

THE INFLUENCE OF COMPENSATION, WORK TRAINING, AND WORK ENVIRONMENT TOWARD EMPLOYEE PERFORMANCE AT PT. BANK SINARMAS TBK. MANADO BRANCH OFFICE (2018 PERIOD)

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Abstract

Tujuan dari penelitian ini adalah untuk mengetahui pengaruh Kompensasi, Pelatihan Kerja, dan Lingkungan Kerja terhadap Kinerja Karyawan di PT. Bank Sinarmas Tbk. Kantor Cabang Manado. Populasi dalam penelitian ini adalah sebanyak 33 responden yang merupakan karyawan di PT. Bank Sinarmas Tbk. Kantor Cabang Manado. Metode pengumpulan data dalam penelitian ini menggunakan metode kuesioner. Metode pengukuran data dalam penelitian ini menggunakan uji validitas dan uji reliabilitas. Uji asumsi klasik dalam penelitian ini menggunakan uji normalitas dan uji multikolinearitas. Teknik analisis data menggunakan analisis regresi linier berganda, uji hipotesis (uji-T dan uji-F), koefisien korelasi ganda, dan koefisien determinasi ganda.

Hasil dari penelitian, nilai T_{hitung} dari variabel Kompensasi lebih kecil daripada nilai T_{tabel} , nilai T_{hitung} variabel Pelatihan Kerja juga lebih kecil daripada nilai T_{tabel} , sedangkan nilai T_{hitung} variabel Lingkungan Kerja lebih besar daripada nilai T_{tabel} . Dari hasil uji-T hanya Lingkungan Kerja yang berpengaruh secara signifikan terhadap Kinerja Karyawan karena memiliki nilai lebih besar dari T_{tabel} , sedangkan Kompensasi dan Pelatihan Kerja tidak berpengaruh karena memiliki nilai lebih kecil dari T_{tabel} . Dari hasil uji-F didapatkan bahwa nilai F_{hitung} lebih besar dari F_{tabel} . Maka kesimpulannya variabel Kompensasi, Pelatihan Kerja, dan Lingkungan Kerja secara serentak memiliki pengaruh yang signifikan terhadap Kinerja Karyawan di PT. Bank Sinarmas Tbk. Kantor Cabang Manado.

Kata-kata kunci: Kompensasi, Pelatihan Kerja, Lingkungan Kerja, dan Kinerja Karyawan.

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1. PENDAHULUAN

1.1 Background

Human resources are one of the most important factors in the company, all activities and work within the company require humans to run it. So that humans are the main factor in supporting the success obtained by the company.

To regulate so that human resources in the company are well controlled, management is needed on human resources, which is also called human resource management. Human resource management is a field of science or in the company is made into a department that has the duty to regulate or control the whole that relates to human resources/employees in the company. The duties of the human resources department include handling the recruitment process of prospective employees, the selection process, the process of evaluating employee performance, the process of dismissing employees, and so on.

According to Undang-Undang No. 10 of 1998 concerning amendments to Undang-Undang No. 7 of 1992 on Banking in Chapter 1 and Article 1 and Paragraph 2 explained that the bank is a business entity that collects funds from the public in the form of savings and channeled to the community in the form of credit and or other forms in order to improve the standard of living of many people. (Fahmi, 2014:2).

Private banks are one type of bank in Indonesia whose majority ownership is owned by private parties. Private banks are quite popular in Indonesia and have many customers throughout Indonesia, and there are quite a number of private banks in Indonesia. One of them is Sinarmas Bank which is under the auspices of Sinarmas Group, one of the largest and most advanced companies in Indonesia, which was founded by a Chinese descent, Eka Tjipta Widjaja.

Some time ago, the author had already carry out internship program from 8 January 2018 - 23 March 2018 at PT. Bank Sinarmas Tbk. Manado Branch Office. During the internship process, the author gets some information related to things that are still lacking, which according to the author

needs to be addressed and can be a reference in this study, which is related to employee performance. Employee performance at Bank Sinarmas Manado is still not maximal, the reason is there are still many employees who are late when they come to the office, the information can be seen in Figure 1.1.

