



Research Paper

Analysis Of The Influence Of Work Discipline And Work Motivation On Employee Performance At Pt Bank Victoria, Fatmawati Branch

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ABSTRAK

Peneliti ini bertujuan untuk mengetahui faktor yang mempengaruhi kinerja karyawan pada Bank Victoria Cabang Fatmawati. Faktor yang diteliti yaitu disiplin kerja dan motivasi kerja dan pengaruhnya terhadap kinerja karyawan. Metode penelitian menggunakan pendekatan kuantitatif dimana sampel dari penelitian ini adalah Karyawan Bank Victoria Cabang Fatmawati sebanyak 40 responden. Alat statistik yang digunakan adalah berupa regresi linear berganda dan dilakukan melalui program SPSS 21.0. Analisa yang digunakan adalah uji validitas, uji reliabilitas, uji normalitas, uji multikolinieritas, uji heteroskedastisitas, uji T (uji secara parsial), uji F (uji secara simultan). Analisis linear berganda, dan uji koefisien determinasi berganda. Hasil analisis menunjukkan bahwa disiplin kerja tidak berpengaruh signifikan terhadap kinerja karyawan Bank Victoria Cabang Fatmawati. Temuan lain adalah motivasi kerja berpengaruh signifikan terhadap kinerja karyawan Bank Victoria Cabang Fatmawati. Disiplin kerja dan motivasi kerja secara simultan berpengaruh terhadap kinerja karyawan Bank Victoria Cabang Fatmawati.

Kata Kunci: disiplin kerja, motivasi kerja, kinerja karyawan

ABSTRACT

The researcher aims to determine the factors influencing employee performance at Bank Victoria, Fatmawati Branch. The factors under investigation are work discipline and work motivation and their impact on employee performance. The research method employs a quantitative approach, with a sample of 40 respondents from Bank Victoria, Fatmawati Branch. The statistical tool used is multiple linear regression, analyzed using SPSS 21.0. The analysis includes validity testing, reliability testing, normality testing, multicollinearity testing, heteroskedasticity testing, T-test (partial test), F-test (simultaneous test), multiple linear regression analysis, and a multiple coefficient of determination test. The analysis results indicate that work discipline does not have a significant influence on the performance of employees at Bank Victoria, Fatmawati Branch. Another finding is that work motivation significantly influences the performance of employees at Bank Victoria, Fatmawati Branch. Work discipline and work motivation simultaneously affect the performance of employees at Bank Victoria, Fatmawati Branch

Keywords: work discipline, work motivation, employee performance

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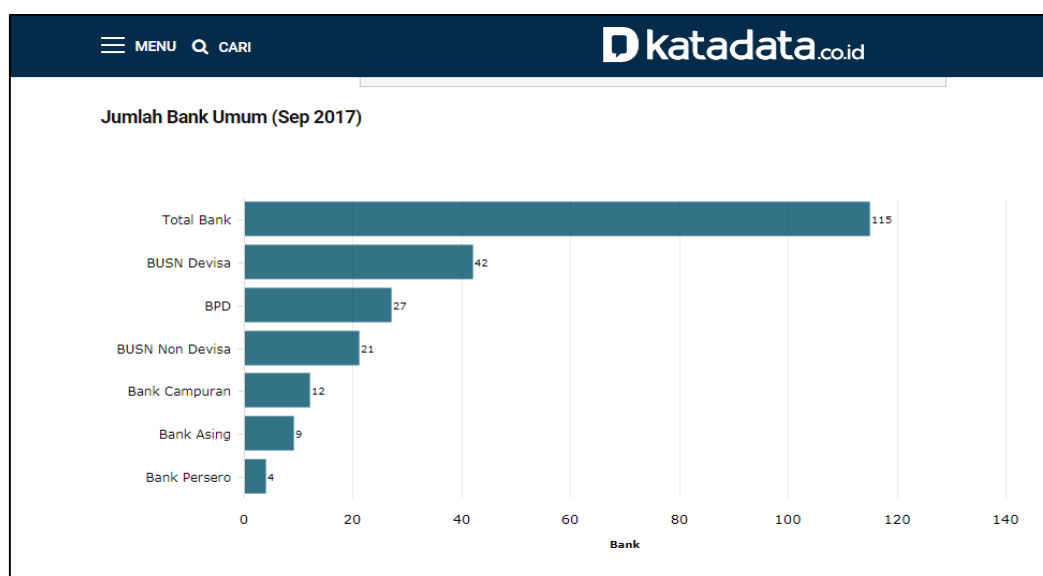
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I. Introduction

