

The Effect of Professionalism and Discipline to Employees Work Productivity at Namira Midwifery Academy in Panyabungan Mandailing Natal District.

Rina Hafni Lubis

Namira Midwifery Academy Kota Nopan

Abstract. *This study aims to determine how much the effect of the professionalism and discipline of work on work productivity of employees at Namira Midwifery Academy Panyabungan Mandailing Natal. This research uses explanatory research approach that is the kind of research that seeks to explain the influence of variables through hypothesis testing. Data was collected through questionnaires and documentation, which consists of primary data and secondary data. Furthermore, the data were analyzed using SPSS Program, to obtain descriptive analysis and multiple linear regression analysis. The results showed that both simultaneously and partially, the professionalism and discipline of work affect the productivity of employees working at the Academy of Midwifery Namira Panyabungan Mandailing Natal. It can be said that the professionalism and discipline done properly can improve work performance of employees at Namira Midwifery Academy Panyabungan Mandailing Natal.*

Keywords: *professionalism, discipline and work productivity*

I. BACKGROUND OF THE RESEARCH

Efforts to improve the productivity of an employee contributes relatively high to educational practices. All of which are within the scope of the provision of education can not be separated from the context of public service and public affairs. For example, the management of public goods and services efficiently and effectively prosecuted, while the consequences and management is largely the responsibility of government. Official role as an indispensable educational staff will be largely supported by how the employee was able to carry out its duties and functions. For this reason, in the context of professional employees as educators in the learning process required to fulfill the principle of the right man in the right place.

To become a professional in providing services to students, lecturers have to have the ability and knowledge of the field of their respective tasks as stated that professionalism is the ability of a person who has a profession serving the needs of others in a professional manner with high productivity.

Productivity is the ratio between the results of the activities and all the sacrifices (cost) to achieve that result (input, feedback) (Sinungan, 2007: 1). Productivity of employees in this case the employee is one measure of an organization in achieving its goals. Human resource is the most strategic element in the organization, must be recognized and accepted by management. Increased labor productivity is only possible by humans (Riyanto, 2006: 2).

In reaching a high work human factor is a very important variable for the success or failure of business is largely determined by human behaviors that carry or hold a job. Given the magnitude of the role and position of human resources, as an employee in the teaching and learning process required a high degree of professionalism and discipline of work quality work so that it can be kept working mechanism.

The more experience employees that will be more skilled employees in the work. To measure the level of experience that no one can see with the level of knowledge and skill levels of employees who have mastered. With a high level of professionalism, the acquisition of skills is increasing. Labor discipline here is the loyalty and obedience of a person or group of people to the written or unwritten rule reflected in the behavior and actions.

Based on the description of the background, the problems that arise in this study are as follows: The effect of professionalism to employee productivity in Namira Midwifery Academy Panyabungan Mandailing Natal, The Effect of the discipline to work productivity of employees at the Namira Midwifery Academy Mandailing Natal, and The effect of professionalism and discipline on employee productivity at Namira Midwifery Academy in Panyabungan Mandailing Natal?

II. LITERATURE STUDY

1. Professionalism

1. The Meaning of Professionalism

Professionalism is the process of formation of knowledge or skills about methods of a job because the employee involvement in the implementation of work tasks (Manulang, 2004: 15).

Another opinion suggests professionalism is a measure of the length of time or duration of action has been taken by someone in understanding the duties of a job and have carried out well (Asri, 2006: 71; Hadi, 2000: 91).

From the description above, it can be concluded that professionalism is the mastery level of knowledge and skill to the work that can be measured from the time of the work and of the level of knowledge and skills they have.

Measurement of professionalism as a means to analyze and drive efficiencies in the implementation of work tasks. According to Asri (2006: 137) there are some things that are used to measure a person's professionalism is: steady movements in working without a doubt; His movements were rhythmic to the creation of the habit of doing the job; Faster response to a sign - a sign like will work accidents; Can expect to be this type of difficulty making it ready for him; and Working with calm and have big enough confidence.

In addition there are also several factors that influence the professionalism of employees. Several other factors may also have an effect in certain conditions, but it is not possible to state precisely all the factors that sought in a potential employee. According to T. Hani Handoko (2004: 97), Foster (2001: 43) some of these factors are: 1) personal background; 2) own talents and interests; 3) Attitudes and needs; 4) Ability to learn the analytical and manipulative ability assessment and analysis; 5) Skills and technical ability.

