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Influence of Employee Training and Promotion on Employee Performance to Subang Paddy Research Center

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Abstract---*The paper aimed to find out, explain, and analyze training, employee promotion, and work performance of Subang Paddy Research Center employees. To explain the magnitude of the relationship between training and promotion of employees, the magnitude of the effect of training on employee performance, the magnitude of the effect of employee promotions on employee performance both partial and simultaneous. This study uses path analysis, which analyzes the causal relationship to separate the direct effect and indirect effect of a cause variable on the effect variable. The number of samples taken was 150 respondents using the Disproportionate stratified random sampling technique. This is expected to contribute to the development of the field of management, especially human resource management. The research method used by the author in this study uses descriptive and verification methods.*

Keywords---*employee performance, employee training, human resource management, promotion, paddy research center.*

Introduction

Human resources at this time have become the most important part that must be owned by a company. One implication is that the most important investment possible by an organization is in the field of human resources. Human resources have a major role in every company activity. Although supported by facilities and infrastructure as well as excessive sources of funds, but without the support of reliable human resources the company's activities will not be completed properly. This shows that human resources are the main key that must be considered. Every company has one goal. To be able to realize these objectives the company requires good human resources and always plays an active role in each of its activities. Even companies that are medium and large scale must also be able to conduct recruitment and selection accurately every time they need new workers, based on accurate human resource planning it is expected that companies can have a quality and competitive workforce, the workforce can be maintained and developed to anticipate changes in the business environment that take place very quickly in the future.

Enduring and increasing company performance depends on the human resources who work in it. This is of course not only influential in large companies but for small and medium companies the same thing applies. Including state-owned organizations that can contribute to the local and central government, meaning that nationally and regionally can support the economy both macro and micro. Of course, many factors can affect, so the company must try to ensure that the factors relating to human resources can be fulfilled optimally, one of the factors that influence job training in employees.

Company performance, in general, can be seen from the work performance of employees to realize this, employees should be given training following their respective duties so that employees can develop company performance, but the company has not realized the importance of training so that employees find it difficult to improve their performance, other factors that which can improve employee work performance, namely by giving promotions to competent employees, but what is happening in many companies today is that promotions given are not based on the principle of fairness to cause state-owned enterprises to be privatized by the government.

Training is one of the tools to adjust tasks and jobs with the abilities, skills, or abilities and expertise of each employee and is an effort to improve employee performance as an introduction to certain jobs for the concerned. Whether or not employee performance will affect the stability of an organization in achieving the goals set. The exercises given to employees will encourage employees to work harder. This is because employees who already know their tasks and responsibilities will try to achieve a higher level of work morale. Employee knowledge and general knowledge that affect the implementation of the task determine the success or failure of the implementation of the task. Employees who lack sufficient knowledge about their field of work will falter. Therefore, new employees or old employees who are faced with new jobs require additional knowledge and skills to carry out their duties properly. Education and training are very important to do, because it is the right way to be used by organizations/companies to retain, maintain, and maintain employees while increasing employee skills so that optimal work performance can be achieved.

The effect of training on work performance in every company will certainly be different, but companies that can develop well, in general, are companies that always innovate continuously which is certainly accompanied by a good training program. Thus, innovative companies are those who always provide education and training to their employees. Appreciation for work performance is usually expressed in the form of promotion. An employee views promotion as something that is most attractive compared to other compensation, this is because the promotion is permanent and is valid for a long period.

The Sukamandi Subang branch of the Indonesian Paddy Research Center is a state-owned enterprise engaged in agriculture, unable to avoid the increasingly open business competition in various economic sectors. Sukamandi Subang branch of the Indonesian Paddy Research Center requires high-quality human resources because, in addition to the machines involved in the company's operational activities, humans are also "intangible assets" which have an important role in the company's operations. It is demanded to pay more attention to aspects of its human resources to create employees who are professional, resilient, agile, smart, and forward-looking.

