

# The Influence of Decision Making, Reward and Organizational Commitment on the Work Performance ( Survey on Education Department, Bolaang Mongondow Timur Regency, Indonesia)

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## Abstract

The main purpose of this research is to find out and explain the effect of decision making, reward, and organizational commitment either partial or simultaneous on the work performance of Education Department's staffs in Bolaang Mongondow Timur Regency. This research is an explanatory research with quantitative approach and survey method conducted by distributing questionnaire. The research population is 147 staffs, and the samples are 81 respondents. The variables in this research include; Decision Making ( $X_1$ ), Reward ( $X_2$ ), and Organizational Commitment ( $X_3$ ). The data analysis technique is multiple linear regression analysis with SPSS 16 software. The result of partial test shows that variables Decision Making ( $X_1$ ), Reward ( $X_2$ ), and Organizational Commitment ( $X_3$ ) have significant influence and positive contribution on the work performance of Education Department's staffs in Bolaang Mongondow Timur Regency. The results are respectively 31.1%; 41.7%; and 27.5% on Sig  $t < 5\%$ . The result of simultaneous test shows that independent variables have significant influence on dependent variable with the value of  $F_{hitung} (290.525) > F_{tabel} (2.44)$  on Sig.  $0,000 < 0,05$ , and simultaneous contribution is 91.6%.

**Keywords:** Work performance, decision making, reward, organizational commitment

## 1.Introduction

Civil servants are the state apparatus who perform the government's policy who must fulfill the tasks based on their expertise and skill. They have orientation to devote and serve the society as the effort to establish a just, prosperous, and inclusive society as the final goal of the nation. However, there are many problems related to civil servants. The Minister for the Empowerment of State Apparatus, Asman Abnub explains that 62% of civil servants in Indonesia do not have specific skills. Most of them only have administrative skills which are only limited on correspondence. To improve the work performance of the institution, it needs professional, competent, full of commitment and responsible staffs who will uphold the collective needs. Tamin (2004) claims that only 40% of 4 million civil servants in Indonesia are professional, productive and highly qualified.

Various existing problems related to work performance of the staffs are deeply comprehended and published. These problems cover administrative matter, punctuality, gratification and other problems, and they have become the topic of discussion among society. Despite these problems, the expenditure for staffs (salary and remuneration) remains high and keep increasing. It means that the government will spend high annual budget for the expenditure although the civil servants do not have excellent work performance. In other words, state expenditure spent for civil servants is the biggest portion in National Budget. In 2017, the budget for civil servants constitute 26,1 % from the overall National Budget. The total is 343,3, billions rupiahs. In national scale, the percentage of expenditure for civil servants is bigger than the infrastructure development which reached 18,6% and education which reached 20%. Obviously, this percentage burdens the National Budget. This condition is even worse in the regional level. It is known that the salary for civil servants in 131 regencies/cities in Indonesia exceeds the half of total regional budget. Of 416 civil servants in regencies and cities in Indonesia, 25% of them spend half of their regional budget for civil servants. Expenditure in this sector belongs to consumptive category because the budget for civil servants does not represent work performance (<https://pinterpolitik.com>).

Law No 5/2014 on State Civil Apparatus states that the optimum work performance of the civil servants can be achieved if the organization is able to give activation and develop the potential and skills of the staffs in order to work effectively. The success of the organization to maintain its existence depends on its ability to manage human resources, especially the effort to enhance the effectivity and efficiency of the civil servants in working. The most prevailing problem in an organization lingers on the effort to achieve its goal particularly in the work achievement of the staffs. It is considered that that element has not been fully effective and efficient. Work performance of these civil servants becomes the crucial and strategic problem for each government institution to face global competition. Therefore, having the staffs with high work performance is the key factor in determining the success of the institution.