In Figure 1.1 can be seen the list of attendance when coming to the office and attending the morning briefing which is routinely held every day at 07:30 a.m. In other words, 07:30 a.m. is time to come to the office for all Bank Sinarmas employees, except Teller and Customer Service are required 07.15 a.m., and Office Boy at 07:00 a.m. The morning briefing is useful to discuss simultaneously the planning of work, the achievements of the company, and the problems that occur in the company. From Figure 1.1 it can be seen that eight employees did not attend the morning briefing, and as many as five of the eight people did not attend the briefing because it was too late.

Figure 1.1
Bank Sinarmas Employee Attendance List

The figure consists of two screenshots of an employee attendance list. The top screenshot shows a grid with columns for employee names and attendance status. The bottom screenshot shows a similar grid with handwritten entries for names and dates.

(Source: Operational Department on Bank Sinarmas Manado)

Through the author's observation, there are at least 3 factors that can affect the performance of employees at Bank Sinarmas Manado. The first factor is compensation. The problem are related to the absence of overtime payments to CAC (Credit Administration & Control) and AO (Account Officers) Department employees and if employees have to go to carry out fieldwork and are forced to use their private vehicles, there is no refund from the company for employee travel costs. In **Table 1.1** list all 2018 UMP throughout Indonesia which are the benchmark for all companies in Indonesia to pay their employees.

UMP is paid according to office operating hours for 1 month of work, and usually only in the form of basic salary for new employees or according to position. Payment of incentives, overtime, bonuses, etc. does not include UMP. The company should pay more attention to its employees, if the employee works for the progress of the company until it has to use its private facilities and work until after the operational hours, then the company must compensate for the effort.

Table 1.1
2018 UMP (Upah Minimum Provinsi) Lists Throughout Indonesia

| Num. | Province | UMP (Rp.) |
|------|-------------------------|-----------|
| 1. | Nangroe Aceh Darussalam | 2.717.750 |
| 2. | North Sumatera | 2.132.188 |
| 3. | West Sumatera | 2.119.067 |
| 4. | Bangka Belitung | 2.755.443 |
| 5. | Kepulauan Riau | 2.563.875 |
| 6. | Riau | 2.464.154 |
| 7. | Jambi | 2.243.718 |
| 8. | Bengkulu | 1.888.741 |
| 9. | South Sumatera | 2.595.995 |
| 10. | Lampung | 2.074.673 |
| 11. | Banten | 2.099.385 |
| 12. | DKI Jakarta | 3.648.035 |
| 13. | West Java | 1.544.360 |
| 14. | Central Java | 1.486.065 |
| 15. | Yogyakarta | 1.454.154 |

| | | |
|-----|---------------------|--|
| 16. | East Java | 1.508.894 |
| 17. | Bali | 2.127.157 |
| 18. | Nusa Tenggara Barat | 1.825.000 |
| 19. | Nusa Tenggara Timur | 1.660.000 |
| 20. | West Kalimantan | 2.046.900 |
| 21. | South Kalimantan | 2.454.671 |
| 22. | Central Kalimantan | 2.421.305 |
| 23. | East Kalimantan | 2.543.331 |
| 24. | North Kalimantan | 2.559.903 |
| 25. | Gorontalo | 2.206.813 |
| 26. | North Sulawesi | 2.824.286 |
| 27. | Central Sulawesi | 1.965.232 |
| 28. | Southeast Sulawesi | 2.177.052 |
| 29. | South Sulawesi | 2.647.767 |
| 30. | West Sulawesi | 2.193.530 |
| 31. | Maluku | 2.222.220 |
| 32. | North Maluku | 2.147.022 |
| | | (Source: https://gajimu.com/garmen/gaji-pekerja-garmen/gaji-minimum/ump-maluku-utara) |
| 33. | Papua | 2.895.650 |
| 34. | West Papua | 2.667.000 |

(Source: <http://www.fikriwildannugraha.com/2017/11/daftar-umr-umk-ump-2018-seluruh.html>)

The second factor is work training. The problem of work training in Bank Sinarmas Manado is due to the lack of work training for Marketing Department employees, because new training is held for a long time. More clearly it can be seen in **Figure 1.2**.