In this era of globalization, human resources are a crucial factor in achieving the goals of an organization or company. Essentially, human resources play a role as drivers, thinkers, and planners to attain the objectives of the organization or company. Human resources are the only resource that possesses intellect, emotions, desires, skills, knowledge, drive, and effort. All these potentials influence the organization's efforts to achieve its goals. In the case of banks, in particular, human resources are required to quickly master technology, be adaptive, and be responsive to ever-advancing technological changes. In such conditions, personal integrity is increasingly essential to survive in the intense competition within the current banking sector.

For the banking sector, which is highly transaction-intensive, meaning every transaction must be completed in a relatively short time, employees must have truly reliable qualities, enabling them to sell every product offered by the bank.

Banking Statistics from the Indonesian Financial Services Authority (OJK) indicate that as of September 2017, there were 115 banks. The largest number of banks belonged to the National Private Commercial Banks (BUSN) Devisa group, with 42 banks. Following that, there were 27 Regional Development Banks (BPD), and the Non-Devisa BUSN group had 21 banks. There were also 12 banks in the mixed bank group, 9 foreign banks, and 4 state-owned banks (<https://databoks.katadata.co.id/datapublish/2017/11/17/berapa-jumlah-bank-umum-saat-ini>).



Source: *katadata.co.id* (2019)

Figure 1. Indonesian General Banking Chart

From the above statistical data, it is interpreted that the competition in the banking industry is currently intense. Therefore, the work discipline possessed by each employee is one of the keys to achieving the company's goals. Without employee discipline, it is difficult to achieve optimal performance. The issue of work discipline can be seen as something beneficial for both individual interests and the company. For the company, work discipline ensures the maintenance of order and the smooth execution of tasks, resulting in optimal outcomes. For employees, it leads to positive evaluations from the company.

One of the problems that often occurs in the decline of employee performance is the lack of employee work motivation. Employee work motivation is crucial in any company. Simply put, employees with high work motivation will be able to motivate themselves to work more enthusiastically and contribute positively to the company. Conversely, employees with low motivation will be less enthusiastic at work.

Based on the pre-survey activities conducted by the author through an interview with Mr. Yakob Chandra, the branch head of Bank Victoria, Fatmawati Branch, information was obtained that there were indications of a decline in employee performance in the last two months at the end of 2018, namely in October and November. The indications of decreased employee performance were also supported by several negative customer complaints received by the call center. According to the branch head of Bank Victoria, Fatmawati Branch, during the interview in December 2018, one of the factors contributing to the decline in employee performance was the lack of work compensation in the form of annual bonuses, a lack of understanding of work discipline and company regulations that were not strict in implementation, low employee work motivation, an uncondusive working environment, and a very high workload in the last two months of 2018.

Based on the background of the problem, the author is interested in researching employee performance at PT Bank Victoria, Fatmawati Branch, with the research title "ANALYSIS OF THE INFLUENCE OF WORK DISCIPLINE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT BANK VICTORIA, FATMAWATI BRANCH." This research is conducted at Bank Victoria, Fatmawati Branch, KebayoranBaru, South Jakarta.

II. Literature Review

Human Resource

The definition of human resources is individuals who design and produce goods or services, oversee quality, market products, allocate financial resources, and formulate all the strategies and goals of the organization (SadiliSamsudin, 2010). According to Mangkunegara (2001), human resources are the planning of organization, implementation, and supervision of the procurement, development, compensation, integration, maintenance, and separation of the workforce to achieve organizational goals. According to Mathis and Jackson (2006), human resources are formal system designs within an organization to ensure the effective and efficient use of human talents to achieve organizational goals. Werther and Davis, cited by EdySutrisno, state that human resources are employees who are ready, capable, and prepared to achieve organizational goals (Werther and Davis in Sutrisno, 2009). Human resources involve the attraction, selection, development, maintenance, and utilization of human resources to achieve individual and organizational goals (Handoko, 2004). High-quality human resources are those capable of creating not only comparative but also competitive, generative, and innovative value using the highest energy such as intelligence, creativity, and imagination; no longer relying solely on raw energy like raw materials, land, water, energy, muscle, and so on (Ndaraha, 1999).