Work performance refers to the result of someone's effort to accomplish certain tasks based on his/her responsibility and the desired goals (Leslie, 1979). Another definition of work performance is the performance of either in quantity and quality matters which someone has achieved in executing duties based on the responsibility assigned (Mangkunegara, 2005); and this performance must follow standard, criterion and measurement which

have been set (Suyadi, 1999). Some factors contributing to work performance are decision making (Keith Devis in Mangkunegara, 2005; McLleland, 1981; Simamora 1997), reward (Keith Devis in Mangkunegara, 2005; Simamora 1997; A. Dale Timple (1992), and organizational commitment (Torrington and Hall, 2004; Allen and Meyer et al., 1995; Luthans, 2006).

Mahmudi (2007) explores that the traditional measurement system on work performance is only associated with personal factor. In reality, work performance is linked to other external factors as the determinants for example system, situatuion, leadership and team. The result of research conducted by Mahmudi sums up that each individual is responsible for work performance in work performance-based management. Campbell (1990), proves that work performance can not be measured from the individual factor only because some other factors also contribute to it. The functional relationship between work performance and work attributes are mostly influence by 3 factors; knowledge, skill, motivation and function. The two previous studies showed that work performance is not only influence by a single factor, but multiple factors such as individual, commitment, managerial, system and working team. Another determinant factors in work performance is reward which serves as the compensation to boost the motivation of the staffs. The result of the show supports the management of civil servants in Education Department in Bolaang Mongondow Timur Regency. During the observation, the researcher found that the work performance of civil servants in this institution has not been optimum especially in the task accomplishment. Some staffs frequently come late and go home before the working hour ends. Some staffs always neglect their duties, and some of them postpone the task accomplishment. Another case is that some staffs come late and go home early, and make mistakes in performing tasks, so it results in waste of time.

Based on the above explanation, this research focuses on examining factors which influence the work performance of the staffs. The main purpose of this research is to find out and explain the effect of decision making, reward, and organizational commitment either partial or simultaneous on the work performance of Education Department's staffs in Bolaang Mongondow Timur Regency.

## **2.Literature Review**

### **Work Performance**

Work performance refers to work achievement in both quality and quantity which someone is able to perform in one period of time. This achievement is related to work accomplishment based on the responsibility. The Guidelines for the Preparation of Accountability Reports from the Institute of State Administration of the Republic of Indonesia mention that performance is a quantitative and qualitative measure that describes the level of achievement of goals or targets which have been set. It takes into account indicators of input, output, results, benefits and impacts. Suyadi agrees this notion by stating that performance or performance is the work achieved by a person or group of people in performing tasks or work in accordance with the standards, criteria and measurements set for each job (Suyadi, 1999).

Keith Devis in Mangkunegara (2005) underlines the results of performance measurement in the field of human resource management. He also discerns that performance is influenced by, ability and motivation. Ability in psychological aspect consists of IQ and reality (knowledge and skill). Thus, employees who have an IQ above average (IQ 110-120), or IQ Superior, Very superior, gifted and genius with adequate education for a particular position coupled with work skills in performing daily tasks will be able to achieve maximum performance. Torrington and Hall (2004) have identified several variables that may affect performance positively, such as; (1). Commitment consisting of attitudinal commitment. It includes loyalty to support organization, strength of organizational characteristic, trust in value and purpose and readiness to pay attention to organization. Meanwhile, behavioral commitment is a real activity in an effort to reach company goal. Empowerment, is the provision of responsibilities to employees accompanied by the support facilities needed in order to achieve organizational goals. (3). Leadership or leadership process within the organization. (4). Culture or culture that unites all employees within the framework of achieving business goals. (5). Flexibility maintains mutually supportive relationships among employees within the company. (6). Learning process for employees to improve individual capability in improving performance.