Definition of Management

The origin of the word management is from English, namely to manage, that is to arrange, the arrangements are made through a process and arranged according to the order of the management functions. So, management is a process of realizing the desired goals (Hasibuan, 2009). Hasibuan (2009), stated that management is the science and regulates the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. Andrew F. Sikula in Hasibuan (2009) stated management, in general, refers to planning, organizing, controlling, staffing, leading, motivating, communicating, and decision-making activities performed by any organization to coordinate the varied resources of the enterprise to bring an efficient creation of some product or service. It defines management is generally associated with planning, organizing, controlling, placing, directing, motivating, communicating and decision-making activities carried out by each organization to coordinate the various resources owned by the company so that a product or service will be produced efficiently.

Management functions

Management functions are a series of activities carried out in management based on their respective functions and follow certain stages in their implementation. Management functions, as explained by Nickels & Wood (1997), quoted by Ernie Trisnawati & Kurniawan (2010) stated that management consists of four functions, namely:

- 1) Planning, which is a process that involves efforts made to anticipate future trends and determine the right strategies and tactics to realize the organization's goals and objectives.
- 2) Organizing or Organizing, a process that involves how the strategies and tactics that have been formulated in planning are designed in an appropriate and resilient organizational structure, a conducive organizational system, and environment, and can ensure that all parties in the organization can work effectively and efficiently to achieve organizational goals.
- 3) Implementation or Directing, namely the process of implementing the program so that it can be carried out by all parties in the organization and the process of motivating so that all parties can carry out their responsibilities with full awareness and high productivity.
- 4) Control and Supervision, which is a process carried out to ensure that the entire set of activities that have been planned, organized, and implemented can run following the expected targets even though various changes occur in the business world environment being faced.

Definition of human resource management

Human resources are a supporting factor in carrying out production activities, both produce results in the form of goods and services. For this reason, it is necessary to carry out an assessment of the existing human resources in an organization so that the purpose of the establishment of an organization can run smoothly with maximum results. According to [Hani \(2010\)](#), Human Resource Management is 'the withdrawal, selection, development, maintenance, and use of human resources to achieve individual and organizational goals'. According to [Simamora \(2005\)](#), human resources management is 'the utilization, development, assessment, rewarding, and management of individual members of the organization or group of employees'. According to [Simamora \(2010\)](#), human resource management is 'activities carried out so that human resources within the organization can be used effectively to achieve various goals'. According to [Sedarmayanti \(2008\)](#), stated that 'human resource management is a policy and practice determining aspects of 'human' or human resources in management positions, including recruiting, screening, training, giving awards and assessments'.

[Malayu Hasibuan \(2016\)](#) stated human resource management is the science and art of regulating the relationships and roles of the workforce to be effective and efficient in helping the realization of company, employee, and community goals. [Veithzal \(2007\)](#), stated that human resource management is one area of general management that includes aspects of planning, organizing, implementing, and controlling. According to [Marwansyah \(2010\)](#), stated human resource management can be interpreted as the utilization of human resources in the organization, which is carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, work safety and health, and industrial relations.

Human resource management function

In general, the functions of human resources according to [Panggabean \(2007\)](#):

- 1) Procurement
- 2) Development
- 3) Career planning and development
- 4) Achievement Assessment
- 5) Compensation
- 6) Occupational safety and health
- 7) Termination of employment

Objectives of human resource management

[Samsudin \(2006\)](#), argued that the goal of human resource management is to improve the productive contribution of people or workers to the organization or company in a way that is strategically, ethically, and socially responsible. The objectives of human resource management can be broken down into four main objectives. (1) *Social purpose*: organizations or companies are socially and ethically responsible for the needs and challenges of society by minimizing their negative impacts. Business organizations or companies are expected to improve the quality of society and help solve social problems such as environmental health programs, training, and development programs, as well as organizing and sponsoring various social activities. (2) *Organizational objectives*: organizational goals are formal goals that are made to help the organization achieve its objectives. The human resources department is formed to help managers realize organizational goals. (3) *Functional purpose*: the aim is to maintain the contribution of the human resources department at a level that is appropriate to the needs of the organization. (4) *Individual goals*: personal goals of each member of the organization or company to be achieved through its activities in the organization. If personal goals and organizational goals are not harmonious, employees may choose to withdraw or leave the company. The overall function and purpose described above are to support the achievement of the most basic organizational or corporate goals.

