
Employee Performance: Communication, Group Collaboration, Leadership and Motivation

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ABSTRACT

Purpose: This study examines how communication, group collaboration, leadership, and motivation affect to employee performance. This study was conducted at the office of the ministry of religion in Mojokerto.

Design/methodology/approach: This study used the validity and reliability test, classical assumption test, multiple linear regression test, partial t test, and f simultaneous test.

Findings: Communication, group collaboration, leadership and motivation all affect employee performance. Partially the variable group collaboration, leadership and motivation has a direct affect on employee performance, but communication does not.

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I. INTRODUCTION

Human resource issues continue to receive significant attention and become the foundation upon which business capabilities can be built to thrive in this era of globalization. The company's activities are significantly influenced by its human resources in almost every way (Fitriyadi, 2002). Even though it is supported by facilities and infrastructure as well as abundant financial resources, institutional operations will not be carried out properly if it is not supported by reliable human resources. This shows that human resources are the main factor that must be considered along with all their needs (Hariandja, 2002). Utilization of human resources will be the main factor that determines the success or failure of actions taken by an institution or organization. The changing dynamics of the environment have created a higher sense of urgency in relation to the expectations placed on institutions to obtain, develop, and preserve quality human resources (Hitt et al, 1997). Change requires support from senior management as an important first step, and this support cannot be trivial. The ability to mobilize a team is a must for leaders, as is the development of work procedures, and the management of human resource processes must be a key focus. In order to ensure continued business success, it is necessary to modify and improve the functions of the human resources department. Value creation or the application of human resource knowledge is related to related management practices and has an impact on organizational performance (Amstrong, 1998).

Moreover, the purpose of human resource management is quite broad; they are not limited to operational personnel but also span the managerial level (Kenna, 1995). The actions of the people who make up an organization, whether referred to as actors or participants, have a significant impact on the human resources of the organization (Sualiman, 2002). It is this delegation of power and responsibility that determines the level of involvement that human resources can have in an organization (Mathis, 2002). Formulate the authority and responsibility that must be achieved by workers with criteria or benchmarks that have been determined and agreed upon by employees and superiors (Lucky, 2000). Formulate given tasks and responsibilities that must be achieved by employees. Employees and their respective superiors have the ability to work together to set work goals and performance criteria to be met, and then evaluate the actual results achieved at the end of a certain time. According

to Siagian, (1999) Improving individual employee performance will trigger overall human resource performance, which will result in increased overall productivity.

Based on the explanation above, it is clear that performance review is an aspect that cannot stand alone from an institution (Zainun, 2001). Support from each management in the form of directions, resource support such as the provision of sufficient equipment as a means to facilitate the achievement of the objectives to be achieved in mentoring, guidance, training and development will further encourage objective performance evaluation. These objectives include: mentoring; training and development; accompaniment; and training and development. According to Zweig in Prawirosentono (2009), performance evaluation is a process of assessing work results that will be used by management to provide information to individual workers about the quality of their work from the perspective of institutional interests. (Rahmanto, 2002) Performance appraisal is a process of evaluating work results that will be used by management to provide information to individual employees about the quality of their work. In this scenario, an employee must be informed about the results of his work, whether they are positive, moderate, or negative. Employees will be motivated to act well or increase and decrease performance (achievement) that is below standard. The success of a company will largely depend on the availability of skilled, qualified, highly motivated and eager human resources to collaborate with each other in group settings (Papu, 2001).

Therefore, leaders need to have the ability to set work goals that will produce highly skilled, highly motivated, and highly productive personnel. Masson and Linn, (1999) Quantitative and qualitative aspects in setting the right goals to achieve within a certain period of time both play a role here. Hutapea, (2001) The existing performance evaluation needs to be supplemented with competencies related to skills and knowledge. This competency should focus on leadership, communication, and teamwork. It is hoped that incorporating competence into performance appraisal will make the employee performance appraisal process more effective (Cira, 1998). Performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Prawirosentono, 1999). Performance can be achieved by a person or group of people in an organization according to their respective authorities and responsibilities (Ruky 2001).