Work Discipline

According to Sutrisno (2009), work discipline is an individual's behavior that aligns with existing work rules and procedures, or discipline is an attitude, behavior, and action that complies with both written and unwritten regulations of the organization. Work discipline can be interpreted as an attitude of respect, appreciation, obedience, and compliance with the prevailing regulations, whether written or unwritten and the ability to carry them out without evasion, even when facing sanctions for violating assigned tasks and authorities (Sastrodiwiryo, 2002). Singodimejo, as cited in Sutrisno (2011), states that discipline is an individual's readiness and willingness to comply with the norms and regulations in their surroundings. Meanwhile, according to Rivai (2004), work discipline is a tool used by managers to communicate with employees so that they are willing to change certain behaviors, and it is an effort to enhance awareness and willingness to comply with all company rules and prevailing social norms. Work discipline represents a form of self-control for employees and systematic implementation, indicating the level of commitment of a team within an organization (Sulistiyani 2009). Singodimejo, as cited in Sutrisno (2011), asserts that discipline is an individual's readiness and willingness to comply with the norms and regulations in their surroundings.

The functions that influence the level of employee discipline in a company, according to Hasibuan (2010), include goals and capabilities, leadership examples, compensation, justice, supervision, penalty sanctions, and firmness. Rivai (2005) explains that work discipline has five indicators, such as attendance, compliance with work regulations, compliance with work standards, high level of vigilance, and ethical work.

Work Motivation

Work motivation is the driving force or incentive within an individual to behave and work diligently by the tasks and responsibilities assigned to them (M. Kadarisman, 2012:278). Meanwhile, according to Munandar (2004), work motivation is a process in which needs drives individuals to engage in a series of activities aimed at achieving specific goals. Sayuti (2007) states that an individual's motivation in carrying out their work is influenced by several factors, namely internal factors originating from psychological processes within the individual such as personal maturity, level of education, personal desires and expectations, needs, fatigue and boredom, job satisfaction and external factors from the environment such as working environment conditions and adequate compensation. Maslow, as cited by Hasibuan (2008), mentions indicators to determine the level of motivation in employees, namely compensation needs, needs for security and safety, and needs for recognition.

Employee Performance

Employee performance is the result of one's work in carrying out assigned tasks, based on skills, experience, dedication, and time (Hasibuan, 2006). According to Tangkilisan (2005), performance is a condition related to the organization's success in carrying out its mission, measurable through levels of productivity, service quality, responsiveness, responsibility, and accountability. Mangkunegara (2011) states that the factors influencing performance achievement are the ability factor and the motivation factor, asserting that motivation is formed by an individual employee's attitude in facing work situations. The mental attitude that drives employees to strive for maximum work achievement, being psychologically and physically ready (mentally, physically, in terms of goals, and various situations). Bernardin & Russell (2003) state that several performance indicators can be used to measure employee performance, including quality, quantity, timeliness, and cost-effectiveness.

