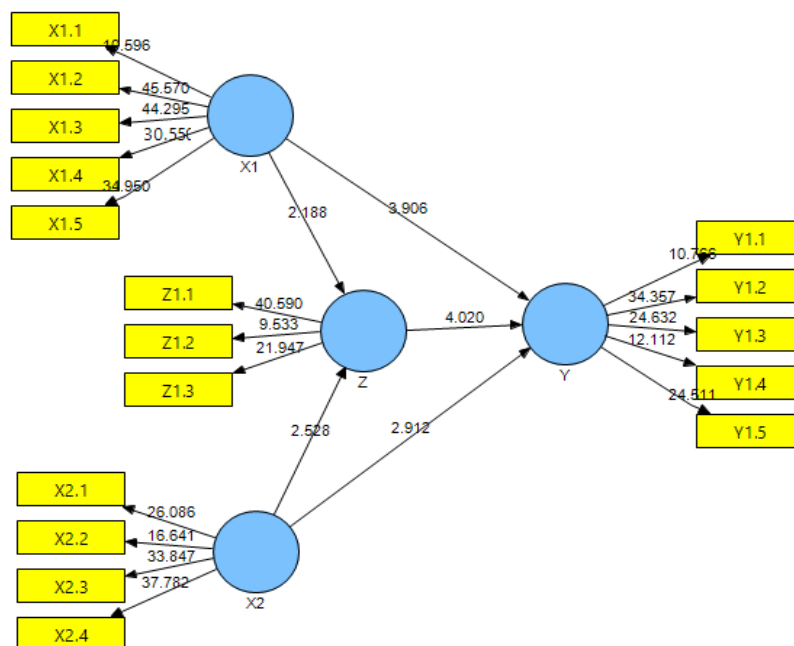


Figure 1. Full Model PLS

4.5 Hypothesis testing

To test hypotheses using statistical values then for alpha 5%, the statistical value used is 1.98. So that the acceptance / rejection criteria of the hypothesis are H_a accepted and H_o rejected when $t\text{-statistics} > 1.98$, can be presented in Table 2.

Table 2. Mean, STDEV, T-Values, P-Values

	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	Description
X1 -> Y	0,420	0,385	0,108	3,906	H1 accepted
X1 -> Z	0,373	0,325	0,170	2,188	H3 accepted
X2 -> Y	0,339	0,386	0,116	2,912	H2 accepted
X2 -> Z	0,302	0,334	0,120	2,528	H4 accepted
Z -> Y	0,331	0,312	0,082	4,020	H5 accepted

The results in Table 2 and Figure 1 are the results of hypothesis testing of each path formed in the model to determine the effect of exogenous latent variables on endogenous latent variables as follows:

4.6 Effect of Work Motivation on Organizational Commitment

The path parameter coefficient obtained from the relationship of motivation to organizational commitment is 0.373 with a T-statistic value of 2.188. The T-statistic value is greater than t table at $n = 87$ and significant level $\alpha = 0.05$ (5%) which is equal to 1.988. Based on these results it can be stated that work motivation has an influence on the organizational commitment of employees of PT. Bank Mandiri, Alun-Alun Jember Branch is proven to be correct or H1 is accepted. These results are also supported by the results of research from Winda Kusuma Wardhani, et al (2015) and Nurdiana Eka Putri, et al (2015) which show that motivation has a positive and significant effect on organizational commitment, meaning that the higher the work motivation of employees, the higher the commitment organizational owned by employees. Based on the results of the research and the phenomenon that occurs between Motivation and commitment, namely, lack of attention to provide work motivation from non-financial aspects, for example the same opportunities for a career and the number of employees who want to find better jobs and work mediocre. So, companies should pay more attention to what can motivate employees so that commitments can be formed and increased because according to the results of research, namely, the higher the employee's work motivation, the higher the organizational commitment that employees have.

4.7 Effect of Employee Training on Organizational Commitments

The path parameter coefficient obtained from the training relationship to organizational commitment is 0.302 with a T-statistic value of 2.528. The T-statistic value is greater than t table at $n = 87$ and significant level $\alpha = 0.05$ (5%) which is equal to 1.988. Based on these results the data stated that employee training has an influence on the organizational commitment of employees of PT. PT. Bank Mandiri (Persero) Tbk, branch of Jember Alun-Alun is proven to be true or H2 is accepted. The results of the study were supported by the results of Dedi Sumantri's Alfani (2015) research, namely job training had a positive and significant effect on commitment, meaning that the more routine and targeted the training provided, the higher organizational commitment of employees. Based on the results of the research as well as the phenomena that occur, the training provided to employees at the executive level is not routinely given and is accompanied by a lack of organizational commitment. So the company should not only provide training routinely to employees of the leadership and supervisor level, but also the level of executors so that organizational commitment can be maintained and improved so that employees who have great potential for the development of the company can be maintained.