Definition of training

The experience of many organizations shows that the implementation of a very comprehensive introduction program does not guarantee that new employees will immediately be able to carry out their duties satisfactorily. This means that the new employees still need training on various aspects of the work assignments entrusted to them. Even

experienced staff always need to increase their knowledge, skills, and abilities because there are always better ways to increase work productivity. [Veithzal \(2009\)](#) stated that training is the process of systematically changing employee behavior to achieve organizational goals. Training is related to the skills and abilities of employees to carry out current work and help employees to achieve certain skills and abilities to succeed in carrying out the work. Furthermore according to Edwin B.Flippo in [Hasibuan \(2016\)](#) stated that training is the act of increasing the knowledge and skills of employees for doing a particular job. The above statement it can be concluded that the training is to improve the mastery of various skills and work implementation techniques and expertise for a particular purpose by using systematic and organized procedures in a relatively short time.

Definition of employee promotion

The term promotion comes from promotion, which means improvement. In the life of a company, what is meant by promotion is a change of job or employee status/position from a lower level to a higher level. This change is usually followed by changes in responsibilities, authority, compensation, social status, and facilities that can be obtained by the employee. Promotion is an employee's dream because this promotion will bring influence and increase the ability of those concerned to occupy higher positions (Gouzali Saydam, 2011). According to Arun Manoppa and Mirzas Saiyadin in Manullang (2009) stated that promotion is the up word reassignment of an individual in an organization's hierarchy accompanied by increased income, though not always. Promotion is an increase in the task of an individual in the level of the organization accompanied by an increase in income, though not always. Furthermore, according to [Hasibuan \(2016\)](#), promotion is a move that increases the authority and responsibility of employees to a higher position in an organization so that the obligations, rights, status, and income are even greater. The above definition it can be concluded that the promotion of employees is a move from one position to a higher position followed by changes in authority, responsibilities, and facilities obtained, besides that status and income is also increasing.

Definition of job performance

Work performance is a picture of the work achieved by someone within a certain period. In other words, work performance is the ability of employees to carry out their duties so that they can indicate their knowledge and skills. Here are some definitions of work performance according to [Hani \(2011\)](#), who stated that job performance (performance appraisal) is a process through which the names of organizations evaluate or assess employee work performance. This activity can improve personnel decisions and provide feedback to employees about the implementation of their work. [Mangkunegara \(2016\)](#), stated that work achievements (employee performance) are the results of work in quality and quantity achieved by an employee in carrying out their duties following the responsibilities given to him. According to Andrew F. Sikula in [Hasibuan \(2016\)](#) stated that appraising is the process of estimating or judging the values, excellence, qualities, or status of some object, person, or thing. Valuation is a process of estimating or determining the value, appearance, quality, or status of several objects or objects. Based on the opinion of the experts above regarding the definition of work performance, the authors can conclude that employee work performance is work performance or work output both quality and quantity achieved by human resources in carrying out their duties following the responsibilities given to him.

Research Methods

The research method is a scientific way to get data with specific purposes and uses. The scientific way of research activities is based on scientific characteristics, namely rational, empirical, and systematic ([Sugiyono, 2013](#)). In this study using descriptive and verification research methods. According to [Sugiyono \(2013\)](#), descriptive research is research conducted to determine the value of an independent variable, either one or more variables (independent) without making comparisons, or connecting with other variables. Verification research according to [Sugiyono \(2013\)](#), a quantitative research method that can be interpreted as a research method used to examine a particular population or sample, and analysis of statistical data to test a predetermined hypothesis. Descriptive this research aims to obtain a picture of the variable service quality and product diversification as the independent variable and the *purchase decision* variable as the dependent variable. Whereas verification aims to test the hypothesis with statistical calculations.

Research instruments

In principle, research is to take measurements, then there must be a good measurement tool. Measuring instruments in research are usually called research instruments. A research instrument is a tool used to measure observed natural and social phenomena. Specifically, all these phenomena are called variables. The research variable is the main concept of the study to be examined. For more details, the variables must be simplified in sub-variables or dimensions of the study according to the theory used in the study. Furthermore, the variables must be measured with indicators so that they can be identified in more detail according to theory and field studies. For more details can be seen in Table 1.