III. Research Method

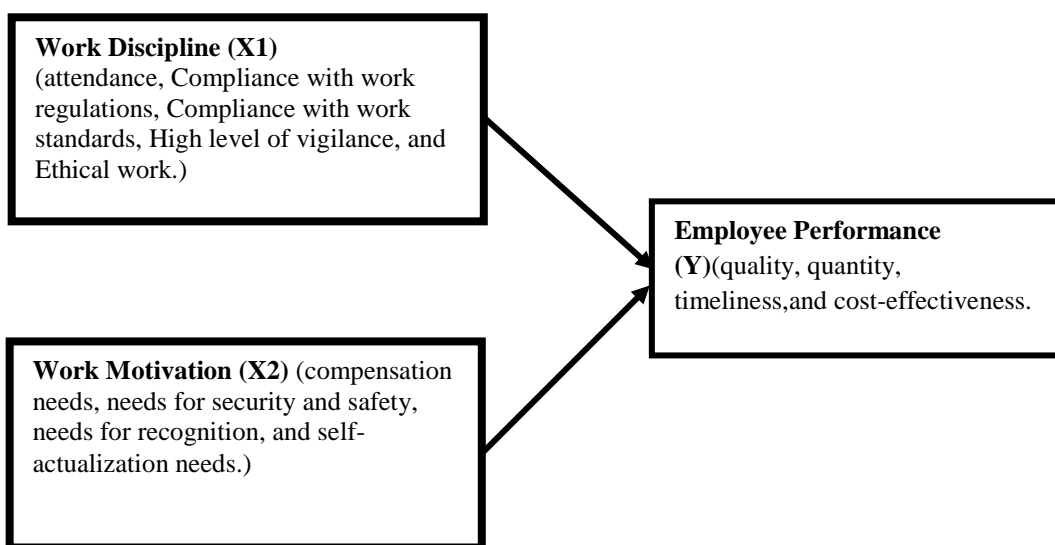
This study employs an associative causal research design using a quantitative approach. Associative causal research aims to understand the influence between two or more variables (Erwan, 2017:25). The research explores the influencing and influenced relationships among the variables under investigation. A quantitative approach is chosen as the data used to analyze the relationships between variables is expressed in numerical values or numeric scales (Kuncoro, 2003:41). This research analyzes the influence of work discipline and motivation on employee performance. The research object is PT Bank Victoria, Fatmawati Branch, located at Jl RS Fatmawati No 85, Kebayoran Baru, South Jakarta. The population in this study consists of all employees of PT Bank Victoria, Fatmawati Branch, totaling 40 employees. The analysis includes validity testing, reliability testing, normality testing, multicollinearity testing, heteroskedasticity testing, T-test (partial test), F-test (simultaneous test), multiple linear regression analysis, and a multiple coefficient of determination test.

The proposed hypotheses are as follows:

H1: Work discipline has a positive effect on employee performance at Bank Victoria, Fatmawati Branch.

H2: Work motivation has a positive effect on employee performance at Bank Victoria, Fatmawati Branch.

H3: Work discipline and work motivation have a significant positive effect on employee performance at Bank Victoria, Fatmawati Branch.



IV. Result and Discussion

Validity test

A validity test is used to assess whether a questionnaire is valid or not. It involves correlating the scores of each question with the total score of the construct or variable being measured. The significance test is conducted by comparing the calculated r-value with the critical r-value at the degrees of freedom (df) = n-2, where n is the sample size. The results of the validity test for the questionnaire filled out by the respondents are as follows:

Table 1. Validity Test of Work Discipline, Work Motivation, and Employee Performance Variables

Statement Number	Person Correlate	<i>r</i> hitung df=n-2	Description
DK1 (X1)	0,740	0,312	Valid
DK2 (X1)	0,762	0,312	Valid
DK3 (X1)	0,769	0,312	Valid
DK4 (X1)	0,615	0,312	Valid
DK5 (X1)	0,587	0,312	Valid
DK6 (X1)	0,562	0,312	Valid
MK1 (X2)	0,799	0,312	Valid
MK2 (X2)	0,805	0,312	Valid
MK3 (X2)	0,334	0,312	Valid
MK4 (X2)	0,699	0,312	Valid
MK5 (X2)	0,790	0,312	Valid
MK6 (X2)	0,667	0,312	Valid
K1 (Y)	0,798	0,312	Valid
K2 (Y)	0,770	0,312	Valid

K3 (Y)	0,668	0,312	Valid
K4 (Y)	0,783	0,312	Valid
K5 (Y)	0,688	0,312	Valid
K6 (Y)	0,699	0,312	Valid

Source: SPSS 21 output results (processed, 2023).

Based on Table 1 above, it can be observed that the calculated r-value for each statement given to respondents is greater than the critical r-value, which is 0.312. Therefore, it can be concluded that all statements or instruments in the motivation, work environment, and employee performance variables are considered valid and can be continued to the next phase of the research.