4.8 Effect of Work Motivation on Work Productivity

The path parameter coefficient obtained from the relationship of motivation to work productivity is 0.420 with a T-statistic value of 3.906. The T-statistic value is greater than t table at $n = 87$ and significant level $\alpha = 0.05$ (5%) which is equal to 1.988. Based on these

results the data stated that work motivation has an influence on the work productivity of employees of PT. Bank Mandiri, the Alun-Alun Jember Branch is proven to be correct or H3 is accepted. The results of these studies are also supported by the results of research by Debby Triasmoro (2012) and Gede Novrada Budiarta, et al (2015), namely, work motivation has a positive and significant relationship to employee work productivity. Based on the results of the research and the phenomena that occur is, motivation and productivity are very important and interconnected with each other. The better the motivation given, the more productivity will be increased. So that the company / management pay attention to work motivation both from the financial aspects both incentives and the like but also from the financial aspects so that productivity can be increased without ignoring effectiveness and efficiency.

4.9 Effect of Training on Work Productivity

The path parameter coefficient obtained from the training relationship to work productivity is 0.339 with a T-statistic value of 2.912. The T-statistic value is greater than t table at $n = 87$ and significant level $\alpha = 0.05$ (5%) which is equal to 1.988. Based on these results the data stated that employee training has an influence on the work productivity of employees of PT. PT. Bank Mandiri (Persero) Tbk, branch of Jember Alun-Alun is proven to be true or H2 is accepted. The results of these studies are also supported by the results of the study of Gede Novrada Budiarta, et al (2015), that job training provided has a positive effect on employee work productivity. Based on the results of research and the phenomena that occur, training also influences employee productivity, with good training routinely given according to company needs, the effectiveness and efficiency as part of productivity will not be achieved optimally.

4.10 Effect of Organizational Commitment on Work Productivity

The path parameter coefficient obtained from the training relationship to work productivity is 0.331 with a T-statistic value of 4.020. The T-statistic value is greater than t table at $n = 87$ and significant level $\alpha = 0.05$ (5%) which is equal to 1.988. Based on these results the data stated that organizational commitment has an influence on the work productivity of employees of PT. Bank Mandiri, Alun-Alun Jember Branch is proven to be true or H5 is accepted, and also supported by the results of research by Dudung Abdullah (2017), that organizational commitment has a positive and significant effect on work productivity. If the results of the study are related to the phenomena that occur, then the company/management should pay attention to things that control the commitment of employees so that productivity can be maintained and can even be increased. Because the better organizational commitment will increase work productivity.

4.11 Effect of Work Motivation on Work Productivity through Organizational Commitment

The results of the calculation of the indirect effect between motivational variables on work productivity through organizational commitment obtained a t value of 1.884. This value is smaller than t table (1,988) which means that the mediation parameter is not significant. So thus the model of the indirect influence of the motivation variable on work productivity through organizational commitment is not acceptable. Thus the hypothesis which states that work motivation through organizational commitment has a significant effect on the work

productivity of employees of PT. PT. Bank Mandiri (Persero) Tbk, branch of Jember Alun-Alun is not proven correct or H6 is rejected. The insignificant results between the relationship of work motivation variables to work productivity through organizational commitment show that organizational commitment has no effect on the indirect relationship between motivation and work productivity. Based on the results of the research and the phenomena that occur, that the indirect influence between motivation and productivity is through organizational commitment even though the effect is positive but not significant. This can happen, because of the possibility of differences in the level of satisfaction and desires of each employee because of the need factor, so that it can lead to differences in decisions in maintaining commitment and what makes motivation for the employee itself.

4.12 Effect of Training on Work Productivity Through Organizational Commitment

The results of the calculation of the indirect effect between employee training variables on work productivity through organizational commitment obtained a t value of 2,090. This value is greater than t table (1,988) which means that the mediation parameter is significant. So thus the model of indirect influence of employee training variables on work productivity through organizational commitment is acceptable. Thus the hypothesis which states that employee training through organizational commitment has a significant effect on the work productivity of employees of PT. Bank Mandiri, Alun-Alun Jember Branch is proven to be true or H7 is accepted. In accordance with the results of the study, then with the training that is routinely conducted and balanced with the existence of good commitment, productivity will also be increased. Because with the training, employees will become more confident and feel part of the company, so commitment will be formed and automatically can also increase work productivity.

V. CONCLUSION

Based on the results of hypothesis testing, motivation and training affect organizational commitment and also affect the work productivity of employees at PT. Bank Mandiri (Persero) Tbk. Therefore, attention is needed by the company so that the results achieved are more maximal.

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