From the description it is known, that an experienced staff will have a strong work ethic and smoother, movement rhythmically, respond more quickly to the signs, can be assumed to be the emergence of difficulty so it is ready for it, and work quietly and influenced by other factors, namely: long time / service life of a person, the level of knowledge or skill that has been held and the level of mastery of the work and equipment. Therefore, an employee who has a professional is someone who has the physical ability, have the knowledge and skills to work and would not be harmful to himself in work.

III. DISCIPLINE

Discipline is etymologically derived from the Latin word "disciple" means follower. Along with the development of the times, the word has been changed into "discipline", which means compliance or concerning regulations. During this time the word discipline has evolved to follow the progress of science, so many different disciplines sense among experts that one with the other. Definition of labor discipline is an attitude towards an employee observance of rules or regulations in a company or organization on the basis of an awareness and conviction rather than coercion (Wursanto, 2001: 47). In encyclopedias Administration The Liang Gie (2002: 96).

Discipline is defined as a state order in which people who are members of the organization are subject to the existing regulations with pleasure. Both of these terms are the implementation of discipline based on awareness and conviction of the creation of a state of harmony between desire and reality, as stated by Moekijat (2004: 186), "The purpose of the discipline of collective or individual who actually is to aim or direct behavior on harmonious reality. "To create harmonious conditions that must first be realized alignment between the rights and obligations of employees. Literature Djatmiko (1983: 249), Widodo (2001: 57) "Rules of discipline are the rules that create the necessity prohibitions and sanctions if it must not be followed or the ban was violated." While Nitisemito (2002: 199) argues that, "Discipline is more appropriate if interpreted as an attitude, behavior, and act in accordance with the rules, written or not.

From the definition mentioned above can be concluded that the discipline is the loyalty and obedience of a person or group of persons against the rules - the rules written or not, which is reflected in the behavior and actions.

Job discipline may come from within themselves and for their orders, G. R. Terry in Widodo (2001: 218), split into two types of disciplines, namely: 1). Discipline arising from within oneself (self imposed discipline); 2). Discipline based command (Command Discipline)

In any organization that wants must first kind of discipline that is coming due to lack of awareness and conviction. But the reality has always shown that discipline is more caused by some kind of compulsion from outside.

To maintain discipline in order to be maintained, T. Hani Handoko (2004: 129) suggests the need for disciplinary action. Disciplinary activities that consist of: Discipline Preventive, Corrective Discipline. Riyanto J, (2006: 241) suggests a reasonable attitude should be conducted led to the employee who made a mistake. Its process can work smoothly back and not rigid in attitude.

From the description above, it can be said that the essence of disciplinary actions of employees in order to be liable for the work he has done. The employee discipline is influenced by many factors as well as an indicator of Job discipline is as follows: 1) The workers came to work in an orderly, timely and orderly; 2) Dressed in the workplace; 3) Use of office supplies with a heart - the heart; 9) Following the prescribed way of working; 10) Have a high responsibility. (Sinungan, 2007: 67).

3. Work Productivity

Productivity means the ability to produce something with work, means that the activities undertaken to do something to earn a living (Poerwadarminta, 2003: 70). Work productivity is the ability to produce a work that is more than the regular size that has been common. (The Liang Gie, 2002: 3).

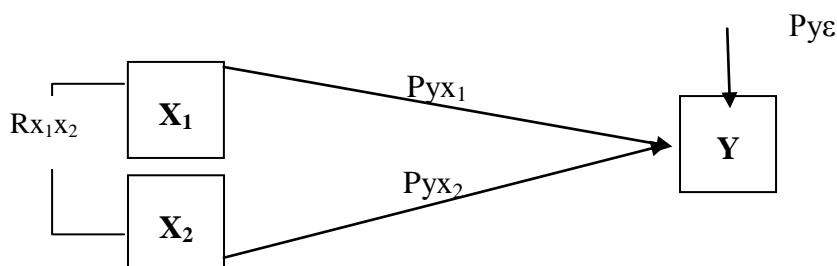
Understanding productivity basically covers mental attitude that always has the view that life is better today than yesterday and tomorrow better than today (Sinungan, 2007: 12). Technically productivity is a comparison between the results achieved (output) with the overall resources required (input). Productivity implies a comparison between the results achieved with the role of labor per unit time (Riyanto, 2006: 22).

From the above it can be concluded that work productivity is the ability of employees in production compared to the inputs used, can be said to be a productive employee if it is able to produce goods or services in accordance with expected within a short time or right.