Table 1
Research instruments

Indicator	Sub variable	Variables	Question Number
Training (X ₁)*	1. Principles of Exercise	1. Participate 2. Repetition 3. Relevance 4. Transfer 5. Feedback	1 2 3 4 5
	2. Training Methods / Techniques	6. In-Service Training 7. Job rotation 8. Internship System 9. Lecture System 10. Vestibule training (skills) 11. Role-Playing Method/Role Playing 12. Case Study 13. Simulation 14. Sensitivity Training 15. Self Study	6 7 8 9 10 11 12 13 14 15
Employee Promotion (X ₂)**	1. Principles of Promotion	1. Trust 2. Justice 3. Formation	1 2 3
	2. Basics	4. Experience 5. Proficiency 6. Combination of Experience and Skill	4 5 6
	3. Promotion	7. Honesty 8. Discipline 9. Job Performance 10. Cooperation 11. Loyalty 12. Leadership 13. Communicative 14. Education	7 8 9 10 11 12 13 14,15

Table 2
Research instruments (continued)

Work performance (Y)***	1. Individual Factors	1. Work Results 2. Job Knowledge 3. Initiative 4. Mental Dexterity 5. Attitude 6. Discipline of Time and Attendance 7. Physical Conditions	1 2 3 4 5 6 7
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		8. Equipment	8
		9. Time	9
		10. Material	10
		11. Education	11
		12. Supervision	12
	2. Environmental Factors	13. Organizational Design	13
		14. Training	14
		15. Luck	15

Source: Siagian (2017); Hasibuan (2016); Edi (2011)

Results and Discussion

The characteristics of respondents in this study can be explained in Table 3.

Table 3
Number of Respondents by Gender

No	Gender	Total	Percentage
1	Male	115	77%
2	Female	35	23%
	total	150	100%

Source: Data Processing Results, 2015

Table 3 presents data on the sex of the respondents, it is seen that male respondents are 115 (77%), more than female respondents with 35 people (23%).

Table 4
Number of respondents by age

No	Age (year)	Total	Percentage
1	≤30	83	56%
2	30-40	46	30%
3	≥40	21	14%
	Total	150	100%

Source: Data Processing Results, 2015

Based on Table 4 above, it appears that most respondents are aged usia30 years with a total of 83 people (56%), aged 30-40 years as many as 46 people (30%), and aged 40 years old as many as 21 people (14%).

Table 5
Number of respondents based on the position

No	Position	Number of Employees	Percentage
1	Research Professor	1	1%
2	Principal Researcher	5	3%
3	Associate Researcher	12	8%
4	Young researcher	14	9%
5	First Researcher	21	14%
6	Supervisor	9	6%
7	Advanced Implementers	1	1%
8	Executing	3	2%
9	The beginner	14	9%
10	Librarian	2	1%

11	Archivist	1	1%
12	Supporter staff	67	45%
	Total	150	100%

Source: Data Processing Results, 2015

Table 5. presents data on the position of respondents, it can be seen that the position of research professor is 1 person (1%), main researchers are 5 (3%), intermediate researchers are 12 people (8%), young researchers are 14 people (9%), first researchers were 21 people (14%), supervisors were 9 people (6%), advanced executives were 1 person (1%), executors were 3 people (2%), beginners were 14 people (9%), librarians were 2 people (1%), archivists were 1 person (1%), support staff was 67 people (45%).

Table 6
Number of respondents based on years of service

No	Years of service	Total	Percentage
1	≤1 years	15	10%
2	1-10 years	94	63%
3	11-20 years	29	19%
4	≥20 years	12	8%
	Total	150	100%

Source: Data Processing Results, 2015

Table 6 presents data on the respondent's tenure, it can be seen that the respondent's tenure is 15 years (10%), 1-10 years is 94 people (63%), 11-20 years is 29 people (19%), ≥20 years as many as 12 people (8%).

Table 7. Number of respondents based on education

No	Years of working	Total	Percentage
1	SD	3	2%
2	SMP/SLTP	21	14%
3	SMA/SMK/SLTA	35	23%
4	D3	7	5%
5	S1	78	52%
6	S2	5	3%
7	S3	1	1%
	Total	150	100%

Source: Data Processing Results, 2015

Based on table 4.5 above, it can be seen that respondents with elementary school education are 3 people (2%), junior high/high school 21 people (14%), high school/vocational/senior high school are 35 people (23%), D3 is 7 people (5%), S1 as many as 78 people (52%), S2 as many as 5 people (3%), S3 as many as 1 person (1%). Recapitulation of Respondent's Responses Regarding Training Variables shows in Table 8.