### **2.1.Decision Making**

Decision making implies an activity in choosing one of two or more alternatives available. Turban, Aronson, and Liang (2005) state that decision-making is an activity of choosing among several alternative actions for the purpose of achieving one or more objectives. Problems will emerge if one system does not reach a desired target, does not achieve the expected result, or does not run like it is planned. Further, it advisable that decision making process must follow a systematic activity. Thus, decision-making is the action in which a person establishes a policy in order to achieve organizational goals. This process is characterized by: problem identification based-decision-making, decision-making determination, goal, values and target settings, decision to choose alternative to solve the problem, continuous implementation of decision making.

## 2.2 Reward

Reward can be in the form of compensation. Cascio (1995), Robbins (2003), Sweeney and Mcfarlin (1993) describe compensation as a means to bridge the gap between organizational goals and employee expectations. Ensuring the effectiveness of the purpose of compensation should meet basic needs, consider external and internal fairness which refers to the level of individual needs (Robbin, 2003). Compensation is an integral part of the various functions of human resource management, which participate in determining the success of the overall management of the company. Compensation is primarily important to enable the employees to achieve the level of performance which eventually meets the expectations. It can be concluded that compensation is received by employees because of the achievements which the staffs have obtained. Reward can be in the form of salary, incentive, fringe benefits and non-financial awards.

## 2.3 Organizational Commitment

According to Greenberg and Baron (1993), organizational commitment describes to what extent a person identifies and involves himself in the organization and the desire to stay in the organization. Porter, Mowday and Steers (in Miner, 1992) define organizational commitment as the relative strength of the individual in identifying his or her involvement in the organization. Robbins (2003) defines it as an individual orientation to an organization which includes loyalty, identification and engagement. Thus, organizational commitment is the orientation of the active relationship between the individual and the organization. Based on the above opinion, it can be concluded that the commitment of the organization is the actions and emotional feelings of individuals to provide something for the organization, with the perceived economic value and the ability to stay with the organization.

## 3. Theoretical Framework

Work performance of the staffs is the appraisal on a staff when performing tasks to achieve organizational goals, with: job target, implementation of work, use of work facilities, work achievement, work behavior, improving work quality, making employment reports, cooperation with leaders and communication work .

- The strong influence of decision-making on performance is determined by the strong influence of decision-making indicators on performance.
- The strong influence of reward on performance is determined by the strong influence of the reward indicator on performance.
- The strong influence of organizational commitment to performance is determined by the strong influence of indicators of organizational commitment to performance indicators.

The justification can be described as follows: 1) Decision-making has strong indicators to explain performance, those are: problem identification based-decision-making, decision-making determination, goal, values and target settings, decision to choose alternative to solve the problem, continuous implementation of decision making; 2) The reward has a strong indicator to explain performance, ie: job target, implementation of work, use of work facilities, work achievement, work behavior, improving work quality, making employment reports, cooperation with leaders and communication work.

## 4. Methods

The method used in this research is a causal survey method. The population is the 147 staffs in education department of Bolaang Mongondow Timur Regency, both at the district level and regency level covering 6 districts. The sample size is set with a precision level of 0.075, so the samples obtained are 81 people (( Slovin (1984)). The research variables are: Decision making (X1), with indicators: problem identification based-decision-making, decision-making determination, decision to choose alternative to solve the problem, continuous implementation of decision making. Rewards (X2), with indicators: salary, incentives, indirect rewards, and non-financial rewards; Organizational commitment (X3), with indicators: involvement, obligations to the organization, perceptions if leaving the organization, and difficulties in work; and Employees' Performance (Y), with indicator: target, job implementation, work achievement, work behavior, improving work quality, making employment reports, cooperation with leaders and communication work