In **Figure 1.2** there can be a total of 17 employees who attended the training held at the Bank Sinarmas Manado office on March 14, 2018, meaning that all/most employees in the office follow the training that includes the Department of Marketing employees.

Figure 1.2
Bank Sinarmas Manado Employee Training Attendance



ABSENSI PESERTA TRAINING

Kanwil / Cabang : 10 Makassar
 Tanggal pelaksanaan : 14/03/2018
 Tempat pelaksanaan : KC Manado
 Waktu mulai : 17.00
 Waktu selesai : 18.00
 Materi : SIMOS Prakte List
 Trainer : Fidi
 Posisi/Jabatan Trainer : Asisten

| No | Nama Peserta | NIK | Jabatan | KE/KCP | Tanda Tangan |
|----|-----------------|--------|---------|--------|--------------|
| 1 | Alex H. H. H. | 002154 | AD | Manado | [Signature] |
| 2 | Sidi M. H. | 009996 | SFSO | -- | [Signature] |
| 3 | Milly Ranting | 009945 | RC | -- | [Signature] |
| 4 | Mary Luise | 009945 | RM | -- | [Signature] |
| 5 | Anggasa Ningsan | 009945 | Teller | -- | [Signature] |
| 6 | Aranda P. | 009945 | SFSO | -- | [Signature] |
| 7 | Wanar Anan | 009945 | Teller | -- | [Signature] |
| 8 | Daniel Brongdon | 009945 | Teller | -- | [Signature] |
| 9 | Melodi Saundaw | 009945 | MO | -- | [Signature] |
| 10 | WAN HADJARA | 009945 | CAC | -- | [Signature] |
| 11 | Chintia D. | 019967 | Teller | -- | [Signature] |
| 12 | Silly Supit | 016128 | FSD | -- | [Signature] |
| 13 | ASTRO D.T | 016644 | SFSO | -- | [Signature] |
| 14 | Jessie T. M. | 017295 | CS | -- | [Signature] |
| 15 | Difonika | 016540 | FOO | -- | [Signature] |
| 16 | Elachia S. | 009945 | SPV | -- | [Signature] |
| 17 | Andi P. | 009945 | SPV | -- | [Signature] |
| 18 | | | | | |
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(Source: Operational Department on Bank Sinarmas Manado)

In **Figure 1.3**, only 7 employees of the operational section held training on March 22, 2018, while marketing employees were not held training. This means that operational employees more often follow the training than marketing employees, should the authorities pay more attention to apply or conduct regular training to marketing employees, so that they can balance the operational employees who are more often training. Because operations and marketing are very closely related and both directly interact with customers.

Figure 1.3
Bank Sinarmas Manado Operational Department Employee Training Attendance



ABSENSI PESERTA TRAINING

Kanwil / Cabang : X (HAROSAR) / KC. MANADO
 Tanggal pelaksanaan : 22 MARET 2018
 Tempat pelaksanaan : KC. MANADO, U. 1
 Waktu mulai : 08.00 WIB
 Waktu selesai : 08.00 WIB
 Materi : B-000104 SIMOS +
 Trainer : B-000104 F. SUMART
 Posisi/Jabatan Trainer : SPV

| No | Nama Peserta | NIK | Jabatan | KE/KCP | Tanda Tangan |
|----|--------------|--------|---------|---------|--------------|
| 1 | Andi P. | 009945 | SPV | NO MANO | [Signature] |
| 2 | Chintia D. | 019967 | Teller | -- | [Signature] |
| 3 | Jessie T. | 017295 | ISSO | -- | [Signature] |
| 4 | Wanar A. | 009945 | CS | -- | [Signature] |
| 5 | Aranda P. | 009945 | Teller | -- | [Signature] |
| 6 | Marwan Anan | 009945 | Teller | -- | [Signature] |
| 7 | Elachia S. | 009945 | SPV | -- | [Signature] |
| 8 | | | | | |
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| 30 | | | | | |

