

Analysis of Performance, Motivation and Training on the Performance of the Bhabinkamtibmas Police Members of the Cimahi Police

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ABSTRACT

The high performance demands of the National Police in serving the community have made the Police continue to improve internally and carry out various innovative programs in order to provide maximum service to the community. The Cimahi Police are subordinate to the West Java Regional Police. Based on the data, it shows that Bhabinkamtibmas in several Polsek in the Cimahi area has a less than satisfactory performance in serving the surrounding community. The method in this research is design verification. The population in the study as many as 186 members obtained by saturated sampling method. The statistical test used is path analysis. The research results show that the total direct effect of the independent variables on performance, motivation and training allowances on performance is 86.32%.

Keywords

Performance benefits, motivation, training and performance of members

Introduction

Based on the results of the latest survey by Kompas Research and Development, the level of public satisfaction with the Police has increased from 46.7 percent in 2014 to 82.9 percent in 2018. Kopolnas as the external supervisor of the National Police also sees that the National Police has succeeded in improving its performance in the last two years. Rolecrime prevention is more focused than law enforcement. In this case, a more active role of Bhabinkamtibmas (Bhayangkara Development of Public Order and Security) is needed. Polri performance allowances (remuneration) as stipulated in the Presidential Regulation of the Republic of Indonesia (Perpres RI) Number 89 of 2015 concerning Employee Performance Allowances within the State Police of the Republic of Indonesia are given to employees who have positions in the environment The Indonesian National Police, where other than given income in accordance with the provisions of laws and regulations is given a performance allowance every month. Performance allowance is defined as a form of direct compensation paid to employees because their performance exceeds the specified standards. This standard is another form of direct wages other than wages and salaries which is a permanent compensation called the performance-based competency system (pay for performance plan) (Rivai & Sagala, 2013).

The performance allowance that is given in stages to members of the National Police is a form of compensation to improve work performance and productivity professionally and maximally in public service. Apart from the performance allowance, in this case Bhabinkamtibmas is also supported by Bhabinkamtibmas operational money. According to the Head of the National Police Security Maintenance Agency (Kabaharkam), Komjen Pol Putut Eko Bayu Seno, the increase in the budget to a difference of approximately 1 million per month must be realized with concrete activities and results.

In addition to performance allowances, what affects to performance is motivation. According to Winardi (2016), motivation is a potential strength that exists in a human being, which can be developed by itself or developed by a number of outside forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect the results of their performance positively or negatively. According to Kadji (2008) states that the work motivation of public sector officials has a direct and significant effect on public service performance. Prasepti (2006) also revealed that motivation strengthens the effect of compensation and working conditions on employee performance in an organization. The pre-survey results showed that low motivation was shown by members Bhabinkamtibmas Cimahi Police which should be able to pursue certain

achievements, awards and goals in carrying out their duties as Bhabinkamtibmas Cimahi Police.

Training is an effort to improve the ability of members to carry out the tasks that have been given so that members are more skilled and able to carry out the responsibilities outlined by the institution. That is, the member training program is a process of teaching certain knowledge and skills so that members are more skilled and capable and have a better attitude as expected. Through training, members are assisted in doing existing jobs, can enhance members' careers and

help develop future responsibilities. In the Chief of Police's regulation number 16 of 2006 concerning the implementation of police training for the Republic of Indonesia, it is stated that training is an effort or process, a method of action, an activity to provide, maintain, improve abilities and skills with methods that prioritize practice so that they are proficient or accustomed to doing a task or job. The training carried out by Bhabinkamtibmas personnel will certainly affect the performance of the personnel in providing coaching and efforts for alternative solutions in solving problems in the community.