The research instrument is questionnaires, with a list of closed questions and statements. Measurement scale uses Likert scale (5 alternative answers). Instrument test is performed by validity and reliability tests (SPSS 16 program application). Validity test is conducted by comparing the correlation index of product moment pearson with 5% significance level and critical value. The value is valid if the value  $r_{xy} \geq 0.2185$ , and if the value  $r_{xy} \leq 0.2185$ , it is considered as invalid (Sugiyono, 2007). Reliability test is performed by using alpha cronbach. The result is reliable if the value of Cronbach's Alpha  $\geq 0.6$  and if the value of Cronbach's Alpha  $\leq 0.6$ , the result is not reliable (Sugiyono, 2007). Data Analysis Techniques are (the application of SPSS 16 Program): Classic Assumption Test, ie: normality test; multicollinearity test; autocorrelation test; and heteroscedasticity test. Multiple Linear Regression Analysis ; Regression Equation Model Hypothesis Test: Partial Test (t test) and Simultaneous Test (F test) Determination Coefficient

## 5. Result and Discussion

The validity test result (output SPSS.16) shows that from 37 items in this research, 36 items show that  $r_{count} > r_{table}$  (0,2185) is for 0,330 until 0,894, so it can be concluded 36 items are valid while the 1 item (27th item) is not valid because the value is  $r_{calculated} < r_{table}$  (0,2185) which is 0,023. The reliability test result (output SPSS.16) shows that the value of Cronbach's Alpha  $> 0,6$  and (critic value) is for: 0,976 so it can be concluded that it is reliable.

### Result

The result of analysis requirement test

The requirements that are tested covers the assesment error normality test, linearity test, and significance test. The result of normality test data shows that the data is normally distributed (the value of  $L_{count}$  for all variables are smaller than  $L_{table}$  ; the significance test result and the regression linearity show that regression is linier and significant ( $F_{count} < F_{table}$  which means linier).

The result of multiple linier regression

Based on the multiple linier regression analysis that uses SPSS.16 software, the result can be seen in the table 1:

**Table 1. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-33.055	11.006		-3.003	.004
Decission Making	.317	.067	.311	4.765	.000
Reward	.504	.103	.417	4.909	.000
Organization Commitment	.583	.171	.275	3.415	.001

a. Dependent Variable: Employee Work

From the above table, the equation is:

$$Y = -33.055 + 0.317X_1 + 0.504X_2 + 0.583X_3 + e$$

The equation of multiple linier regression shows that independent variables (decission making, reward, and organization commitment) which are analyzed give positive influence toward the dependent variable (employee work). The model of regression equation can be explained:

- The constanta value that is for -33.055 can be explained if independent variable is regarded as constatnt or there are no changes in it, so the work of employee in Education Department at Bolang Mongondow Timur Regency is for -33.055.
- The decission making ( $X_1$ ) has regeression coefficient for 0.317, it means that every raise of decission making variable for one denomination will improve the work of employee for 0.317 with assumption that other variables are constant. The positive sign shows one way relation between decission making and the work of employee in Education Department at Bolang Mongondow Timur Regency.
- The reward ( $X_2$ ) has coefficient regression for 0.504, it means that every raise of reward variable for one denomination will improve the work of employee for 0.504 with assumption that other variables are constant. The positive sign shows one way relation between reward and the work of employee in Education Department at Bolang Mongondow Timur Regency.
- The organization commitment ( $X_3$ ) has coefficient regression for 0.583, it means that every raise of organization commitment variable for one denomination will improve the work of employee for 0.583 with assumption that other variables are constant. The positive sign shows one way relation between organization commitment and the work of employee in Education Department at Bolang Mongondow Timur Regency.

Hypothesis test partial test

Based on table 1, the partial test can be explained:

- The calculation result for  $t_{count}$  is  $4.765 > t_{table}$  is for 1,980, so  $H_0$  is refused and  $H_1$  is accepted, which means that there is influence between decission making and work of employee. The magnitude of decission making influence toward the work of employee in Education Department at Bolang Mongondow Timur Regency is for 0.311 or 31.1% (Standardized Coefficients) in the significant level for  $0.000 < 0.05$ , so it can be stated that it is significant.
- The calculation result for  $t_{count}$  is  $4.909 > t_{table}$  is for 1,980, so  $H_0$  is refused and  $H_1$  is accepted, which means that there is influence between reward and work of employee. The magnitude of reward toward the work of employee in Education Department at Bolang Mongondow Timur Regency is for 0.417 or 41.7% (Standardized Coefficients) in the significant level for  $0.000 < 0.05$ , so it can be stated that it is significant.
- The calculation result for  $t_{count}$  is  $3.415 > t_{table}$  is for 1,980, so  $H_0$  is refused and  $H_1$  is accepted, which means that there is influence between reward and work of employee. The magnitude of reward toward the work of employee in Education Department at Bolang Mongondow Timur Regency is for 0.275 or 27.5% (Standardized