Table 8
Recapitulation of training variable analysis staff of Subang paddy research center

No	Indicator	Score	Information
1	Participation	571	B/S
2	Repetition	489	CB/CS
3	Relevance	523	B/S
4	Diversion	558	B/S
5	Feedback	583	B/S
6	In-service Training	495	CB/CS
7	Job Rotation	582	B/S
8	Internship System	503	CB/CS

9	Lecture System	502	CB/CS
10	Skills Training	585	B/S
11	Role Play	588	B/S
12	Case study	551	B/S
13	Simulation	527	B/S
14	Sensitivity Training	565	B/S
15	Self-Study	537	B/S
	Total :	8159	
	Average :	544	B/S

Source: Data Processing Results, 2015

The recapitulation results of the analysis of the scale range as mentioned above obtained a total score of 8159 and an average score of 544. Respondent's responses regarding the training that had been held in the Subang Paddy Research Center were in the criteria of Good/Agree. The Bar Scale can be described in Figure 1.

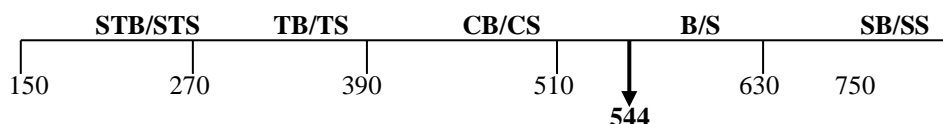


Figure 1. For a recapitulation of training variables

Source: Data Processing Results, 2015

Based on Figure 1 the training variables are on the scale of 510-630 with Good/Agree criteria. Recapitulation of respondent's responses regarding employee promotion variables shown in Table 9.

Table 9

Recapitulation of employee promotion variable analysis staff of Subang paddy research center

No	Indicator	Score	Information
1	Trust	590	S/B
2	Justice	565	S/B
3	Formation	512	S/B
4	Experience	562	S/B
5	Ability	578	S/B
6	Combination of Experience and Skill	561	S/B
7	Honesty	580	S/B
8	Discipline	549	S/B
9	Work performance	502	CB/CS
10	Cooperation	582	S/B
11	Loyalty	585	S/B
12	Leadership	500	CB/CS
13	Communicative	583	S/B
14	Education	587	S/B
15	Education	493	CB/CS
	Total :	8329	
	Average :	556	S/B

Source: Data Processing Results, 2015

The recapitulation results of the analysis of the scale range as mentioned above obtained a total score of 8329 and an average score of 556. Respondent's responses regarding Employee Promotion held in the Subang Paddy Research Center are in the criteria of Good/Agree. The Bar Scale can be described in Figure 2.

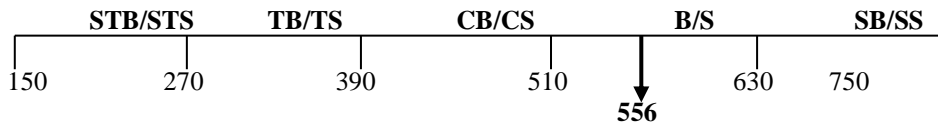


Figure 2. Recapitulation of employee promotion variables
Source: Data Processing Results, 2015

Based on Figure 2, employee promotion variables are in the range of 510-630 scale with Good/Agree on criteria. Recapitulation of respondent's responses regarding work performance variables shown in Table 10.

Table 10
Recapitulation of employee promotion variable analysis staff of Subang paddy research center

No	Indicator	Score	Information
1	Work result	589	B/S
2	Job Knowledge	569	B/S
3	Initiative	517	B/S
4	Mental Dexterity	566	B/S
5	Attitude	485	CB/CS
6	Discipline of Time and Attendance	561	B/S
7	Physical condition	569	B/S
8	Equipment	543	B/S
9	Time	497	CB/CS
10	Material	583	B/S
11	Education	498	CB/CS
12	Supervision	505	CB/CS
13	Organizational Design	581	B/S
14	Training	531	B/S
15	Luck	569	B/S
Total :		8169	
Average :		545	B/S

Source: Data Processing Results, 2015

The recapitulation results of the analysis of the scale range as mentioned above obtained a total score of 8169 and an average score of 545. Respondents' responses regarding the Work Achievement of employees in the Subang Paddy Research Center are within the criteria of Good/Agree. The Bar Scale can be described in Figure 3.