(Source: Operational Department on Bank Sinarmas Manado)

From the data obtained, it refers to the attendance list of the trainees, it is known that every week training is held at Bank Sinarmas Manado for employees. **Figure 1.2** shows the date of the training on March 14, 2018, while in **Figure 1.3** the date of the training was on March 22, 2018. It means that within 8 days the training was held again, but only employees of the Operational Department were routinely trained.

The third factor is the work environment. The problem is one Air Conditioner in the office room of the Operational Department is not working and in the company's office room. In **Figure 1.4**

shows one of the air conditioner that do not work, so if during the day/heat weather in the room will feel hot and uncomfortable for employees who are working. Moreover the office space of the Operation Department is large and requires more than one AC to keep the indoor air still cool. It is better for the authorities to immediately overcome this thing to improve so that the work environment in the company becomes more comfortable and support for employees. AC that are not functioning immediately repaired or replaced with new ones so that employees work in the office can feel comfortable throughout the work.

Figure 1.4

Air Conditioner



(Source: Data Processed, 2018)

All of the above factors, namely compensation, job training, and work environment are very influential on the performance of employees in the company, and if in a company there are deficiencies in these three factors, it must be addressed for better company survival. Based on the above description the authors are interested to conduct a study entitled "**THE INFLUENCE OF COMPENSATION, WORK TRAINING, AND WORK ENVIRONMENT TOWARD EMPLOYEE PERFORMANCE AT PT. BANK SINARMAS TBK. MANADO BRANCH OFFICE**".

1.2 Problem Statement

Based on the above description of the background, it can be formulated research problems as follows:

1. Does compensation influence employee performance in PT. Bank Sinarmas TBK. Manado Branch Office?
2. Does work training influence employee performance at PT. Bank Sinarmas TBK. Manado Branch Office?
3. Does work environment influence employee performance at PT. Bank Sinarmas TBK. Manado Branch Office?
4. Do compensation, work training, and work environment influences employee performance in PT. Bank Sinarmas TBK. Manado Branch Office?

1.3 Research Objectives

The purpose of this research is to:

1. Find out does compensation influence employee performance at PT. Bank Sinarmas TBK. Manado Branch Office.
2. Find out does work training influence employee performance at PT. Bank Sinarmas TBK. Manado Branch Office.
3. Find out does work environment influence employee performance at PT. Bank Sinarmas TBK. Manado Branch Office.
4. Find out do compensation, work training, and work environment influences employee performance at PT. Bank Sinarmas TBK. Manado Branch Office.

2. KAJIAN LITERATUR

2.1 Definition of Management

Simply put, management is what managers do. Further explanation of management is the process of coordinating work activities so that the work is resolved efficiently and effectively with and through others. (Robbins and Coulter, 2007:8). According to Daft (2002:8) Management is the achievement of organizational goals in an effective and efficient way through planning organizing, leadership and control of organizational resources. The point management is about how a

leader/manager moves his subordinates in structured ways and with careful consideration to produce a good outcome for the organization.

2.2 Definition of Human Resource Management (HRM)

According to Ardana, Mujiati, and Utama (2012:5), human resource management is a process of effective and efficient use of human resources through planning, mobilizing, and controlling all values that become human power to achieve goals. Human resource management is a process that consists of planning, organizing, leading and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion, and termination of employment in order to achieve the stated goals (Panggabean, 2007:15). Of the two notions of human resource management above, it can be concluded that HRM is a process that regulates or controls labor in a company that can generate profits for the company.

2.3 Definition of Compensation

According to Suparyadi (2015:271-272) compensation is the overall reward received by employees in recognition of contributions made to the organization, both financial and nonfinancial. Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company (Hasibuan, 2002:54). It can be concluded that compensation is all forms of compensation given by the company to its employees as a form of retribution for the work done.

