



THE EFFECT OF COMMUNICATION AND LEADER MEMBER EXCHANGE ON JOB SATISFACTION MEDIATED BY MOTIVATION AT THE SOUTH JAKARTA METRO POLICE STATION: A CONCEPTUAL MODEL

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ABSTRACT

The purpose of this study is to develop a conceptual model of the effect of communication and leader member exchange on job satisfaction. In this study, the quantitative approach is used. This type of research uses associative research methods. The population in this study was 40 members at the South Jakarta Metro Police Station. The respondent taking technique used in this study is simple random sampling, taken by 40 members of the South Jakarta Metro Police Station as respondents in this study. The research hypothesis testing is carried out with a Partial Least Square (PLS) based Structural Equation Model (SEM) approach. Applying this conceptual model instantly would provide information about the effect of communication and leader member exchange on job satisfaction mediated by motivation at the South Jakarta Metro Police Station.

KeyWords

Communication, Leader Member Exchange, Motivation, Job Satisfaction, Conceptual Model

INTRODUCTION

In order to maintain domestic security through efforts to carry out the functions of the police which include maintaining security and public order, law enforcement, protection, and service to the public, the National Police of the Republic of Indonesia is a tool of the state to carry it out and it is assisted by the community by upholding human rights.

The performance of the South Jakarta Metro Police Station is measured on the basis of the assessment of key performance indicators (KPI) which are indicators of the success of achieving strategic goals and targets as stipulated in the 2016 South Jakarta Metro Police Station Performance Agreement.

Members of the Police Station can interact and are a basic need to meet all forms of human activity. Humans cannot do their activities while communicating. By communicating, activities in a company will not be hampered, since humans will interact with one another for a common purpose between superiors and subordinates, subordinates with superiors, and subordinates with subordinates.

As for other phenomenon seen in researches, there's still a low level of employee satisfaction which has an impact on declining organizational productivity, so that organizations experience obstacles in their development, There are still many obstructions faced so it is difficult to achieve organizational goals optimally.

Leaders can determine the direction and behavior of each employee in accordance with organizational goals. The role of a leader can also create affective commitment of employees. Employees who have affective commitment will be more involved, have a desire to realize the goals of the organization, and try to maintain their membership within the organization. One of the roles of leaders who can increase commitment is leader member exchange (LMX).

According to Kambu et al., (2012: 33) the LMX phenomenon can be shown from the lack of harmony between employees and superiors and there are only a few employees who have a close relationship with the leader. The LMX concept explains that there are two groups of employees, namely groups of employees who have distant relations (out of harmony) with the leader or commonly referred to as out-group groups and groups that have close relations with leaders or commonly referred to as in-group groups.

Support given by the company to employees will have a positive impact on employee motivation at work and employee willingness to work more than the employee's responsibility in achieving company goals.

Employee work motivation is not always in good condition, therefore it is necessary to have an effort to increase work motivation when work motivation decreases. Increasing employee motivation can be done by paying attention and fulfilling employee needs and appreciating the results of their work. In highly motivated employees, job satisfaction is not obtained from high intensive social status, but job satisfaction for them is an effort to achieve the results of production itself.

Employees who are satisfied with their work like to do their work and try to continue to improve their abilities and skills, conversely employees who are dissatisfied with their work tend to see the work as boring, so they will do their work harsh and carelessly.

The phenomenon that occurs at this time is the unknown influence of organizational culture on South Jakarta Metro Police Station. The South Jakarta Metro Police Station employees have not been able to create good communication, lack of communication that can reduce motivation, lack of communication between leaders and employees that make work ineffective, the number of employees who complained about work communication such as communication and improving the quality of relationships between superiors and subordinates, the leadership lacks direction and guides employees so that employees feel motivated, and low job satisfaction can certainly cause various negative impacts such as absenteeism, slowness in completing work not on time.

This study aims to analyze and explain:

- 1) How much influence communication has on motivation at the South Jakarta Metro Police Station.
- 2) How big is the effect of communication on job satisfaction at South Jakarta Metro Police Station.
- 3) How much influence the Exchange Member Leader has on motivation in South Jakarta Metro Police Station.
- 4) How much influence the Leader Exchange Member has on job satisfaction at the South Jakarta Metro Police Station.
- 5) How big is the influence of motivation on job satisfaction at South Jakarta Metro Police Station.
- 6) How much influence does communication have on job satisfaction mediated by motivation at the South Jakarta Metro Police Station.