According to Riyono and Zulaifah (2010), the capacity to encourage and influence subordinates is a necessary component of effective leadership. A strong ability to operate as a strong guide and driver, in addition to being goal oriented, is essential to a leader's success. According to Robbins (2008), a well-coordinated effort from a work team will result in the production of beneficial synergies. Individual efforts result in a level of performance that is higher than the total of the individual inputs. This is because individual efforts build on one another. According to Fillmore H. Stanford's definition (quoted in Mangkunegara, 2012), motivation is a state that propels people toward the achievement of a certain objective. Employees at this organization are considered to be top management executors because of their ability to communicate with both workers and top management.

II. METHODS

In this study the research instrument in the form of distributing questionnaires was used to collect data in order to obtain quantitative information about the research variables. A Likert scale ranging from 1 to 4 will be used for all independent variables. Because the participants in this study were all employees of the religious department in Mojokerto, it was possible to select a sample that was representative of the population for this study based on the population itself. The sample represents a portion of the population that will be used as an object for the purposes of research and analysis of the data collected. Santoso, (2002) Purposive sampling is the approach taken for this particular sample. Purposive sampling is a method that researchers use to collect their data for their studies. Because this study analyzed the performance of employees at the religious services in Mojokerto, the researchers agreed that the most suitable sample based on these criteria was 75 people. Purposive sampling is a sampling strategy with certain considerations (Sugiyono, 2009:85). Because this study analyzes worker performance, the researcher chose purposeful sampling. This study uses an analytical method known as the validity and reliability test, followed by an assumption test and multiple linear regression tests, and finally the partial t test and simultaneous f test (Sulaiman, 2002).

III. RESULTS AND DISCUSSION

A. Validity and Reliability Test

Because the correlation coefficient value of each statement item has a value greater than 0.000 and a significance of less than 0.05, which means that all statement items in each research variable can be used in further testing, one can draw the conclusion from the results of the SPSS test processing that all of the instruments in the variables in this study are valid. This conclusion can be drawn because the correlation coefficient value of each statement item has a value that is greater than 0.000 and a significance that is less than 0.05. The Cronbach's Alpha value for each question that was employed as a research variable instrument was more than 0.6. It is also possible to test reliability by determining whether or not Cronbach's Alpha is more than 0.6. If it is, then all of the criteria may be said to be reliable, which means that they have a high level of consistency and can be relied upon for reuse at many periods and places. Therefore, the data from the population that the author researched are included in the categories of being valid and trustworthy, which makes it possible to do additional testing.

B. Classic assumption test

1. Normality test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.33020715
Most Extreme Differences	Absolute	.077
	Positive	.077
	Negative	-.050
Kolmogorov-Smirnov Z		.743
Asymp. Sig. (2-tailed)		.639

a. Test distribution is Normal.
b. Calculated from data.

Figure 1. Data Normality Test

Source: SPSS output, data processed

According to the table above, all study variables are normally distributed since the likelihood of the KS value is 0.743 with a probability of 0.639, indicating a significance of larger than 5% ($P > 5\%$).

2. Multicollinearity Test

Table 1. Multicollinearity testing

Regression Models	VIF	tolerance value	Information
Leadership	1, 466	10	Good
Communication	1, 420	10	Good
Group collaboration	1, 863	10	Good
Motivation	1, 499	10	Good

Source: SPSS output, data processed

Due to the fact that the regression model has a VIF value that is lower than 10, the results of the calculation of the tolerance value indicate that the model does not include multicollinearity.

3. Heteroscedasticity Test

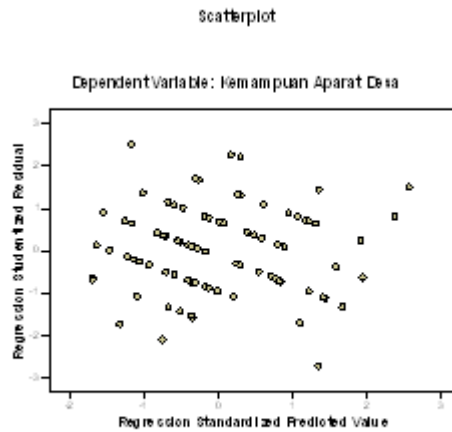


Figure 2. Heteroscedasticity Test

Because the spreading points do not conform to any particular pattern, it is possible to deduce, using the graph that was just presented, that the impact of heteroscedasticity does not take place as a result of the regression model.