Table 1. Data on the performance of the Cimahi Police Bhabinkamtibmas based on Sambang activities / visits / door to door system (DDS)

No.	Police	Qty Bhabin	Target	2016 year		Target	2017 year		Indicator
				Real	Achievements		Real	Achievements	
1	Cimahi	10	5280	3457	65.47	5280	4800	90.91	Very satisfactory
2	Padalarang	21	11088	6549	59.06	11088	10245	92.40	Very satisfactory
3	Lembang	16	8448	4456	52.75	8448	7649	90.54	Very satisfactory
4	South Cimahi	5	2640	1362	51.59	2640	1578	59.77	Less satisfactory
5	Cipatat	12	6336	3321	52.41	6336	5568	87.88	Satisfactory
6	Cisarua	15	7920	3890	49.12	7920	5876	74.19	Satisfactory
7	Cipenduy	12	6336	5529	87.26	6336	6030	95.17	Very satisfactory
8	Cikalong Wetan	13	6864	3268	47.61	6864	5324	77.56	Satisfactory
9	Batujajar	13	6864	2879	41.94	6864	4766	69.43	Satisfactory
10	Cililin	21	11088	5597	50.48	11088	10501	94.71	Very satisfactory
11	Sindang Kerta	25	13200	6578	49.83	13200	12332	93.42	Very satisfactory
12	Mount Halu	17	8976	3351	37.33	8976	8768	97.68	Very satisfactory
13	Still	6	3168	1412	44.57	3168	3168	100.00	Very satisfactory
	Total	186	98208	51649	52.59	98208	86605	88.19	Satisfactory

Source: Data for Sat Binmas, Cimahi Police, 2016 and 2017

We can see from the data referring to the table above that the number of Bhabimkamtibmas in Marga Asih Polsek is 6 members, but why is it very satisfying while in South Cimahi Polsek there are 5 members but not satisfactory. Polsek Cipatat with 12 members, Polsek Cisarua with 15 members, Polsek Cikalong wetan with 13 members, Batujajar with 13 members can only be in the satisfactory category, while Cimahi Polsek with 10 members can also be very satisfying.

Problem Formulation

Based on the research background above, the problem will be formulated as follows:

1. How is the performance and performance allowances, motivation and training of members of the Police Bhabinkamtibmas Cimahi Police?

2. How does the performance allowance, motivation and training affect the performance of the members of the Police Bhabinkamtibmas Cimahi Police Simultaneously?
3. How does the performance allowance, motivation and training affect the performance of the members of the Police Bhabinkamtibmas Cimahi Police Partially?

Study Objectives

General purpose

The purpose of this study is to collect, process and analyze data and interpret it about the analysis of the effect of performance allowances, motivation and training on member performance. Police Bhabinkamtibmas Cimahi Police.

Special purpose

The specific objectives of this research are to find out:

1. To find out the performance allowance, motivation, and training on the performance of the members of the Bhabinkamtibmas Police, Cimahi Police.
2. This is to determine the effect of performance, motivation, and training allowances on the performance of members of the Bhabinkamtibmas Police at the Cimahi Police Simultaneously.
3. To get to know the effect of performance, motivation, and training allowances on the performance of members of the Bhabinkamtibmas Police, Cimahi Police Partially.

Benefits of Study

The results of this study are expected to provide theoretical and practical benefits.

Theoretical benefits

The results of this study are expected to provide benefits, namely:

Become the development of police science, especially with regard to the performance of members.

Practical benefits

The research results are expected to be an input for the Cimahi Police in reviewing, formulating and determining policies related to performance allowances, work motivation, training and performance of members.

Research Framework

In principle The framework of thought in a study needs to be put forward, this is intended as a temporary answer to the symptoms that are the object of the problem. The basis of the researcher's frame of mind refers to several theoretical studies and previous research related to the research variables. In this study the research variables consisted of performance allowances, motivation and training as the independent

variable and member performance as the dependent variable.