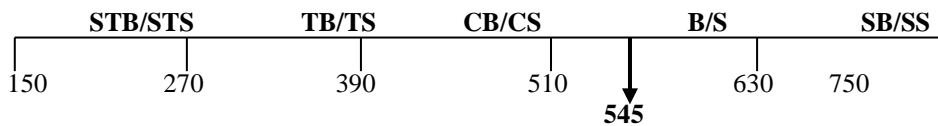


Figure 3. Recapitulation of employee promotion variables
Source: Data Processing Results, 2015

Based on Figure 3 shows that the work performance variable is in the range of 510-630 scale with Good/Agree on criteria.

Verification Discussion

The discussion of the verification method in this study can be described as follows:

- 1) The relationship between training (X_1) and Employee Promotion (X_2) is 0.934 and has a very strong and direct relationship level because the value is positive because the coefficient interval is in the very strong

category (Sugiyono, 2012). Because if one variable decreases or increases, then the other variables will also change, this shows a strong and unidirectional relationship.

- 2) Partial Effect of Training (X_1) with Employee Promotion (X_2) on Job Performance (Y).
 - a) The partial effect of Training (X_1) on Job Performance (Y) is 0.508.
 - b) The partial effect of Employee Promotion (X_2) on Job Performance (Y) is 0.369.

0.508 is greater than 0.369, it can be stated that the Training variable contributes more to job performance than the employee promotion variable. This is because respondents perceive training as a process of increasing knowledge and skills for completing work in the shorter term so that employees can develop and be competent in achieving work targets that have been set because training aims to improve work performance. Apart from training, it is also due to employee promotions. This employee promotion will bring the influence and ability of those concerned to occupy higher positions, promotion can also be a motivation that encourages every employee to work better, be more active, enthusiastic in carrying out work to improve work performance.
- 3) Training (X_1) and Employee Promotion (X_2) on Job Performance (Y), with sig test criteria. $(0,000) < \alpha (0.05)$ and $f_{count} (213,679) > f_{label} (3.06)$, meaning that H_0 is rejected. The total effect of Training (X_1) and Employee Promotion (X_2) on Job Performance (Y) is 74.4%. This shows that Training (X_1) and Employee Promotion (X_2) contributed 74.4% to Job Performance (Y), while the remaining 25.6% was contributed by other variables (ϵ) which were not examined.

Conclusion

Based on the results of the analysis and discussion of the effect of employee training and promotion on employee performance at the Subang Paddy Research Center, the following conclusions can be drawn:

- 1) Training held at the Indonesian Center for Paddy Research (BBPADI) Subang in general employees said good/agreed. It was based on the results of the questionnaire with 15 statements obtained a total score of 8159, an average value of 544 which is in the scale range between 510-630. But there are still indicators with the lowest values, namely repetition, in-service training, the apprenticeship system, and the lecture system.
- 2) Employee Promotion held at the Indonesian Center for Paddy Research (BBPADI) Subang in general, employees said good/agreed. It was based on the results of the questionnaire with 15 statements obtained a total score of 8329, an average value of 556 which is in the scale range between 510-630. But there are still indicators with the lowest values, namely discipline, leadership, and education.
- 3) Work Achievement of employees in the Subang Paddy Research Center Subang in general employees shows good/agree. It was based on the results of a questionnaire with 15 statements obtained a total score of 8169, an average value of 545 which is in the scale range between 510-630. But there are still indicators with the lowest values of attitude, time, education, and supervision.
- 4) The correlation coefficient between the independent variables is the relationship between training and employee promotion of 0.934 and has a very strong relationship level.
- 5) Employee training and promotion variables partially have a positive and significant effect on employee work performance.
 - a) The partial path coefficient of training variables partially on employee work performance is 0.508.
 - b) The partial path coefficient of employee promotion on employee performance is 0.369.

Employee training and promotion variables simultaneously have a positive and significant effect on employee work performance. The total effect of employee training and promotion on employee work performance is 74.4%. This shows that employee training and promotion has contributed 74.4% to employee work performance, while the remaining 25.6% is contributed by other variables not examined.

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