Coefficients) in the significant level for  $0.000 < 0.05$ , so it can be stated that it is significant.  
 Simultaneous Test

The F test is done to reveal the influence simultaneously between independent variable and dependent variable. The result of F test can be seen in ANOVA<sup>b</sup> table below:

**Table 2.** ANOVA<sup>b</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	34146.028	3	11382.009	290.525	.000 <sup>a</sup>
Residual	3016.663	77	39.177		
Total	37162.691	80			

a. Predictors: (Constant), Organization Commitment, Decision Making, Reward.

b. Dependent Variable: Work of Employee

From table 2 of ANOVA<sup>b</sup>, it shows that:

The  $F_{count} (290.525) > F_{table} (2.44)$  and the Sig value research is  $(0.00) < \text{the significant level value } (0.05)$ . It means that alternative hypothesis ( $H_a$ ) is accepted and null hypothesis ( $H_o$ ) is refused, so it can be concluded that regression model that is estimated is worthed, with statement that the decision making, reward, and organization commitment variables are taken effect simultaneously toward the work of employee in Education Department at Bolang Mongondow Timur Regency.

Determinant Coefficient

The determination coefficient in this research aims to to explain the influence of independent variables toward dependant variable simultaneously. In order to reveal the the magnitude of contribution simulataniously, it is based on the value of Adjusted R Square at summary table below:

**Table 3.** Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959 <sup>a</sup>	.919	.916	6.25919

a. Predictors: (Constant), Organization Commitment, Decision Making, Reward.

b. Dependent Variable: Work of Employee

Based on Summary Model table, the value of Adjusted R-Square is for 0.916. this shows that the influence proportion of decision making, reward, and organization commitment variables toward the work of employee is for 91.6%. It means that the decision making, reward, and organization commitment simultaneously contribute toward the work of employee for 91.6%, while the rest of it 8,4% ( $100\% - 91.6\%$ ), is influenced by other variables that are not in this multiple linier regression model.

## 6. Discussion

Decision making toward the work of employee

The finding proves that the decision making is influential toward the work of employee in Education Department at Bolang Mongondow Timur Regency with beta value is for 0.311, this means that the contribution of decision making toward the work of employee in Education Department at Bolang Mongondow Timur Regency is for 31.1%. This is in line with the opinion from Dale Timple who states that work is basically determined from internal factor like ability in making decision. The result of this research also supports theory from Charles Lindblom that in process of making decision, it is necessary to make comparison based on priority scale, aim, value, target, and other alternatives need to be reviewed thoroughly and the decision making is necessary to decide the best alternatives from varoius alternatives. That result highlights through the decision making process will improve the work of employee in Education Department at Bolang Mongondow Timur Regency.

Reward toward work of employees

The finding proves that reward is influential toward the work of employee in Education Department at Bolang Mongondow Timur Regency, with beta value is for 0.417, it means that the contribution of reward toward the work of employee in Education Department at Bolang Mongondow Timur Regency is for 41.7%. This supports opinion from Luthans (2006) that reward in material form or not in material form influence the work of employee. The reward is given to fulfill the employee interests and organization. That result explains that reward is very important and strategic for organization in improving the work of employees in Education Department at Bolang Mongondow Timur Regency.