The independent variables used are performance allowances (X1), motivation (X2) and training (X3). The performance allowance variable (X1) affects the performance of members based on several studies measured from several dimensions, namely: the amount of the performance allowance received, the level of adequacy in meeting needs, the effect of the performance allowance on morale, timeliness of receiving benefits and benefits obtained by individuals from receiving allowances (Ramli et al., 2015).

There is also a motivation variable (X2) this can affect the performance of members. The motivation used in this study is intrinsic motivation. According to Siagian in Harza (2015), intrinsic motivation comes from within the individual. This motivation produces integrity of goals, both organizational goals and individual goals, both of which can be satisfied. Meanwhile, according to Permana in Harza (2015) which quotes from Nawawi, he argues that intrinsic motivation is a work force that comes from within the worker as an individual, in the form of awareness of the importance of the work being carried out. In this study, the indicator variables of intrinsic motivation that are used as independent variables are: responsibility, reward, work itself and development and progress (Hasibuan in Harza).

According to Sofyandi (2013) states that the training variable (X3) is a program that is expected to provide stimulation / stimulus to someone to be able to improve abilities in certain jobs and gain general knowledge and understanding of the overall work environment and organization. Training Dimensions According to Rae in Sofyandi (2013) says that the dimensions of an effective training program that a company provides to its employees can be measured through: 1) training content; 2) training methods; 3) the attitudes and skills of instructors; 4) length of training time; 5) training facilities

The dependent variable is influenced by the performance allowance and motivation is the performance (Y) of Bhabinkamtibmas Cimahi

Police. Some of the indicators contained in the allowance variable are: target achievement, conformance with standards, accuracy in work, completion on time and attendance levels (Mathis

& Jackson, 2006). Then the conceptual framework and variables in this study can be described systematically as follows:

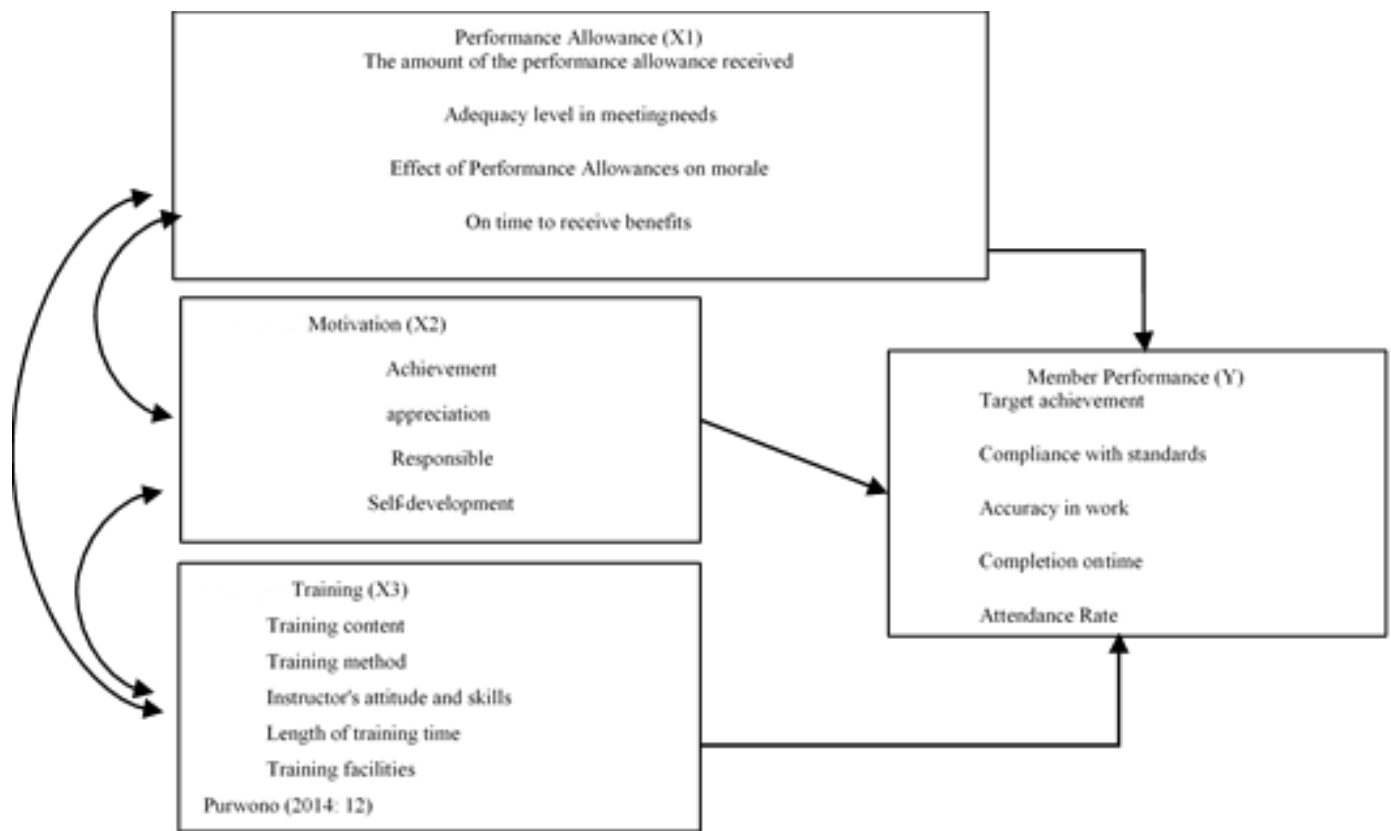


Figure 1. Framework

Results and Discussion

Table 2. Recapitulation of member statements regarding performance allowances (variable X1) overall

No.	Statement	Score	Category
1.	Performance allowances are in accordance with members' expectations	674	Agree
2.	Performance allowance according to the group of members	703	Agree
3.	The members receive a timely performance allowance	694	Agree
4.	Information on performance benefits in a timely manner	699	Agree
5.	The performance allowance is able to meet the family members' needs	743	Agree
6.	Performance allowances in accordance with the fields and competencies of the members	719	Agree
Total		705	Agree

Source: Processed Primary Data Questionnaire Results

Based on Table 2, it shows that the descriptive analysis for the Performance Allowance variable, as for the descriptive analysis that can be stated is as follows:

1. The allowance already given, is in accordance with the expectations of the members Bhabinkamtibmas.
2. The National Police has arranged through a system of pay and benefits according to the Group of members of the Bhabinkamtibmas.

3. The payroll system and performance allowances are provided through a transfer system to a bank account owned by every member of the Bhabinkamtibmas.
4. The information provided can be accessed through the application on the mobile phone operating system of each Bhabinkamtibmas member.
5. The allowances given also still come from the form of Bhabinkamtibmas leadership's

- assessment of the performance of Bhabinkamtibmas members.
- A performance allowance can be given if the Bhabinkamtibmas members have a very qualified competency in their respective fields.

Table 3. Recapitulation of member statements regarding motivation (variable X2) overall

No.	Statement	Score	Category
1.	Members want achievement	682	Agree
2.	Members have achievement targets	688	Agree
3.	Members carry out work with high initiative	740	Agree
4.	Members are freed by the leadership to carry out tasks creatively	721	Agree
5.	The leadership supports members' self-development	699	Agree
6.	Members desire self-improvement and Oneness	666	Agree
Total		699	Agree

Source: Processed Primary Data Questionnaire Results

If seen based on Table 2 shows regarding the elaboration of work motivation within the Bhabinkamtibmas Unit, here are the results of descriptive analysis for each statement expressed to members of the Bhabinkamtibmas;

- Bhabinkamtibmas Members, given motivation in order can pursue achievements at each their respective fields.
- Bhabinkamtibmas Members, they are accustomed to planning their own accomplishments to pursue and achieve.
- Bhabinkamtibmas Members, having high initiative in doing their job, this is felt necessary because the members of Bhabinkamtibmas must provide good service to the community.