2.4 Definition of Work Training

According to Suparyadi (2015:185) training is defined as a systematic learning process that includes mastery of knowledge, improving skills, and changes in attitudes and behavior in order to improve employee performance. According to Pramudyo (2007:16), "Training is

a learning process that is designed to change the performance of people in doing their work." What is meant in this case are things that must be considered, namely the process of training, performance, trainees and work. It must be understood that the training process refers to a change that must occur in the training participants. In the training process, poor performance is improved in such a way that it becomes better. So that a set of tasks that await can be done well by workers who have attended the training. It can be concluded that training is a series of processes intended to improve employee performance in their work.

2.5 Definition of Work Environment

The work environment is something that exists around the workers and that affects itself in carrying out the tasks charged (Nitisemito, 1992:25). Work environment is the social, psychological, and physical life within the company that affects workers in performing their duties. Human life can not be separated from the various circumstances surrounding environment, between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various circumstances of the surrounding environment. Similarly, when doing work, employees as human beings can not be separated from various circumstances around where they work, namely the work environment. During the work, each employee will interact with various conditions contained in the work environment. It can be concluded that the work environment is everything that exists and applies in the environment where a person works that support him in working and being in the environment where he works.

2.6 Definition of Employee Performance

Sedarmayanti (2011:260), reveals that performance is a translation of performance which means the work of a worker, a management process or an organization as a

whole, where the work must be demonstrated concretely and measurable (compared to predetermined standards). Employee performance according to Hasibuan (2012:94), can be interpreted as a work achieved by a person in carrying out the tasks assigned to him based on the skills, experience, and sincerity and time. Thus, employee performance can be interpreted as the work of an employee, where the results must be according to work standards or targets set or even more.

3. METODE PENELITIAN

3.1 Type of Research

This type of research is classified as quantitative research. Quantitative research is a research method based on the philosophy of positivism, used to examine a particular population or sample, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypothesis (Sugiyono, 2017:8). This study was conducted to determine the effect of 3 variables (compensation, work training, and work environment) on 1 variable (employee performance) by means of statistical tests.

3.2 Population Research

In this study the population studied were the respondents, all employees of PT. Bank Sinarmas Tbk. The Manado Branch Office, which numbered 33 people. In full, can be seen on **Table 3.1**.

Table 3.1

PT. Bank Sinarmas Manado Employee Positions

| Position | Number (People) |
|---------------------------------------|-----------------|
| Branch Manager (BM) | 1 |
| Head of Operation (HO) | 1 |
| Supervisor (SPV) | 2 |
| Relationship Manager (RM) | 2 |
| Teller | 4 |
| Customer Service (CS) | 2 |
| Credit Administration & Control (CAC) | 1 |
| Account Officer (AO) | 1 |
| Senior Funding Sales Officer (SFSO) | 3 |
| Funding Sales Officer (FSO) | 2 |
| Agent Manager (AM) | 1 |
| Branch Internal Control (BIC) | 1 |
| Bancassurance Support Trainee (BST) | 1 |
| Bancass Consultan (BC) | 1 |
| General Affair (GA) | 1 |
| Driver | 3 |
| Security | 4 |
| Office Boy (OB) | 2 |
| Total | 33 |

(Source: Data Processed, 2018)

3.3 Hypothesis Test

1. T-test (Partial Test)

According to Sanusi (2014:138), the T-test is used to determine whether the independent variable regression model (X) is partially significant to the dependent variable (Y) at 95% confidence level. In this case to test the influence of Independent Variables, namely Compensation (X1), Work Training (X2), and Work Environment (X3) to Dependent Variables, namely Employee Performance (Y). The formula as follow:

$$t = \frac{r\sqrt{n} - 2}{\sqrt{1 - r^2}}$$

2. F-test (Simultaneous Test)

According to Sanusi (2014:137) F-test is used to determine whether the independent variable (X) simultaneously significantly affects the dependent variable (Y) at 95% or $\alpha = 5\%$ confidence level. In this case to test the influence of Independent Variables, namely Compensation (X1), Job Training (X2), and Work Environment (X3) to Dependent Variables, namely Employee Performance (Y). The formula is as follow:

$$f = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

4. HASIL PENELITIAN

4.1 Hypothesis

1. T-test (Partial Test)

T-test performed using $\alpha = 0.05$ and the degree of freedom = 29. The result of T-table is 2.045.