Reliability Test

A reliability test is conducted to measure a questionnaire, which is an indicator of a variable. A questionnaire is considered reliable if an individual's responses to statements are consistent or stable over time. A construct or variable is considered reliable if it yields a Cronbach's Alpha value > 0.60 (Nunnally cited in Ghazali 2009).

Table 2. Reliability Test of Work Discipline, Work Motivation, and Employee Performance Variables

No.	Variable	Crossbach Alpha	N of Items
1	X1	0,812	6
2	X2	0,749	6
3	Y	0,767	6

Source: SPSS 21 output results (processed, 2023)

From the above data, it can be concluded that the statements of the work discipline, work motivation, and employee performance variables are considered reliable as the results of Cronbach's Alpha are >0.60.

Descriptive Statistics Analysis.

Table 3. Descriptive Analysis of Work Discipline, Work Motivation, and Employee Performance Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Work Discipline	40	24,00	30,00	26,5500	2,15965
Work Motivation	40	23,00	30,00	26,2750	2,45981
Performance	40	22,00	30,00	25,3250	2,42199
Valid N (listwise)	40				

Source: SPSS 21 output results (processed, 2023)

From the output results above, it is observed that the work discipline variable, with a data count (N) of 40, has an average value of 26.55, a minimum value of 24, and a maximum value of 30, with a standard deviation of 2.15965. The work motivation variable, with a data count (N) of 40, has an average value of 26.275, a minimum value of 23, and a maximum value of 30, with a standard deviation of 2.45981. The employee performance variable, with a data count (N) of 40, has an average value of 25.325, a minimum value of 22, and a maximum value of 30, with a standard deviation of 2.42199. Based on the standard deviation value of 2.45981, the work motivation variable is closer to the average value. This indicates that respondents' assessments have a more significant influence on the work motivation variable.

Normality Test

Based on Figure 2, the Normal P-plot curve above shows that the distribution of points around the line still follows the straight line and does not deviate too far. Therefore, it can be concluded that the assumption model is by normality, and the data is suitable for use.

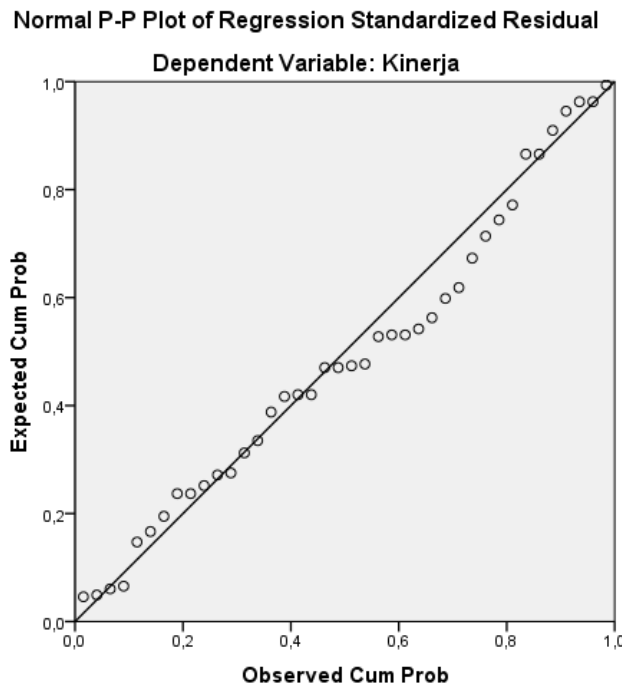


Figure 1.P-Plot Normal Curve

Based on the normality test above using the Kolmogorov-Smirnov test, KSZ is obtained as 1.029 and Asymp. Sig is 0.240, which is greater than 0.050. Therefore, it can be concluded that the data is normally distributed. The data can be seen in the following table:

Table 4.Kolmogorov-Smirnov Test Result

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,27987265
Most Extreme Differences	Absolute	,163
	Positive	,163
	Negative	-,099
Kolmogorov-Smirnov Z		1,029
Asymp. Sig. (2-tailed)		,240

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

Source: SPSS 21 output results (processed, 2023)

Multicollinearity Test

The multicollinearity test aims to examine whether there is a correlation between independent variables in a regression model. To detect the presence of multicollinearity, the values of VIF (Variance Inflation Factor) and Tolerance are examined. A regression model is considered free from multicollinearity if the VIF value is < 10 and the tolerance value is > 0.1 (Ghozali, 2016).