- Bhabinkamtibmas Members, have creativity in doing work, because the members of Bhabinkamtibmas will face people who have different cases.
- Bhabinkamtibmas Members, every activity that they carry out are supported by their leaders.
- The importance of progress on unity member Bhabinkamtibmas, could felt by all members of Bhabinkamtibmas. So, it can give high motivation in all circles and promote the development of activities and organizations of the Bhabinkamtibmas Police Unit.

Table 4. Recapitulation of member statements regarding training (variable X3) overall

No.	Statement	Score	Category
1.	Members receive basic education in accordance with the terms and conditions	714	Agree
2.	Members receive basic education in accordance with their fields and competencies	728	Agree
3.	Material given formal education can be used in the systematics of members' work	708	Agree
4.	Formal education instructors have competence in their fields	685	Agree
5.	Members have high enthusiasm in carrying out education	677	Agree
6.	Members can understand and receive post-primary and formal education evaluations	703	Agree
Total		703	Agree

Source: Processed Primary Data Questionnaire Results

Based on Table 4, the statement on the questionnaire can be described as follows:

- Every members of the Bhabinkamtibmas Police, feel that the basic education received during education is in accordance with the terms and conditions stipulated by the Police.
- A member of Bhabinkamtibmas, states that the materials received are in accordance with fields and competencies that have been passed during the education period.
- Bhabinkamtibmas members can work reliably, this is obtained from the materials that have been given to formal education.
- Police have mecreate educational programs for Bhabinkamtibmas members, and be guided by trainers who are competent in their fields who are reliable and accomplished.

5. Bhabinkamtibmas Members should have high enthusiasm for education, this can achieve reliable and outstanding work.
6. Bhabinkamtibmas members can understand every evaluation they receive during the education period that has been undertaken, this is what must be done as evaluation material.

Table 5. Recapitulation of member statements regarding overall performance (variable Y)

No.	Statement	Score	Category
1.	Members are able to complete work according to the target	674	Agree
2.	Members have a high level of accuracy	657	Agree
3.	Members can afford to be burdened with heavy duty loads	674	Agree
4.	Members have a very good mentality	660	Agree
5.	Members accept assignments from the leadership politely	640	Agree
6.	Members have high morale in carrying out their duties	665	Agree
7.	Members have high	669	Agree

			awareness in carrying out tasks on time
8.	Members have a high presence in activity in the unit	720	Agree
	Total	703	Agree

Source: Processed Primary Data Questionnaire Results

Based on Table 5, the following are the results of descriptive analysis that can be revealed by researchers for the performance variables of Bhabinkamtibmas members:

1. It shows that performance, motivation and training allowances can have a positive impact towards members of the Bhabinkamtibmas.
2. Results of training provided formally to members Bhabinkamtibmas, can affect the accuracy and performance achieved by members of Bhabinkamtibmas.
3. Every Bhabinkamtibmas members who have done the training able to work under high pressure.
4. The level of motivation and the frequency of the results of the training carried out by the Bhabinkamtibmas Police can form the character and mentality of every strong member of the Police.
5. A high level of discipline within the National Police and the Bhabinkamtibmas Unit, can form members of the Bhabinkamtibmas to have a high level of awareness able carry out tasks in a timely manner.