Measurement of work productivity has a very important role to determine the labor productivity of employees so that it can be used as guidelines for improving work productivity as expected by the company. Based on the above it can be concluded indicators of work productivity among others: Use of time and work results.

IV. METODE PENELITIAN

The method used the explanatory survey method by using path analysis. The study design is outlined in the following Figure:



Figur: Structure among variable

Explanation:

- X₁ : Professionalism
- X₂ : Discipline
- Y : Work Productivity
- ε : Residual
- Pyx : Professionalism and discipline
- Pyε : Another Factor

Data collected through a questionnaire with a scale interval that has been tested for validity and reliability. The validity of the questionnaire is 0.472, and the reliability of the questionnaire is 0.864. Respondent was selected through stratified random sampling method that was taken from the employee numbering 49 people. Then the data were analyzed and tested the hypothesis formulated in accordance with the purposes and objectives of the research.

The research variables are the unit of observation that has varying values that become research (Arikunto, 2002: 97). In this study, there are two independent variables and the dependent variable, namely: 1. Variables Professionalism (X₁) and Discipline (X₂); 2. Dependent Variable: Employee Work Productivity (Y).

The analysis was conducted to determine the professionalism and discipline on the productivity of employees. Results obtained from the analysis of data were matched with determination table each variable category in question. The test is performed by F test (simultaneous) as well as t test (partially)

V. RESULTS AND DISCUSSION

1. Description of Data

To provide a clear description, before the regression analysis, first performed descriptions respondents consisted of descriptive analysis. Descriptive analysis of respondents includes gender, age, education level, and years of service and professionalism of the workers.

1.1 Respondents by Gender

In terms of gender, the number of men is more than women who work at the Academy of Midwifery Namira Panyabungan Mandailing Natal. Comparison of male respondents with women can be seen in Table 1.

Table 1 Responden by Gender

No	Gender	f	Percentage
1	Male	25	83.33%
2	Female	5	16.67%
Total		30	100%

Table 1 shows the composition of the number of men in the respondents is 25 people or 83.33%, while the number of women in the respondent is 5 people or 16.67%.

1.2 Respondents by Age

Age of respondents is divided into three categories under 21 years, 21 years up to 41 years and above 41 years. Thus, the percentage of respondents by age can be seen in Table 2.

Table 2
Responden by Age

No	Age	f	Percentage
1	20 – 40	16	53.33%
2	> 40	14	46.67%
Total		30	100%

From the data in Table 2 then looked composition respondent age 20-40 years as many as 16 people or 53.33%, and 14 people or 46.67% over the age of 40 years. This shows the composition of the respondent's age dominated by the age group 20-40 years. Based on the general assumption in society that productive age a person is under 40 years, the composition shows that employees at Namira Midwifery Academy in Panyabungan Mandailing Natal belong to the productive group, and still able to work well.

1.3 Respondents by Education Level

The education level of respondents can be divided into four categories, junior, senior, under graduate, and graduate. Thus, the percentage of respondents in those categories can be seen in Table 3.

Tabel 3
Responden Berdasarkan Tingkat Pendidikan

No	Education Level	f	Percentage
2	D3/D2	8	26.67%
3	Under graduate	21	70.00%
4	Graduate	1	3.33%
Total		30	100%

Tabel 3 shows the composition of the employees at Namira Midwifery Academi. Employees from D3/D2 level of education are 8 people (26.67%), under graduate (S1) are 21 people (70.00%) and the rest from graduate people comprise of 1 person (3.33%). Thus the employees are dominated by under graduate level of education.

1.4 Respondents by years of service

The level of respondents working period can be divided into four categories, they work more than 10 years, 7-10 years, 4-6 years, and 1-3 years. Thus, the percentage of respondents in those categories can be seen in Table 4.

Tabel 4
Respondents by years of service

No	Years of Service	f	Percentage
1	≥ 10 Tahun	12	40%
2	7 – 10	9	30%
3	4 – 6	7	23,33%

No	Years of Service	f	Percentage
4	1 – 3	2	6,67%
Total		30	100%

Table 4 shows the composition of the respondents based on years of service, 40% work more than 10 years, 30% work 7-10 years, 23.33% worked 4-6 years and 6.67% worked 1-3 years.