Table 5.MulticollinearityTest Result

Model	Coefficients							
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	8,953	5,356		1,671	,103		
	Disiplin Kerja	,319	,167	,285	1,911	,064	,970	1,031
	Motivasi Kerja	,301	,147	,305	2,051	,047	,970	1,031

a. Dependent Variable: Kinerja

Source: SPSS 21 output results (processed, 2023)

The calculation results show that the Variance Inflation Factor (VIF) for the work discipline variable is 1.031, and the VIF for the work motivation variable is 1.031. This indicates that none of the independent variables have a VIF value greater than 10. Therefore, it can be concluded that there is no multicollinearity among the independent variables in the regression model. Looking at the tolerance values, the work discipline variable has a tolerance of 0.970, and the work motivation variable has a tolerance of 0.970. Thus, it can be concluded that there is no multicollinearity based on the tolerance assessment because the tolerance values are greater than 0.10.

Heteroscedasticity Test

Based on Table 4.38, the Glesjer Heteroskedasticity Test above shows that the significance values for all independent variables are >0.05. This is indicated by the significance values for work discipline being 1.031 and the significance of work motivation being 1.031. Therefore, it can be concluded that there is no heteroskedasticity issue in this study.

Table 6. Heteroscedasticity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1,002E-013	5,356		,000	1,000		
1 Disiplin Kerja	,000	,167	,000	,000	1,000	,970	1,031
Motivasi Kerja	,000	,147	,000	,000	1,000	,970	1,031

a. Dependent Variable: Abs_RES

Source: SPSS 21 output results (processed, 2023)

Hypothesis Test

T-test

Based on the SPSS output below (Table 7), the t-value for the Work Discipline variable is 1.911. Since the t-value < the t-table value of 2.026, it can be concluded that H1 or the first hypothesis is rejected. This means that the Work Discipline variable does not have a significant effect on the Employee Performance of Bank Victoria, Fatmawati Branch. The t-value for the Work Motivation variable is 2.051, and since the t-value of 2.051 > the t-table value of 2.026, it can be concluded that H2 or the second hypothesis is accepted. This means that the Work Motivation variable has a significant effect on the Employee Performance of Bank Victoria, Fatmawati Branch.

Table 7. t Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8,953	5,356		1,671	,103
1 Disiplin Kerja	,319	,167	,285	1,911	,064
Motivasi Kerja	,301	,147	,305	2,051	,047

a. Dependent Variable: Kinerja (Y)

Source: SPSS 21 output results (processed, 2023)

F Test (Simultaneous Test Results)

Based on the SPSS output below (Table 8), the obtained F-value is 4.752, while the F-table value is 3.24. It can be observed that the F-value of 4.752 > 3.24 with a significance level of 0.015 < 0.05. Therefore, it can be concluded that the regression model suggests that Work Discipline and Work Motivation simultaneously affect Employee Performance at Bank Victoria, Fatmawati Branch.

Table 8. F Test Result

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	46,753	2	23,376	4,752	,015 ^b
Residual	182,022	37	4,920		
Total	228,775	39			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Motivasi Kerja, Disiplin Kerja

Source: SPSS 21 output results (processed, 2023)

Multiple Linear Regression Analysis

Table 9.F Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,953	5,356		1,671	,103
Disiplin Kerja	,319	,167	,285	1,911	,064
Motivasi Kerja	,301	,147	,305	2,051	,047

a. Dependent Variable: Kinerja

Source: SPSS 21 output results (processed, 2023)

Based on the obtained results from the regression coefficients above, a regression equation can be formulated as follows: $Y=8.953+0.319X_1+0.301X_2$. In the regression equation above, the constant value is 8.953. This indicates that if the variables Work Discipline and Work Motivation are considered constant or have a value of 0 (zero), the Employee Performance will increase by 8.953. The regression coefficient for the Work Discipline variable is 0.319, meaning that if the Work Discipline variable increases by one unit, the Employee Performance variable will increase by 0.319, assuming other variables are constant. The regression coefficient for the Work Motivation variable is 0.301, meaning that if the Work Motivation variable increases by one unit, the Employee Performance variable will increase by 0.301, assuming other variables are constant.