Table 6. Correlation matrix
Correlation Matrix^a

		Training	Motivation	Plate	Performance
Correlation	Training	1,000	.779	.495	.426
	Motivation	.779	1,000	.650	.573
	Plate	.495	.650	1,000	.570
	Performance	.426	.573	.570	1,000

a. Determinant =, 137

Source: Path Analysis Data processed in September 2018

By using a computer program to calculate the path analysis, a structural equation is obtained as the result of the following formula:

$$\text{performance} = -0.49 * \text{tnj_kine} + 0.450 * \text{motivation} + 0.425 * \text{training}, \text{Errorvar.} = 0.603, R^2 = 0.397$$

Standerr (0.128) (-0.41) (0.383) (0.342)

Z-values 3,240 2,714 2,759 2,609

P-values 0.000 0.652 0.000 0.000

Source: Path Analysis Data processed in September 2018

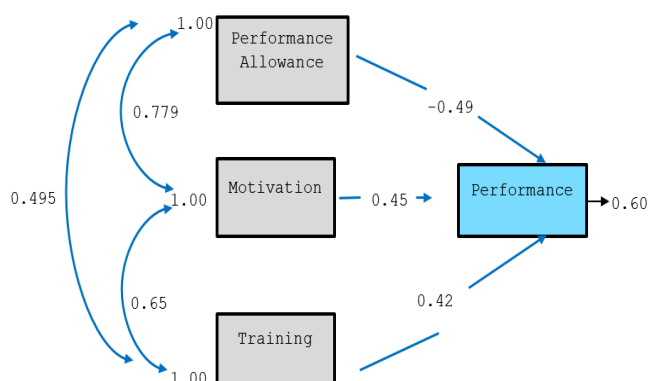


Figure 2. Structural relationship between X1, X2 X3 and Y

Based on Figure 2, The results of this study have managerial implications for the Cimahi Police. The results of this study found that the performance allowance, motivation and training have an influence on the performance of members of the Cimahi Police Bhabinkamtibmas. Therefore, there are several efforts for improvement and innovation that need to be carried out by the Cimahi Police regarding Performance Allowances, Motivation and Training for Bhabinkamtibmas members at the Cimahi Police in improving the performance of members of the Bhabinkamtibmas at the Cimahi Police, including the following:

1. The findings of the researchers found that there were various problems that could be an obstacle to improving the performance of the members of the Cimahi Police Bhabinkamtibmas, which were related to the nominal amount of performance allowances obtained and causing dissatisfaction. The effort improvements that can be made by the leaders of the Cimahi Police Bhabinkamtibmas are as follows:

- a. The leadership of the Cimahi Police Bhabinkamtibmas can provide non-material allowances to members of the Cimahi Police Bhabinkamtibmas.
 - b. Head of Bhabinkamtibmas Cimahi Police got it facilitate who support the work of the members of the Cimahi Police Bhabinkamtibmas.
 - c. The leadership of Bhabinkamtibmas Cimahi Police gave bonuses in the form of material and non-material, so that members of the Cimahi Police Bhabinkamtibmas achieved achievements.
2. The results of other findings in this study that can hinder the performance factors of the members of the Cimahi Police, one of which is the development of negative issues that the workload of the members of the Cimahi Polres Bhabinkamtibmas is very incompatible with the workload of other divisions or functions within the scope of the Police. Cimahi. These issues are thought to be obstacles to improving performance within the Cimahi Police Bhabinkamtibmas unit. Improvement efforts that can be done are:
 - a. The head of the Cimahi Police Bhabinkamtibmas provided clarification regarding the workload that is in accordance with the main duties and functions assigned to every member of the Bhabinkamtibmas Cimahi Police. The leadership of the Cimahi Police must be able to go to the field to provide suggestions or solutions to every members of other divisions and dismissed negative issues that were developing among members of the Cimahi Police Bhabinkamtibmas.
 - b. Head of Bhabinkamtibmas Cimahi Police have to tighten the selection system to join or get promoted, this is for dismissed negative issues related to the workload of the Cimahi Police Bhabinkamtibmas.
 3. The next finding which is an obstacle in improving the performance of the members of the Cimahi Police Bhabinkamtibmas is that training activities have not changed, the members of the Bhabinkamtibmas Cimahi Police have not changed, influence in improving its performance. The workload given to members of the Cimahi Police Bhabinkamtibmas has met the standards and

exceeds what was received at the time of training, therefore the training that is carried out regularly has been known in advance by members of the Cimahi Police Bhabinkamtibmas. Efforts that can be made to improve these training activities are:

- a. The leadership of the Cimahi Police Bhabinkamtibmas can change the training system and design at least 1 year once. This can give a new color to the members of the Cimahi Police Bhabinkamtibmas to participate in training activities that are regularly held.
- b. The trainer in charge must have very high flying hours, be creative and professional or the trainer can be replaced at least 1 year 1 time.
4. The latest finding is that the workload given to members of the Cimahi Police Bhabinkamtibmas always thinks that the task is not a top priority to be completed with perfect results in order to produce achievements. The frequency of heavy workloads has been given to members of the Cimahi Police Bhabinkamtibmas, but the output issued is less than optimal. Therefore, remedial efforts for these obstacles can be done by:
 - a. The leadership of the Cimahi Police Bhabinkamtibmas needs to step in directly or even participate in working with members of the Cimahi Police Bhabinkamtibmas. So that the leader can find out what are the obstacles, shortcomings and problems faced by his subordinates.
 - b. There is a need for effective training to resulting in changes in individual performance, especially the performance of members of the Cimahi Police Bhabinkamtibmas.

Conclusion

Conclusion

Based on the results of the research and discussion, it can be concluded as follows:

1. The average Bhabinkamtibmas member has a score of 705, this means that the performance allowance is received according to the rank and class of each member of the Bhabinkamtibmas.

2. The results of the questionnaire that have been divided and researched show that each member of the Bhabinkamtibmas has high motivation with an average score of 699.
3. The training that has been passed by members of Bhabinkamtibmas, shows an average score of 703 and is in the good category. Besides that, the training provided can be used in every job that will be taken by members Bhabinkamtibmas.
4. The performance shown by Bhabinkamtibmas members is in the good category. This proves that members Bhabinkamtibmas is able to complete its work according to the target, has a high level of accuracy, is able to accept heavy workloads, has good mentality, ethics of politeness and morals.
5. The relationship between performance allowances and member performance Bhabinkamtibmas shows a correlation value of -0.49 or 24.01%, this shows that the value is not very close between the two variables.
6. The relationship between motivation and member performance Bhabinkamtibmas shows a correlation value of 0.450 or 20.25%, this shows that the value is not very close between the two variables.
7. The relationship between training and the performance of Bhabinkamtibmas members shows a correlation value of 0.425 or 18.06%, this shows that the value is not close between the two variables.
8. The relationship between performance allowances, motivation and training with the performance of Bhabinkamtibmas members shows a correlation value of 86.32%, this shows a very close value between these variables.

Recommendations

Based on the results obtained from research and discussion regarding the analysis of the effect of performance allowances, motivation and training on performance member of the Bhabinkamtibmas Cimahi Police which are still considered not optimal, the authors can provide some suggestions as follows:

1. The nominal value that still shows dissatisfaction is felt by the members of Bhabinkamtibmas, this should be used as an

- evaluation material for Bhabinkamtibmas leaders to provide other non-material allowances that can be given as a token of appreciation for the performance of Bhabinkamtibmas members.
2. Training should be able to show improvement in terms of material quality and changes in material provided in each training and education.
 3. Leaders must be able to provide a workload in accordance with the capabilities of individual Police, especially in the Bhabinkamtibmas Unit. Lack of work intensity can lead to jealousy among members of the Police within the Cimahi Police, which can lead to internal conflicts.
 4. The results of research on members of the Cimahi Police Bhabinkamtibmas revealed that the variables not examined in this study, including the dissatisfaction of the members of the Cimahi Police Bhabinkamtibmas in receiving the performance allowance provided and determined by the leaders of the Cimahi Police Bhabinkamtibmas. This is because the findings in this study are one of which is the lack of motivation caused by the workload that is not appropriate or less heavy by the members of the Cimahi Police, Bhabinkamtibmas.

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