4. Autocorrelation Test

The results of the autocorrelation test for each regression model can be seen in the table below:

Table 2. Autocorrelation testing

<i>N</i>	<i>k</i>	<i>Du</i>	<i>4-du</i>	<i>Durbin Watson</i>	<i>Information</i>
75	4	1.75	2.25	1,889	Good

Source: SPSS output, data processed

The regression equation in this study has no autocorrelation since SPSS calculated a statistical value of Durbin Watson of 1.889, which is between two and four du ($du < d < 4-du$).

C. Multiple Linear Regression Analysis

Table 3. Regression Analysis

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Q</i>	<i>Sig.</i>
		<i>B</i>	<i>std. Error</i>		
1	(Constant)	0,664	0,463		
	Communication	0,013	0,117	0,108	0,914

<i>Group collaboration</i>	0,436	0,121	3,597	0,001
<i>Leadership</i>	0,268	0,130	2,057	0,043
<i>Motivation</i>	0,427	0,140	3,056	0,003

a. Dependent Variable: employee performance
Source: SPSS output, data processed

The multiple linear regression equation may be derived using the linear regression calculation table:

$$Y = 0.664 + 0.013 X_1 + 0.436 X_2 + 0.268 X_3 + 0.427X_4$$

The purpose of the regression coefficient in the table above can be explained as follows:

- a. Constant (a)
The magnitude of the employee performance variable (Y) is a = 0.664, which is unaffected by communication, teamwork, leadership, and motivation.
- b. Communication regression coefficient
Assuming cooperation, leadership, and motivation remain unchanged, an increase in communication by one unit increases employee performance by 0.013 units.
- c. Cooperative group regression coefficient
Assuming communication, leadership, and motivation are constant, a one-unit increase in group collaboration will increase employee performance by 0.436 units.
- d. Leadership regression coefficient
Assuming communication, group collaboration, and motivation are constant, an increase in leadership by one unit increases employee performance by 0.268 units.
- e. Motivational regression coefficient
Assuming communication, group collaboration, and leadership are constant, an increase in motivation by one unit will increase employee performance by 0.427 units.

The multiple correlation coefficient value was 0.725, which indicates that the communication, group collaboration, leadership, and motivation variables had a fairly strong relationship with employee performance. The multiple determination coefficient value (R²) was 0.526, which indicates that communication, teamwork, leadership, and motivation can explain 52.60% of the variation in employee performance.

D. Hypothesis test

1. Simultaneous Test

Table 4. F test

ANOVA^b

	<i>Model</i>	<i>Sum of squares</i>	<i>Df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regression</i>	6,503	4	1,626	19,403	0,000 ^a
	<i>Residual</i>	5,865	70	0,084		
	<i>Total</i>	12,368	74			

Source: SPSS output, data processed

The SPSS algorithm calculates Fcount as 19.403 with a significance of 0.000 (P<0.05), rejecting Ho and accepting Ha. Thus, communication, group collaboration, leadership, and motivation concurrently affect the employee performance.

2. Partial Test

Table 5. T test

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Q</i>	<i>Sig.</i>
	<i>B</i>	<i>std. Error</i>		
<i>1</i>				
<i>(Constant)</i>	<i>0,664</i>	<i>0,463</i>		
<i>Communication</i>	<i>0,013</i>	<i>0,117</i>	<i>0,108</i>	<i>0,914</i>
<i>Group collaboration</i>	<i>0,436</i>	<i>0,121</i>	<i>3,597</i>	<i>0,001</i>
<i>Leadership</i>	<i>0,268</i>	<i>0,130</i>	<i>2,057</i>	<i>0,043</i>
<i>Motivation</i>	<i>0,427</i>	<i>0,140</i>	<i>3,056</i>	<i>0,003</i>