Table 4.1

T-test Result

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 9.260 | 3.682 | | 2.515 | .0 |
| Compensation | -.269 | .165 | -.292 | -1.631 | .1 |
| Work Training | .160 | .313 | .129 | .510 | .6 |
| Work Environment | .504 | .158 | .746 | 3.192 | .0 |

a. Dependent Variable: Employee Performance

(Source: Processing Data, Result of SPSS 16)

Based on the Result of T-test (Partial Test):

1. Compensation (X1) toward Employee Performance (Y) = -1.631.

The value of T_{count} for Compensation by using 5% level of significant is -1.631, means that $T_{count} (-1.631) < T_{table} (2.045)$. It means H_0 accepted and H_a rejected, so Compensation (X1) does not has significant influence toward Employee Performance (Y).

2. Work Training (X2) toward Employee Performance (Y) = 0.510.

The value of T_{count} for Work Training by using 5% level of significant is 0.510, means that $T_{count} (0.510) < T_{table} (2.045)$. It means H_0 accepted and H_a rejected, so Work Training (X2) does not has significant influence toward Employee Performance (Y).

3. Work Environment (X3) toward Employee Performance (Y) = 3.192.

The value of T_{count} for Work Environment by using 5% level of significant is 3.192, means that $T_{count} (3.192) > T_{table} (2.045)$. It means H_0 rejected and H_a accepted, so Work Environment (X3) has significant influence toward Employee Performance (Y).

2. F-test (Simultaneous Test)

Table 4.2

F-test Result

| Model | ANOVA ^a | | | | |
|--------------|--------------------|----|-------------|-------|-------------------|
| | Sum of Squares | df | Mean Square | F | Sig. |
| 1 Regression | 253.412 | 3 | 84.471 | 9.790 | .000 ^a |
| Residual | 250.224 | 29 | 8.628 | | |
| Total | 503.636 | 32 | | | |

a. Predictors: (Constant), Work Environment, Compensation, Work Training

b. Dependent Variable: Employee Performance

(Source: Processing Data, result of SPSS 16)

Based on value from F-table using $\alpha = 0.05$ and $df_1(k-1) = 3$ and $df_2 (n-k) = 29$, the result of F-table is 2.93. According to the Table 4.5 above the calculation of $F_{count} (9.790) > F_{table} (2.93)$, it meanst H_0 rejected and H_a accepted, then the Compensation (X1), Work Training (X2) and Work Environment (X3) simultaneously influence the Employee Performance (Y).

4.2 Result Interpretation

From the results of the T-test and F-test, it can be concluded that in partial test (T-test) only 1 independent variable (Work Environment) has a significant influence on the dependent variable (Employee Performance), while other independent variables (Compensation and Work Training) does not significantly influence the independent variables (Employee Performance). While on simultaneous testing (F-test), that is simultaneously the three independent variables (Compensation, Work Training, and Work Environment) combined proved

to have a significant influence on the dependent variable (Employee Performance).

5. KESIMPULAN

Based on the objectives in this study, the following conclusions can be drawn:

1. From the results of the T-test testing proved that the Variable X1 (Compensation) does not significantly influence Variable Y (Employee Performance).
2. From the results of the T-test testing proved that the Variable X2 (Work Training) does not significantly influence Variable Y (Employee Performance).
3. From the results of the T-test, it was proven that the Variable X3 (Work Environment) significantly influence Variable Y (Employee Performance).
4. From the results of the F-test, it was proven that the Variable X1 (Compensation), Variable X2 (Work Training), and Variable X3 (Work Environment) simultaneously influences Variable Y (Employee Performance).

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