- 7) How much influence is the Leader Member Exchange on job satisfaction mediated by motivation at the South Jakarta Metro Police Station.

LITERATURE REVIEW

According to Hidayat (2012: 19), the notion of communication comes from the Latin word "communicare", which means to participate or notify. The word *communis* means shared property or applies everywhere so that *communis opinio* means public opinion or majority opinion. Thus, communication is an effort to build a togetherness based on a common perception of something that encourages among communication actors to depend on each other in accordance with common desires or goals.

According to Gerald R. Miller (Mulyana, 2014: 68), "Communication occurs when a source conveys a message to the recipient with a conscious intention to influence the recipient's behavior".

Edwin B Flippo in Mangkunegara (2011: 145) states that communication is an activity that causes other people to interpret an idea, especially one intended by a speaker or writer. While communication according to Komala (2009: 73) is a process of exchanging information carried out by two or more people who will provide mutual understanding.

While Joseph A. DeVito (2011: 24) in his book states that "Communication refers to actions, by one or more people, who send and receive messages that are distorted by noise, occur in a particular context, have a certain influence, and there is an opportunity to do feedback".

Based on some of the above understanding, it can be concluded that communication is an activity of sending messages or news from the sender of the message and received by the recipient of the message so that the message can be understood and can affect the recipient of the message.

The approach to communication also consists of several important elements, according to Harold Lasswell (in Mulyana, 2014: 69), namely:

- a. Source – the party who initiated or has the need to communicate. The source here can be an individual, group, organization, or even a country.
- b. Message – what is communicated from the source to the recipient. The message has three components: meaning, the symbol used to convey meaning, and the form or organization of the message.
- c. Channel or media – a tool or vehicle used by the source to convey messages to the recipient. In the actual communication event there are many channels that we can use, even though there is one dominant.
- d. The receiver – often also referred to as the target or destination, the decoder, or the audience, i.e. people who receive messages from the source.
- e. Exchange – what happens to the recipient after receiving the communication message.

Communication is a bridge that brings together members in the organization. Interrupted communication has not been recognized as an important thing for the organization. According to Veithzal (2008: 428) general factors that influence communication, among others are:

- 1) Position – position level, more or less affect the smooth communication between the parties. For those who have higher positions, they are ashamed if they have to communicate with subordinates, so also subordinates feel awkward when communicating with superiors.
- 2) Place – separate workspaces will affect communication, both between employees who are at the same level and between superiors and subordinates.
- 3) Communication tools – communication tools have a great influence on creating fluency in communication.
- 4) Density of work – busy work that is faced from time to time is a barrier to communication, especially in big cities work with a dense volume and requires extra caution.

Riggio (2013) in the concept of Leader-Member Exchange states that if the interactions of high quality subordinate superiors, a superior will have a positive view of subordinates so that subordinates will feel that superiors provide much support and motivation.

Furthermore, Erdogan et al (in Rosen, Harris, & Kacmar, 2011) revealed that subordinates who are in high quality LMX are characterized by mutual trust, liking, loyalty, professional respect and mutual behavior that benefits their superiors. Conversely, subordinates who are on low-quality LMX tend to receive fewer benefits from their superiors.

LMX is a theory that supports leaders creating in-groups and out-groups; subordinates with status in-group will get a high level of performance; less turnover; and greater job satisfaction (Robbins and Judge, 2013: 377).

The quality of this relationship will form in-groups and out groups. Subordinates who are members of in-groups will be given more responsibility, appreciation, and attention than subordinates who are out of the group. On the other hand, members out of the group will have a more formal relationship with the leader. Hence, the difference between in-group and out-group will determine the quality in an organization.

Liden and Maslyn (in Munisa, 2016) suggest several dimensions of Leader Exchange Members are:

1) Affection

This influences each other between superiors and subordinates based on interpersonal attraction, not only from the professional values of workers (Liden and Maslyn, 1998). Affection according to Dionne (in Dinimartani, 2014), is manifested in the desire for the occurrence of a relationship that produces a component of personal appreciation and the results obtained. Affection is also a form of portrayal of the comfort and feelings of pleasure or happiness in the presence of others.