Coefficient of Determination Test

From Table 10 below, it can be seen that the Adjusted R Square value is 0.204 or 20.4%, which means that the Employee Performance variable can be explained by 20.4% by the variables Work Discipline and Work Motivation. The remaining 79.6% (100% - 20.4%) is explained by other variables.

Table 10. Coefficient of Determination Test Result
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,452 ^a	,204	,161	2,21800

a. Predictors: (Constant), Motivasi Kerja, Disiplin Kerja

b. Dependent Variable: Kinerja

Source: SPSS 21 output results (processed, 2023)

V. Conclusions and recommendations

Based on the research and discussion conducted regarding the influence of Work Discipline and Work Motivation on Employee Performance at Bank Victoria, Fatmawati Branch, the following conclusions can be drawn:

1. **Work Discipline:** The analysis indicates that Work Discipline does not have a significant effect on Employee Performance at Bank Victoria, Fatmawati Branch. This implies that adherence to work rules and procedures alone may not be the key factor influencing employee performance.
2. **Work Motivation:** On the other hand, Work Motivation has a significant positive effect on Employee Performance at Bank Victoria, Fatmawati Branch. This suggests that employees who are motivated in their work tend to perform better in achieving organizational goals.
3. **Simultaneous Influence:** When considering Work Discipline and Work Motivation together, the analysis shows that they simultaneously have a significant positive impact on Employee Performance at Bank Victoria, Fatmawati Branch. This implies that both factors combined play a role in influencing employee performance.
4. **Hypotheses Confirmation:** The hypotheses formulated for the study are confirmed as follows: H1 (Work Discipline): Rejected, as Work Discipline does not have a significant effect on Employee Performance. H2 (Work Motivation): Accepted, as Work Motivation has a significant positive effect on Employee Performance. H3 (Combined Influence): Accepted, as Work Discipline and Work Motivation together have a significant positive impact on Employee Performance.
5. **Model Adequacy:** The model is considered adequate, explaining 20.4% of the variance in Employee Performance. The remaining variance is attributed to other factors not included in the study.

Overall, the findings suggest that while Work Discipline alone may not significantly impact employee performance, combining it with effective Work Motivation can contribute significantly to enhancing employee performance at Bank Victoria, Fatmawati Branch. Based on the results of data analysis and discussions in the previous chapters, the following recommendations can be made:

1. Work Discipline Improvement: Specific Focus on "Firmness" Indicator: Since the indicator "firmness" under the Work Discipline variable received the lowest rating from respondents, with a score of 90, it is recommended for the Management of Bank Victoria, Fatmawati Branch, to enhance strategies aimed at improving work discipline. This could involve implementing more precise measures, including sanctions for employees who display a lack of discipline.

2. Enhancing Work Motivation: Reconsideration of "Old Age Guarantee" Program: As indicated by the lowest rating in the "old age guarantee" indicator under the Work Motivation variable, with a score of 164, it is suggested for the Management of Bank Victoria, Fatmawati Branch, to reconsider the old age guarantee program. A thorough review and potential enhancement of this program could contribute to boosting employee motivation.

3. Expansion of Research Scope: Increase Sample Size and Geographic Scope: To enhance the generalizability of the research findings, it is recommended to increase the sample size and expand the geographical scope of the study. Instead of focusing on a single branch, extending the research to include all branches of Bank Victoria in Indonesia would provide a broader understanding and more generalized insights. These recommendations aim to address specific areas identified in the research that could benefit from improvement or further attention. By implementing these suggestions, Bank Victoria, Fatmawati Branch, can strive to create a more conducive work environment, leading to enhanced work discipline, increased motivation, and ultimately improved employee performance.

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