2 Results of Data Analysis

2.1 Deskriptif Analysis

a. Professionalism Variable

Based on the calculation, professionalism score is 48.92% in good category, thus the level of professionalism at Namira Midwifery Academy Panyabungan Mandailing Natal is pretty good. For more information about professional variable can be seen in the following table:

Tabel 5
Profesionalisme Variabel

No	Indicators	Score	Ideal score	%	Criteria
1	Year of service	463	900	51,44	Good Enough
2	Level of knowledge and skill	800	1200	66,67	Good
3	Mastery of work and equipment	498	900	55,53	Very Good

b. Discipline Variable

Scores of work discipline is 57.50% and in good enough category. Thus the level of work discipline at Namira Midwifery Academy Panyabungan Mandailing Natal is pretty good. The spread of the four indicators can be seen in the following table:

Table 6
Indicators of Discipline Variable

No	Indicators	score	Ideal Score	%	Criteria
1	Coming to the workplace well-dressed	473	358	52.56	Good enough
2	Use of equipment with caution	180	900	60.00	Good enough
3	Following the way companies work	180	300	59.67	Good enough
4	Responsibilities	190	300	63.33	Good enough

c. Work Productivity Variable

Score of work productivity is 67.39%, including in good categories. Thus the level of employee productivity at Namira Midwifery Academy Panyabungan Mandailing Natal is good. The spread of the indicators can be seen in the following table:

Tabel 7
Indicators of Work Productivity Variable

No	Indicators	score	Ideal score	%	Criteria
1	Time management	583	900	64.78	Good
2	Job Results	630	900	70.00	Good

2.2 Multiple Regrssion Analysis

This linear regression test to predict the influence of the dependent variables by using independent variables. From the analysis of SPSS output obtained and can be summarized as follows:

R	=	0.939
R ²	=	0.882
Adjusted R ²	=	0.873
F	=	10.715
Prob.	=	0.001

Based on the calculation results of multiple regression analysis regression equation as follows:

$$Y = 0,542X_1 + 0,332X_2 + 10,923$$

Where:

- Y = Work Productivity
- β_0 = Intercept
- β_1, β_2 = Koefisien Independent variable
- X1 = Professionalism
- X2 = Work discipline
- $F_{\text{observation}}$ = 9,321
- R^2 = 0,408

From the multiple regression equation can be explained as follows:

a. $\beta_1 = 0,406$

Because in this study, the ordinal data used in this calculation, the regression coefficient of 0.406 β_1 can not be interpreted. Which can be interpreted is a sign in front of these quantities. The equation shows that the regression coefficient β_1 is positive, so it can be concluded that the professionalism variables (X_1) is has positive effect on work productivity. This fact is understandable given the higher level of professionalism of employees, the higher employee productivity at Namira Midwifery Academy in Panyabungan Mandailing Natal.

b. $\beta_2 = 0,379$

Similarly, the calculation of the coefficients β_1, β_2 regression coefficient of 0.379 can not be interpreted. Which can be interpreted from the regression coefficient is the sign, which marks the regression coefficient β_2 is positive so that the conclusion drawn is that the level of employee discipline X_2 is a positive effect on work productivity. This fact can be understood because the more discipline led to higher levels of employee productivity at Namira Midwifery Academy in Panyabungan Mandailing Natal.

2.3 Hypothesis testing

1. First Hypothesis

Statistical hypothesis tested were:

$$H_0 : P_{y|X} = 0$$

$$H_1 : P_{y|X} > 0$$

The first hypothesis in this study is the professionalism of the contributing significantly to employee productivity. To determine the contribution of professionalism (X_1) to employee productivity (Y) used a simple regression analysis. While for the significant test was used t test. Summary results of the calculation can be seen in the following table:

Tabel 7
Simple Regression of X_1 and Y
T test

Correlation	Coeffisien correlation	Coeffisien Determination (R^2)	T_{obs}	$T_{\text{tabel}} (\alpha=0.05)$
r_{XY}	0.606	0.421	4.507	1.68

From the estimation above table shows that between variables professionalism with labor productivity amounted to 0.606 with a coefficient of determination (R^2) = 0.421 0:05 significantly on the real level with $t_{\text{obs}} = 4.507$ while $t_{\text{table}} = 1.68$, it can be concluded because $t_{\text{obs}} > t_{\text{table}}$ it shows there is a significant and positive contribution between the variables of professionalism to employee productivity is 42.21%.

Based on the results anaisis the above it can be concluded that the professionalism (X_1) and predictive contribute significantly to employee productivity (Y) amounted to 42.1%. or it can be concluded because of $t_{\text{obs}} = 4.507 > t_{\text{table}} = 1.68$ can be concluded that H_0 is rejected, in other words H_1 is accepted.

Thus the hypothesis that there is influence of professionalism and discipline on work productivity of employees at Namira Midwifery Academy is determined by the dimensions of professionalism and discipline "has been verified".