2) Member Support and Trust

This refers to the expression of general support given for the achievement of goals and in accordance with the personal character of other members of the LMX relationship. According to Dionne (in Dinimartani, 2014) the expression of public support for one's goals and characters in other staff within the scope of LMX, which involves full trust in someone consistently from one situation to another situation.

3) Contribution

This is the perception of the amount, direction, and quality-oriented activities on the task at certain levels between each member to achieve common goals and mutual (explicit or implicit). Contribution according to Dionne (in Dinimartani, 2014) is a tendency for each member (staff) to participate or be involved in acting responsibly for completing tasks.

4) Professional Respect

This is the perception of the extent to which any reciprocal relationship has had and built a reputation within or outside the organization, so that person excels in his field of work. Professional respects are the feelings of mutual respect between leaders and staff.

Munisa (2016), said that not so many sources say the factors that make up LMX. Some experts state that the factors that make up the Leader Member Exchange (LMX) are demographic similarity (Bauer & Green), perception of similarity (Liden), performance (Bauer & Green), locus of control (Kinicki) and feelings of liking (Wayne & Ferris). In a study conducted by Jeffry Wibowo & Eddy M. Sutanto (in Munisa, 2016), they stated that the higher quality of subordinate superiors' relations (LMX) could increase employee loyalty.

In some studies, subordinates with low quality relationships, get more limited time from superiors, superior-subordinate relationships based on formal relationships that can be noticed in the use of language when communicating. Employees with low quality relationships also tend to see superior-subordinate relationships as nothing more than contractual relationships, where employees work "eight hours for eight hours' wages, and high turnover (Graen, Liden, & Hoel, in Landy & Conte, 2010).

Conversely, high-level LMX has an impact on increasing job satisfaction, organizational commitment, organizational citizenship behavior (OCB), and decreasing the level of turnover intention. (Gerstner & Day; Schriesheim et al.). In addition, Robbins (in Dewi, 2015) states that more trusted subordinates receive more attention from superiors, and get special rights, so that subordinates also have a higher performance rating, low turnover intensity, high satisfaction with superiors, and greater overall satisfaction than subordinates who have low quality relationships.

Motivation is a process that gives enthusiasm, direction, and persistence in behavior. Hence, motivated behavior is behavior that is full of energy, directed and enduring (Santrock, 2008). Motivation is direction, persistence encouragement, and a number of efforts expended by someone to achieve specific goals (Blanchard & Thacker, 2010).

Pinder (2013) argues that work motivation is a set of strengths both originating from within and from outside oneself which encourages to start working behavior, according to the format, direction, intensity and a certain period of time.

Hasibuan (2015) states that work motivation is a condition or energy that moves employees to be directed or aimed at achieving the goals of the company's organization. The mental attitude of employees who are pro and positive towards work situations is what strains their work motivation to achieve maximum performance.

It can be concluded that work motivation is an effort that can lead to behavior, direct the behavior, and maintain behavior that is appropriate to the work environment in the organization.

Motivation basically can spur employees to work harder so they can achieve their goals. Two methods of motivation to improve the morale of the employees in the work as it has been stated by the Malay SP Hasibuan (2011: 149), namely:

a. Direct Motivation

Motivation is provided directly to each individual employee to meet the needs and satisfaction. These motivations are specific such as giving praise, awards, holiday allowances, and bonuses.

b. Indirect Motivation

Motivation is given only a facility that supports and bolsters morale / fluency tasks so that employees feel at home and eager to do the job. For example, good machines, harmonious work atmosphere, and proper placement.

According to Sagir in BejoSiswantoSastohadiwiryono's book (2010: 269) that the motivational driving factors include:

1. Performance

According to Anwar PrabuMangkunegara (2005: 67), "Performance is the work of quality and quantity achieved by a person.

Employees in carrying out their duties in accordance with the responsibilities are given to him. Meanwhile, according to Henry Simamora (1995: 327), employee performance is "The rate at which employees reach the requirements and jobs". So, performance as a result achieved by employees in carrying out their duties and roles in a company.