a. Dependent Variable: employee performance

Source: SPSS output, data processed

- a. The effect of communication on employee performance
The t test determines if communication affects civil servant performance. Multiple linear regression analysis shows that Ho is accepted and Ha is rejected, hence the second hypothesis is not established. The communication t value is 0.108 with a significance of 0.914 (P> 5%). Communication seldom affects employee performance.
- b. The effect of group collaboration on employee performance
The t test determines if group collaboration partially affects employee performance. The linear regression analysis tool yielded a t value for group collaboration of 3.597 with a significance of 0.001 (P <5%), rejecting Ho and accepting Ha, proving the second hypothesis that group collaboration affects employee performance.
- c. The influence of leadership on employee performance
To find out whether leadership partially has a major impact on employee performance, the test technique utilized is the t test. The multiple linear regression analysis tool in table 4.20 above yielded a leadership t-value of 2.057 with a significance of 0.043 (P <5%), rejecting Ho and accepting Ha, proving the second hypothesis that leadership affects employee performance.
- d. The effect of motivation on employee performance
The t test is used to determine if motivation partly affects employee performance. The linear regression analysis tool yielded a t-count value of motivation of 3.056 with a significance of 0.003 (P <5%), rejecting Ho and accepting Ha, proving the second hypothesis that motivation affects employee performance.

E. The Effect of Communication on Employee Performance

Planning performance is the first step in the performance management cycle, followed by reviewing and evaluating how the plan is executed (Bittel et al, 1996). Continuous communication, on the other hand, allows performance management to work in the most efficient manner between the planning and appraisal stages. Even if it is done properly and correctly, it will not give ideal results if there is no continuous relationship on all lines (vertical, horizontal, or diagonal communication) (Kartikawangi, (2002). This is due to the lack of employee skills. in utilizing technology; the implementation of efficient communication is something that is very important. The internet world is developing very fast, which offers great benefits for workers to help them improve their performance. In this context, the role of communication is one that is very necessary and crucial (Green, 1999).

This indicates that you must be able to produce interesting communications through presentation material that can be made in softcopy and can be downloaded from the internet. This allows it to be immediately followed up to the sales execution stage as soon as there is a reaction from outside. Even if the worker is not an expert in the field of information technology, he can develop communication with colleagues who are experts in that field or with other parties. Meliisa, (2012) Effective communication is necessary because employees must be able to

share and debate their ideas with their supervisors and co-workers so that they can receive support from these other people.

F. The Effect of Group collaboration on Employee Performance

If employees are supported as much as the company itself, then the business has a chance to achieve success. Cooperation among group members is very important for achieving goals (Boutler, 1996). Everyone who has ever been successful is well aware of this fact. On the other hand, it goes without saying that the group in question is not just any group but an efficient group. Cooperation in group settings is analogous to skills that must be cultivated (Tjiptono, 1997). That's not to say that highly talented workers can't work well together in teams. These two things can be considered as a bundle. The efficiency of work groups is determined by two outcomes: the amount of work produced and the amount of enjoyment individuals derive from their work (Sunu, 1999).

Organizational capacity to meet the individual needs of its members and then continue to maintain their membership and commitment is directly related to the level of satisfaction of members with the group (Rahmanto, 2002). What is meant by "productive output" refers to the quality and amount of work produced in accordance with organizational goals. Context, structure, strategy, cultural environment, and reward systems are some of the organizational aspects that can impact the effectiveness of a group. The types of groups, their structure, and the people who make up the group are important aspects. The quality of this group affects the group's internal processes, which in turn affect the results and satisfaction levels. Usmara, (2002) To form an efficient group, leaders need to have understanding and ability to handle various stages of development, cohesion, norms, and conflict.

G. The effect of Leadership on Employee Performance

The quality of leadership that exists within an organization is one of the most important factors that determines not only the achievement of the company as a whole but also the achievement of the many subgroups that make up the organization (Kartono, 2001). The level of leadership that exists in an organization turns out to play a very dominant role in the company's success in terms of employee performance. This is something that can be considered as the case. As an individual, a leader is a personality that interacts with a number of other people, each of which is also a personality. These people form groups led by leaders. Under these conditions, a leader is required to have an understanding of each personality that is different from himself. Both in terms of realizing the desire to join and unite in a group and in terms of carrying out activities that are the duties and obligations of each individual member, the leader as a personality has motives that may not be the same as the motivations of his members. group members. This applies both in realizing the desire to join and unite in a group and in carrying out activities. In carrying out their obligations and duties, a leader in a government organization is a central figure who exerts enormous influence on his staff members (Diana, 2001).