Organizational commitment toward the work of employees

The finding proves that the commitment of organization is influential toward the work of employee in Education Department at Bolang Mongondow Timur Regency, with beta value is for 0.275, it means that the contribution of



reward toward the work of employees in Education Department at Bolang Mongondow Timur Regency is for 27.5%. this gives information that the high organizational commitment basically can improve the work of employees in Education Department at Bolang Mongondow Timur Regency.

Decision making, reward and organizational commitment toward the work of employees

The finding proves that decision making, reward, and organization commitment together give significant influence and contribute positively toward the work of employee in Education Department at Bolang Mongondow Timur Regency. This is proved by the Adjusted R-Square value is for 0.916. It means that decision making, reward, and organization commitment contribute simultaneously toward the work of employee in Education Department at Bolang Mongondow Timur Regency for 91.6%. That result is in line with Keith Davis in Mangkunegara

(2005); McLleland (1981), Simamora (1997), A. Dale Timple (1992), Torrington and Hall (2004), Allen and Meyer et al., (1997), and Luthans (2006), who explain factors that influence the work of employee are decision making, reward, and organization commitment

## 7. Conclusion

Based on the results of the analysis and discussion, the conclusions of this study are as follows:

- The theoretical model that is submitted can be used to predict the work of the employees in Education Department at Bolang Mongondow Timur Regency.
- Variables in conceptual model show the strong positive relation, so the hypothesis in this research can be accepted.
- The decision making has significant influence and contributes positively toward the work of employee. It means if the decision making improves, the work of employees also improves in Education Department at Bolang Mongondow Timur Regency.
- The reward has significant influence and contributes positively toward the work of employee. It means if the reward improves, the work of employee also improves in Education Department at Bolang Mongondow Timur Regency.
- The organizational commitment has significant influence and contributes positively toward the work of employee. It means if the organizational contribution improves, the work of employee also improves in Education Department at Bolang Mongondow Timur Regency.
- Simultaneously, the decision making, reward, and organizational commitment have significant influence and contribute positively toward the work of employee. It means if decision making, reward, and organizational commitment improve together, the work of employees in Education Department at Bolang Mongondow Timur Regency also improves.

## 8. Implications and Recommendation

Based on the findings of this study it has the following implications:

Firstly, the decision-making process will improve employee performance in Education Department at Bolang Mongondow Timur Regency. The decision-making process to be taken needs to be set on the identification of the problem so that the decision taken does not deviate from the problem to be solved. There is a decision-making process that is not followed by decision making means there is nothing that can be used as a reference by employees in doing the job. This will have an impact on employee performance. Decisions taken from various alternatives will result in the best decision of the various alternatives offered. Second, that the improvement of rewards to employees by the boss or head of an office becomes the determining factor of performance improvement. The employee basically expects an acceptable award if he does his job well or exceeds the actual workload. Recognition of the work and time given outside working hours is actually a driving force or motivation for improving employee performance. If the award is not earned by an employee who performs well, or the employee does not derive his right from what he does and is treated the same as another employee who does not engage in a prominent activity, then the employee will lower his performance and that is part of the experience of another employee. Employees will fail to show maximum performance because their expectations will receive an award for their performance not getting attention from the leadership. Third, increased organizational commitment can have an impact on performance improvement. Organizational commitment is the commitment of every permanent employee to fight for and on behalf of the organization. Those with high organizational commitment will show high performance too. They will do jobs with high-motivated work because they see that the organization they work for is part of their lives. But the lack of organizational commitment from employees will be a barrier to performance improvement.

Based on the results of this study, some recommendations for future research, namely:

Decision-making conducted by the leadership of an organization should involve elements in the organization that involves employees so that they are also responsible for the input they propose if proposed it to be part of the decision taken. Thus the employee is also required responsibility in making decisions taken. Distinguish between

which employees are entitled to rewards according to the performance they provide in the organization. The rewards given to those who are eligible will have an impact on performance improvement. Organizational commitment needs to be fostered by the leadership of an organization so employees feel they have an organization in which they work. With their high commitment they will continue to struggle for the benefit of the organization.

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