2. Secont Hypothesis

Statistical hypothesis tested were:

$$H_0 : P_{y|X} = 0$$

$$H_1 : P_{y|X} > 0$$

The second hypothesis in this study is: work Discipline contribute significantly to employee productivity. To determine the contribution of Work discipline (X_2) to employee productivity (Y) used a simple regression analysis, the t test was used in this analysis.

Table. 8
Contributions of Work Discipline Variable (X_2) on the Work Productivity of Employees (Y)

Coefficients (a)						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.923	13.136		.831	.413
	Professionalism	.542	.209	.406	2.591	.015
	Discipline	.332	.137	.379	2.423	.022

From the estimation table above, it shows that between variable work discipline and productivity kerjasebesar 0.332 with a coefficient of determination (R^2) = 0.408 significant at real 0.05 with $t_{obs} = 2.423$ while $t_{table} = 0.831$ inferred therefore $t_{obs} > t_{table}$. it indicates that the contribution is positive and has significant correlation between the work discipline variable to the employee productivity is 0.379 or 37.9%.

Based on the results analisis above it can be concluded that the work discipline (X_2) has significantly and predictive of employee productivity (Y) is 37.9%. or it can be concluded because of $t_{obs} = 2.423 > t_{table} = 0.831$. It can be concluded that H_0 is rejected, in other words H_1 is accepted. Thus the hypothesis stated before that there is influence between professionalism and discipline of the employee productivity has been verified and accepted.

3. F Test

F-test was used to analyze how the independent variables collectively affect the dependent variable. In the regression test results in this study, known value of F test is 9.321 with significance Alpha 0.001 where significant required $F < 0.05$ so that hypothesis is accepted. Thus it can be concluded that all the independent variables in this study (Professionalism variable and discipline variable have an effect on the productivity variable at Namira Midwifery Academy in Panyabungan Mandailing Natal.

2.4 Determination Coefficient Analysis

The size of the coefficient of determination or $R^2 = 0.639$ or 63.9%. It has been suggested that 63.9% of the variation in dependent variable at the model work productivity can be explained by the independent variable that are the variable of professionalism and discipline of employees, while the remaining 36.1% is influenced by other variables.

3.1. Discussion

Based on the results of research conducted, this research were developed according to the desired objectives by researchers is to determine whether there is influence of professionalism and discipline of the employee productivity at Namira Midwifery Academy in Panyabungan Mandailing Natal. The following discussion:

a. Professionalism

In this professionalism variable, it is examined included long / time working period, the level of knowledge and skills possessed, and mastery of the job and work equipment. Based on the research that has been done on the long time working period, the level of knowledge and skills, possessed, mastery of the job and work equipment, were quite well. The results thus show that the professionalism of employees had agreed to what is desired or expected.

In other words, that the period of employment, education, knowledge and skills possessed agree to be expected that the completion of the work can be effective and efficient. Effective use of equipment also shows that the professionalism of employees Midwifery Academy Namira Panyabungan Mandailing Natal is adequate. Similarly, the mastery of the work and equipment has assisted employees in completing the work.

b. Work Discipline

In the variable work discipline, examined included come to work, dressed neatly in the workplace, using equipment carefully, following the way of working that is determined by the company and has a responsibility to the job. Based on the research that has been done about coming to work, dressed neatly in the

workplace, using equipment carefully, following the way of working that is determined by the campus and have a high responsibility towards the work included in the category quite well. Such results indicate that employee work discipline at Namira Midwifery Academy in Panyabungan Mandailing Natal has agreed to what is desired or expected although there are some who come in late and dressed neatly not because the work is handled to use a neat clothing.

In other words that come to work, dressed neatly in the workplace, using equipment carefully, following the way of working that is determined by the campus and have a responsibility to the job, so it can complete the work more effectively and efficiently is adequate although there were some employees who must be given an understanding of attendance, neatness, use of equipment and seriousness in the work.

c. Work Productivity

Variables examined included labor productivity: the use of working time and the results of the work in the form of services as an employee or educators included in the category quite well. Employees understand the importance of use of working time so that employees actually use the time optimally to produce produktivitas work.