This effect can be observed in the attitude and behavior of leaders. The executives and staff that make up a government entity are considered its human resources. A large number of people are employed. In carrying out his responsibilities, an employee is a servant of the state as well as a servant of the community. This position requires employees to have high competence, be full of commitment, and have work discipline. This is a very important factor in the overall success of the business. A leader of a government agency needs to use various strategies, one of which is by applying the right leadership style, in order to foster a positive work attitude among his employees. The function of a leader is very important to achieve organizational goals, including the goals of government organizations, especially in terms of improving employee performance in carrying out their duties. Employee performance is the result of work that can be completed by an employee or group of employees in an organization in accordance with various authorities and duties in order to realize organizational goals. This work is carried out in order to realize organizational goals.

H. The Effect of Motivation on Employee Performance

The phrase "motivation" refers to a collection of elements, both internal and external to a person, that urge that person to accomplish set goals by committing all of the strength and potential that is available to them. Therefore, providing encouragement as a kind of motivation may boost employee morale, which in turn can help the organization achieve the outcomes that management wants to see. The link between motivation and performance may be thought of as having a linear form, in the sense that if you motivate your employees well at work, their morale will rise, and their job outcomes will be at their highest possible level in accordance with the performance criteria you have set. The degree to which workers are committed to their jobs as a kind of motivation may be inferred, among other things, from the number of hours they put in each week and their level of attendance at work. Motivation is one of the contributing aspects that can help increase performance.

The ability, skills, and experience of employees are meaningless if they are not followed by high motivation from each employee to improve their performance. In essence, an organization not only expects employees to be willing and able to work diligently, but also how to have high motivation to achieve organizational goals. An

unfulfilled need is the first step in the process of motivation. This need generates tension, which in turn causes a person to act on their impulses. These impulses lead to attempts being made to fulfill or satisfy wants, which, in the end, results in a lessening in the pressure that is felt. When the amount of pressure drops, so does people's level of motivation. As a result, proportionate pressures need to be maintained on a continual basis in order to ensure that the want to act is always there within a person.

Individually, attempts to motivate oneself can be performed by first controlling oneself, then evaluating oneself, and finally motivating oneself. However, there are instances when a person does not have the awareness to inspire himself; as a result, they want external motivation, which may come from superiors, family, coworkers, instructors, and other people. This type of motivation can come from a variety of sources. It is possible to draw the following conclusion from the information presented above: the existence of motivation will result in increased performance, and the opposite, a drop in motivation will also have an effect on performance at the Office of the Ministry of Religion in the Mojokerto Regency

IV. CONCLUSION

A. Conclusion

Based on the research findings described earlier, it can be concluded that:

1. Based on the explanation above, the variables of leadership, communication, teamwork, and motivation all affect employee performance at the Mojokerto Regency Office of the Ministry of Religion, proving the first hypothesis.
2. Testing the relationship between communication and employee performance produces insignificant results, then refutes the second hypothesis. Communication rarely affects employee performance.
3. Leadership, teamwork, and motivation affect employee performance. Leadership, teamwork, and motivation affect employee performance, as shown by the results of data processing calculations.

B. Suggestion

The suggestions put forward by the author in this study are as follows:

1. Group collaboration and motivation are crucial to employee performance, so they must be maintained and improved by prioritizing: a. principles, goals, and objectives, b. openness and confrontation, c. support and trust, d. cooperation, communication, and conflict, e. proper work procedures and decisions, f. proper leadership, g. regular review of work and programs, h. individual development, i. relations between groups (social), and j. synergy. The management office hopes to improve performance via group collaboration.
2. To optimize thinking contribution, researchers might incorporate other elements that affect employee performance, such as individual situations, work culture, and organizational learning.

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