2. Appreciation

Appreciation or recognition of a person's performance has been a strong incentive. Recognition of a performance will provide higher inner satisfaction than appreciation in the form of material or gifts. Award in the form of a charter will make a stronger incentive compared to prizes in the form of goods or bonus ice.

3. Challenges

The challenges faced are a strong incentive for humans to overcome them. A goal that is not challenging or work that is easily achieved is not able to be a stimulus because after the challenge will usually foster excitement at work.

4. Responsibility

A sense of belonging will create motivation to feel responsible.

5. Development

Development of one's abilities, both from work experience or opportunities to advance, is a strong incentive for workers to work harder and more passionately.

6. Investment

Sense of being involved in a decision-making process will foster a sense of responsibility, a sense of respect which is a "challenge" that must be answered through participation to perform in business development or personal development.

6. Opportunities

Opportunities to advance in the form of open career paths, from the lower levels to the top management level are strong enough incentives for employees.

Job satisfaction is related to one's feelings or attitudes regarding the job itself, salary, promotion or education opportunities, supervision, work colleagues, workload, and others. (Hughes, 2012).

Meanwhile, according to Colquitt, LePine, and Wesson (2011: 105), job satisfaction is the level of pleasant feelings obtained from the assessment of one's work or work experience.

According to Handoko (2012: 193), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Similarly, George and Jones (Priansa, 2016: 291) stated that job satisfaction is a collection of feelings, beliefs, and thoughts about how to respond to his work.

So, it can be concluded that job satisfaction is a collection of feelings, beliefs, and thoughts about how someone responds to their work.

According to Jewell and Siegal (in Prestawan 2010) several aspects in measuring job satisfaction:

- a. Psychological aspects, related to employee psychiatry include interests, job security, attitudes toward work, talents and skills.
- b. Physical aspects, related to the physical conditions of the work environment and the physical conditions of employees, including the type of work, working time settings, resting time, room conditions, air temperature, lighting, air exchange, employee health and age.
- c. Social aspects, related to social interaction, both among fellow employees with superiors and between employees of different types of work and relationships with family members.
- d. Financial aspects, related to employee insurance and welfare, which includes the system and the amount of salary, social security, benefits, facilities and promotions.

The factors that provide job satisfaction according to Blum (in Sutrisno, 2010: 77) are:

1. Individual factors – including age, health, character, and expectations.
2. Social factors – including family relationships, work views, political freedom, and social relations.
3. The main factors in work – including wages, supervision, work peace, working conditions, and opportunities to progress.

CONCEPTUAL MODEL

According to Uma Sekaran (in Sugiyono, 2017: 60), suggests that the framework of thinking is a conceptual model of how theories relate to various factors that have been defined as important problems. To facilitate or provide an overview of the thinking in this study, it can be stated that the framework of thought that appears in the following picture.

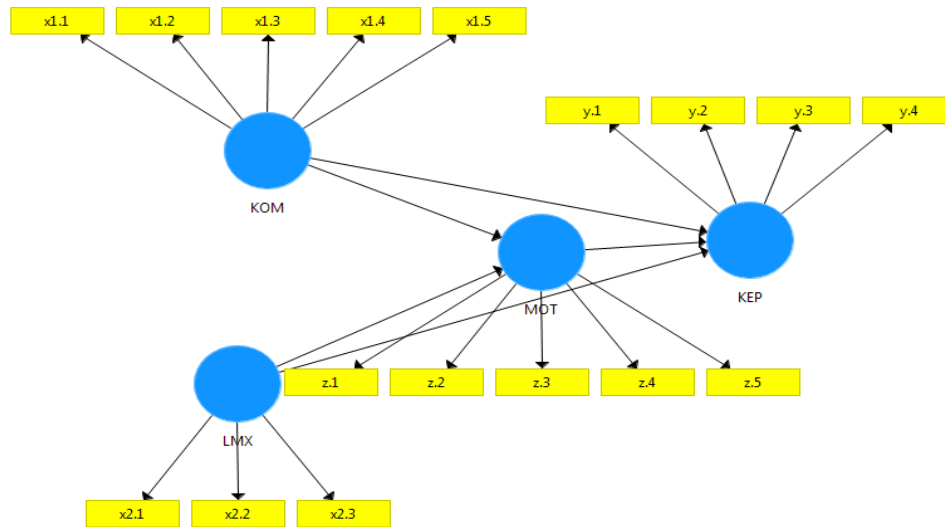


Figure 1: Conceptual Model

Description:

X_1 : Communication, Independent Variable (KOM)

X_2 : Leader Member Exchange, Independent Variable (LMX)

Z: Motivation, Mediating Variable (MDT)

Y: Job Satisfaction. Dependent Variable (KEP)

HYPOTHESIS DEVELOPMENT

1. The relationship of communication with motivation

Previous research by EndangHaryati& Lulu Kesumadewi (2015) indicated that the independent variable (x) used, namely communication, has a significant and significant influence on the dependent variable (y), namely motivation. The following research hypothesis is proposed:

H₁: Communication affects motivation in South Jakarta Metro Police Station

2. Relationship between communication and job satisfaction

Past research by I DewaGedeKresnaWirawan& I NyomanSudharma (2015) shows that communication has a significant positive effect on employee job satisfaction at the Denpasar City Regional Secretariat. The following research hypothesis is proposed:

H₂: Communication influences job satisfaction in South Jakarta Metro Police Station

3. Relationship between Leader Member Exchange and motivation

A research by DevinaFlorentina, FransiscaLaurentinus, Thomas StefanusKaihatu, Endo WijayaKartika (2016) showed that Leader Member Exchange has a significant influence on employee work motivation and contribution is the dominant influencing dimension on employee work motivation in Sushi Tei Surabaya. The following research hypothesis is proposed:

H₃: Leader Member Exchange affects motivation in South Jakarta Metro Police Station

4. Relationship between Leader Member Exchange and job satisfaction

Previous research by RizkaNurhastiAgustaHarahap&SholihatiAmalia (2017) indicated that there is an influence between Leader Member Exchange on employee job satisfaction. The following research hypothesis is proposed:

H₄: Leader Member Exchange influences job satisfaction in South Jakarta Metro Police Station

5. The relationship of motivation with job satisfaction

Previous research by NathaliaEunikeFengky, Bernhard Tewel& Bode Lumanauw (2011) showed that motivation has a significant influence on employee job satisfaction. The following research hypothesis is proposed:

H₅: Motivation affects job satisfaction in South Jakarta Metro Police Station

6. Relationship of communication with job satisfaction through motivation

Based on the research of by EndangHaryati& Lulu Kesumadewi (2015) showed that **communication** has influence significantly to the motivation and Fengky et al.(2011) showed that motivation has a significant influence on employee job satisfaction.

tion. While Wirawan & Sudharma (2015) shows that communication has a significant positive effect on employee job satisfaction. Therefore, the following research hypothesis is proposed:

H₆: Communication influences job satisfaction through motivation as a mediating variable in South Jakarta Metro Police Station

7. Relationship between Leader Member Exchange and job satisfaction through motivation

A research by Florentina et al. (2016) showed that Leader Member Exchange has a significant influence on employee work motivation and Fengky et al. (2011) showed that motivation has significantly influence employee job satisfaction. While Harahap and Amalia (2017) indicated that there is an influence between Leader Member Exchange on employee job satisfaction. Therefore, the following research hypothesis is proposed:

H₇: Leader Member Exchange influences job satisfaction through motivation as a mediating variable in South Jakarta Metro Police Station

METHODOLOGY

This research uses a quantitative approach with associative research methods. The population in this study was employees of the South Jakarta Metro Police Station, amounting to 40 members. Samples will be taken using simple random sampling. Data analysis technique used in this study is path analysis by using the SEM model or Structural Equation Modeling with Partial Least Square (PLS) (Latan and Ghozali, 2012; Siswoyo, 2017).

CONCLUSION

This paper has discussed the background of the problem at the South Jakarta Metro Police Station. The literature review on communication, Leader Member Exchange (LMX), motivation, and relationships between them was explored. The conceptual model, hypotheses and methodology were developed. Practicing this paper instantly will find out the relationships between variables in the conceptual model.

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