VI. CONCLUSSIONS AND SUGGESTIONS

1. Conclusions

Based on the results of the regression analysis, obtained regression line two predictors are: $Y = 0.542X_1 + 0.332X_2 + 10.923$. so it can be concluded that the two predictors derived regression equation regression results where a_1 and a_2 is positive. It means that with 10.923 constant increase in employee productivity is affected by the professionalism and discipline of 0.542 at 0.332. For professionalism obtained a value of 0.542. This implies that every change in the professionalism of the unit then employee productivity will rise by 0.542 assuming other variables held constant. So the better or higher professionalism, improve employee productivity at Namira Midwifery Academy in Panyabungan Madina. As for the working discipline obtained a value of 0.332. This means any changes in the value of employee discipline one unit then the employee productivity variable will rise by 0.332 assuming other variables held constant. So the better or higher labor discipline will improve employee productivity at Namira Midwifery Academy in Panyabungan Madina.

The results of simultaneous calculations obtained F_{obs} is 9.321 and F_{table} equal to 8,91 from the calculation shows that the professionalism and discipline of factors have an influence on the productivity of employees, although slightly. The number of the coefficient of determination or $R^2 = 0.639$ or 63.9%. It has been suggested that 63.9% of the variation in dependent variable in the model work productivity can be explained by the independent variable that are the variable of professionalism and discipline of employees, while the remaining 36.1% is influenced by other variables.

2. Suggestions

Based on the results of studies showing that there is weaknesses in work productivity. Therefore, the researchers advise, especially in terms of:

1. In giving tasks to the employees need to be briefed with instructions and examples either verbally or in writing so that they can do their job well.
2. The leader should create an conducive atmosphere to establish communication among employees who are familiar with the leader so that the employees work discipline will be increased so that the effect on employee productivity itself. And for employees who are already experienced, it is expected to reprimand differently with new employees because the employees who had been long enough sometimes the advised impressed as teaching.

REFERENCES

- [1]. Alfred, RL. 1983. *Teknik Memimpin dan Pekerja*. Jakarta, Akaseva Baru.
- [2]. Ali, Muhammad. 1984. *Penelitian Pendidikan, Prosedur dan Strategi*, Bandung. Angkasa.
- [3]. Arikunto, Suharsimi. 2002. *Prosedur Penelitian Suatu Pendekatan Praktek* Jakarta Rineka Ilmu.
- [4]. Asri, Marwan. 1986. *Pengelolaan Karyawan*. Yogyakarta ,BPFE
- [5]. Depdikbud. 1989. *Kamus Besar Bahasa Indonesia*. Yogyakarta.
- [6]. Foster, Bill. 2001. *Pembinaan untuk Peningkatan Kinerja Karyawan*. Jakarta, PPM
- [7]. Hadi, Sutrisno. 1990. *Analisis Regresi*. Yogyakarta. Andi Offset
- [8]. Handoko, T. Hani. 1984. *Manajemen Edisi 2*. Yogyakarta, BPFE.
- [9]. Handoko, T. Hani. 1990. *Manajemen Sumber Daya Manusia*. Jakarta. Ghalia Indonesia.
- [10]. Manulang. 2004. *Manajemen Personalialia*. Jakarta. Ghalia Indonesia
- [11]. Moekijat. 1989. *Manajemen Kepegawaian. Bandung, Alumni*
- [12]. Munir A. S. 1983. *Administrasi Kantor Modern*. Jakarta, Ghalia Indonesia

- [13]. Musanef. 1984. *Manajemen Kepegawaian di Indonesia*. Jakarta, Gunung Agung
- [14]. Nawawi, Hadari. 1998. *Metode Penelitian Sosial*. Yogyakarta. UGM Press
- [15]. Niti, Alex Semito. 1982. *Manajemen Personalia*. Jakarta, Ghalia
- [16]. Poerwadarminta. 1989. *Kamus Besar Bahasa Indonesia*. Jakarta, Balai Pustaka.
- [17]. Ravianto, J. 1985. *Produktivitas dan Manajemen*. Jakarta, SIUP.
- [18]. Sinungan, Muchdarsyah. 1997. *Produktivitas Apa dan Bagaimana*. Jakarta, Bumi Aksara.
- [19]. Sudjana. 1999. *Metode Statistika*. Bandung, Tarsito.
- [20]. Syarif, Rusli. 1991. *Produktivitas*. Bandung, Angkasa.
- [21]. The Liang Gie. 1987. *Ensiklopedia Administrasi*. Jakarta, Ghalia Indonesia.
- [22]. Widodo, D.S. 1991. *Pokok – pokok Pengertian Ilmu Administrasi Kepegawaian*. Jakarta, Balai Pustaka.
- [23]. Wursanto. 1990. *Manajemen Kepegawaian*. Yogyakarta, Kanisius.